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Abstract

The 2nd Annual North American Think Tank summit brought together over forty-five think tanks from the United States of America, Canada, and Mexico to discuss how to best navigate an evolving environment that is information rich and resource scarce. Over the course of the summit, top level management from North American think tanks addressed the potential effectiveness of an industry wide set of standards in protecting a think tanks’ core assets of quality research and credibility. In light of concerns raised about transparency of think tank operations, summit participants deliberated:

1. The overall lack of operational funding and an overreliance on project-specific funding; the relationship between transparency, donors, and researchers

2. The lack of effective communication and marketing strategies to reach target audiences and achieve greater impact

3. In a dynamic economy, how can think tanks attract the best and brightest to make working in a think tank a career choice

An opening dinner was held at the Center for Strategic and International Studies, with a keynote speech by the chief white house correspondent from CBS news, Major Garrett. Panels and breakout sessions were held the following day at the Woodrow Wilson Center.

Disciplines
African Studies | Other International and Area Studies

Comments
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Researching the trends and challenges facing think tanks, policymakers, and policy-oriented civil society groups...

Sustaining, strengthening, and building capacity for think tanks around the world...

Maintaining the largest, most comprehensive database of over 7,000 think tanks...

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2015 NORTH AMERICAN THINK TANK SUMMIT REPORT

Think Tanks and the Transformation of Africa: The First African Continental Think Tank Summit

Washington, DC

May 13-14, 2015
Introduction

The 2\textsuperscript{nd} Annual North American Think Tank summit brought together over forty-five think tanks from the United States of America, Canada, and Mexico to discuss how to best navigate an evolving environment that is information rich and resource scarce. Over the course of the summit, top level management from North American think tanks addressed the potential effectiveness of an industry wide set of standards in protecting a think tanks’ core assets of quality research and credibility. In light of concerns raised about transparency of think tank operations, summit participants deliberated:

1. The overall lack of operational funding and an overreliance on project-specific funding; the relationship between transparency, donors, and researchers

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3. In a dynamic economy, how can think tanks attract the best and brightest to make working in a think tank a career choice

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Funding Challenges

The nature of funding, a primary operational concern, has evolved in response to a changing environment where think tanks are subject to increased public scrutiny and a call for greater transparency. During panels, and subsequent breakout sessions, participants identified the two main funding challenges as follows: What is the capacity for think tanks to build long-term strategies, and how can think tanks achieve both financial and research independence?

Participants discussed the trend of “short-termism,” where many think tanks are pressured to pursue project-specific funding at the expense of long-term operational bridge funding. This adversely affects the overall quality of research by constraining a think tank’s ability to engage in longer-term projects. Participants asked, “Should think tanks spend more time developing a donor database exclusively for overhead budgets?” Similarly, donors are increasingly interested in participating and socializing with researchers, which then raises questions about the quality and legitimacy of produced research.

Participants also discussed the continued viability of traditional funding sources, such as books. Producing books, while often a key aspect of research dissemination, is no longer profitable as a source of funding. Books though typically viewed as integral to a think tank’s identity, are often sold at a loss. Donors can offset such costs, but maintaining the donation levels necessary to do so has been challenging. Even think tanks like the Heritage Fund, with over 600,000 donors, struggle with balancing donor expectations and institutional research goals.

Communication Challenges

While the primary purpose of think tanks is to produce quality research, disseminating this research effectively to policy makers and the public is a rising challenge. Internet-based media has fundamentally changed how think tanks communicate their product. However, Indian think tanks struggle to optimize the use of Internet tools due to inconsistent access to computers and the web. Because of India’s economic successes in software exports, foreign companies have recruited many of the most skilled information technology professionals. Access to local top talent has since suffered, hindering a think tank’s ability to develop reliable web infrastructure. However, increasing media freedoms do reflect a slow growing internet community that think tanks could utilize to reach key policy makers. Reaching the target audience with Internet based media is challenging, particularly when in person relationship building and networking has long played an integral part of think tank communications strategy. Coupled with technological issues and infrastructural challenges, a multimedia approach to communications could be rewarding but is difficult to achieve.
Language presents an additional challenge in disseminating and understanding content. English is the primary mode of professional communication, yet is not understood by the majority of India’s population. This acts as a barrier between a think tank’s product and public viewership, limiting productive outreach.

**Human Resources Challenges**

Participants sought to discuss challenges in recruiting and retaining top talent in their organizations, and explored the skills and attributes needed for a successful career at a think tank. A major obstacle for Indian think tanks is the lack of representation in the social sciences. Indian universities tend to favor STEM programs, resulting in a shortage of graduate level studies in political science and international relations. Professionals trained in methodology and research techniques are few in numbers and difficult to retain. Additionally, participants noted the common perception that think tanks are a great place to start a career as an intern or research assistant, and end a career as a distinguished fellow. This creates a lack of mid-level professionals. As one panelist noted, young professionals often seek clear paths of advancement within the organization, which may not exist. They then instead spend a few years in a mentorship program before moving on.

Other panelists spoke to the issue of work-life balance, and noted that many higher-level professionals work predominantly on individualized, self-serving projects. These project preferences call into question the contributions these top researchers make to overall think tank performance. Additionally, current performance evaluations are outdated and ineffective at pinpointing the problems, preventing non-performers from improving. Successful results in think tanks are intangible and difficult to determine, but participants agreed that some form of measuring individual performance is necessary. Often, top scholars are drawn away from think tanks to bigger institutions, such as universities, that can provide larger salaries and better benefits. Think tanks are in constant competition with academic institutions for employees, and lack the cultural atmosphere to retain talent.
RECOMMENDATIONS

Participants were asked to develop potential strategies to address the various funding, communications, and human resources challenges deliberated during the summit.

1. Establish robust fundraising strategies, institute new business models and staffing patterns, and determine an optimal overhead budget.

2. Define the optimal donor-think tank relationship and develop an action plan to balance donor needs with maintaining research credibility. This will help manage lobbying from governments and other groups seeking to validate their interests.

3. Establish a strong multimedia communications approach in order to optimize policy impact. Positioning think tanks as mini media companies, increases the chance of disseminating original source material in a way that actively and effectively reaches target audiences. Personal relationships with key contacts tend to be the most effective strategy, supplemented by electronic and social media.

4. Focus communications approach on applications of social media, instead of finished products. Networking avenues, such as LinkedIn, are vastly underutilized and could be a strategic and cost effective use of social media.

5. Attract target audience by identifying popular key words in related Google searches, widening access to deeper materials with social media and leading viewers to the more in depth products.

6. Strategically capture the alumni network to further dissemination of research.

7. Strengthen network between think tanks in order to increase access to each other’s product.

8. Establish formal Human Resources departments in think tanks instead of relying on the director to fulfill hiring needs. Job listings should strategically assess the target audience in order to attract a diverse and well qualified applicant pool.

9. Create professional development funds or career development programs to help retain young professionals and curb high turnover rates. Think tank sponsored learning opportunities would both build employee skillsets and foster a positive relationship between the employee and the institution.
2015 North American Think Tank Summit Participants

Canadian Participant Biographies

Rohinton P. Medhora, President, Centre for International Governance Innovation

Rohinton P. Medhora is president of the Centre for International Governance Innovation (www.cigionline.org), a non-partisan think tank located in Waterloo, Ontario, Canada. CIGI’s research programs focus on the global economy; global security and politics; and international law. Previously he was vice president of programs at Canada’s International Development Research Centre, a research funder. He received his doctorate in economics in 1988 from the University of Toronto, where he also taught for a number of years. His fields of expertise are monetary and trade policy, international economic relations, and aid effectiveness. His recent publications include co-edited books on development thought and practice, Canada’s relations with Africa, and Canada’s role in the international financial system. He serves on the Boards of the Institute for New Economic Thinking (www.ineteconomics.org) and the Partnership for African Social and Governance Research (www.pasgr.org).

Niels Veldhuis, President, Fraser Institute

Niels Veldhuis is president of the Fraser Institute, Canada’s top ranked think-tank and among the top 20 globally, according to the University of Pennsylvania’s Global Go To Think Tanks Report. He holds a bachelor’s degree in business administration with joint majors in business and economics, and a master’s degree in economics from Simon Fraser University. Veldhuis has written six books and more than 50 peer-reviewed studies on a wide range of economic topics. In 2011, he was awarded (along with his co-authors) the prestigious Sir Antony Fisher International Memorial Award for the best-selling book, The Canadian Century. He appears regularly on radio and television programs across Canada and the United States and has written more than 200 articles for over 50 newspapers including the Globe and Mail, Wall Street Journal, National Post, and The Economist. He travels widely, speaking to business groups, corporate gatherings, volunteer organizations, and students on major economic and social issues. In 2010, he was named one of Vancouver’s Top 40 under 40 by Business in Vancouver. In 2011, Veldhuis moderated a discussion between former U.S. presidents Bill Clinton and George W. Bush at the Surrey Economic Forum.

David Watson, Managing Editor and Communications Director, Macdonald-Laurier Institute

David Watson is managing editor and communications director at the Macdonald-Laurier Institute. Watson comes to MLI following a career in journalism that began at the Globe and Mail’s Report on Business and then the Globe’s Comment pages. Watson came to Ottawa in 2005 to take a position on the Ottawa Citizen’s editorial board and in 2011 was named editorial pages editor, responsible for the paper’s editorial direction, and its print and online opinion sections. At MLI, Watson oversees the Institute’s media relations efforts and its research publications.
**Mexican Participant Biographies**

**Claudia Calvin-Venero**, Director General, Mexican Council on Foreign Affairs (Comexi)

Claudia Calvin-Venero is the director general of the Mexican Council on Foreign Affairs (Comexi) and founder of Mujeres Construyendo, a platform for bloggers in Latin America that empowers women through information and communication technologies. She has more than 18 years of experience as a public officer both, at the federal and legislative levels: Senate, Ministry of the Interior, and Presidency of the Republic, among others. In the private sector she has been a consultant for World Wildlife Fund (WWF) Mexico and has also worked at the Mexican Bureau of the LA Times and the Miami Herald.

Calvin has been a professor and lecturer at different institutions, including: Universidad Iberoamericana (UIA), Universidad de las Americas (UDLA), Instituto Tecnológico Autónomo de Mexico (ITAM), Universidad Autónoma de Querétaro and Centro de Estudios del Ejército y la Fuerza Armada. She was also a visiting researcher at Georgetown University. Recognized as one of the most influential women on the internet in Mexico, she was recently named Civil Society Adviser for UN Women in Mexico.

She received her doctorate in political science from the Latin-American Faculty of Social Sciences (FLACSO), her master’s in international journalism from the University of Southern California, and her bachelor’s in international relations from the National Autonomous University of Mexico (UNAM).

**Enrique Cárdenas Sánchez**, Executive Director, el Centro de Estudios Espinosa Yglesias

Enrique Cárdenas Sánchez is the executive director of el Centro de Estudios Espinosa Yglesias. He received his bachelor’s in economics at ITAM and his doctorate from Yale University, where he was awarded the National Prize of Economics for his doctoral dissertation. He was professor of economic history and president of Universidad de las Américas-Puebla between 1982 and 2003. He has been visiting professor at El Colegio de México, ITAM, CIDE, Universidad Iberoamericana, and Brown, Texas Christian, and Oxford universities. He has published extensively on Mexico’s economic history and has been a member of the National System of Research since 1992. In April 2005, he was invited to collaborate in the planning and establishment of a new think tank, Centro de Estudios Espinosa Yglesias. He is a member of the Board of El Colegio de México, writes a biweekly column at El Universal, and currently teaches economic history at ITAM.

**Celso Castro**, Professor and Dean of the School of Social Sciences, Fundação Getulio Vargas, Brazil

Celso Castro is professor and current dean of the School of Social Sciences at Fundação Getulio Vargas, Brazil. He received his doctorate in social anthropology and is the author of several books on the Brazilian military. Most recently, he co-edited *Qualitative Methods in Military Studies* (Routledge).

**José Luis Chicoma**, Director General, Ethos

José Luis Chicoma is the director general of Ethos. He received his master’s of public policy from Harvard University and his bachelor’s in Economics from Universidad del Pacífico. He has had a rising career in the public sector as vice minister for SME’s and Industries, export director of PROMPERU, advisor to the Minister of Foreign Trade and Tourism, and advisor to the National Competitiveness Board of Peru, among other positions. He has been a consultant for the Inter-American Development Bank, professor in the most prestigious universities in Peru, and a columnist in various magazines. He was also named one of “25 professionals under 45 that will change the economy of Peru” by the magazine *Semana Económica*. He is a fan of contemporary art, furniture design, and running.
Carlos de la Parra, Professor and Researcher, el Colegio de la Frontera Norte

Carlos de la Parra is a professor and researcher at el Colegio de la Frontera Norte in the Department of Urban Studies and Environment, where he has worked since 1986. Dr. de la Parra played a role in the negotiation of the recent bilateral agreement on the management of the Colorado River, serving as advisor to the International Boundary and Water Commission. He was the Federal Delegate to Baja California for the Mexican Ministry of Environment and Natural Resources from 2002 to 2004, and served as environmental minister at the Mexican Embassy in Washington, D.C. from 2004 to 2006. He earned his doctorate in environmental planning from the University of Michigan and has published extensively on issues of sustainability and development in the Mexico-U.S. border region.

Justine Dupuy, Coordinator of Transparency and Accountability, FUNDAR

Justine Dupuy is currently the coordinator of transparency and accountability at FUNDAR. She received her bachelor's in history from the Sorbonne, and her master's in journalism and information technologies from the University of Strasbourg, France. From 2004-2007, she worked as a journalist working for Radio France and for several newspapers. Since 2007, she has been working at FUNDAR.

Edna Jaime, Directora Ejecutiva, Mexico Evaluates

Edna Jaime is the directora ejecutiva of Mexico Evaluates, a columnist for the newspaper Excelsior, and a colleague of Leonardo Curzio Focus on the NRM program. Previously, she was director of the Center of Research for Development (CIDAC) and a political scientist at the Autonomous Technological Institute of Mexico (ITAM). She has over 25 years of experience in applied research in various areas of public policy and more than 10 years directing think tanks. In her career, she has directed and collaborated on more than 20 works that have had an impact on public policy. In 2011, she was honored with the ITAM Professional Merit for her career in civil society organizations.

Marlos Lima, Executive Director, Latin American Center for Public Policy, Fundação Getulio Vargas

Marlos Lima is executive director of the Latin American Center for Public Policy at the Fundação Getulio Vargas. He is also a FGV professor on graduate courses in the areas of strategic planning, public policies, prospective scenarios, future studies, and decision-making under uncertainty. Marlos Lima has been involved in many projects in private and public initiatives abroad and in Brazil. He received his bachelor's in economics from Rio de Janeiro State University and his master's degree in public administration from the Brazilian School of Public and Business Administration (EBAPE/FGV). Lima is also visiting professor at Universidad Nacional de Asunción, Paraguay and member of the Latin American Group for Public Administration (GLAPP / IIACA), Sociedad Mundial del Futuro, and the Academia Americana de Administración.

Manuel J. Molano, Director General Adjunto, Instituto Mexicano para la Competitividad

Manuel Molano's quantitative and analytical skills are used in the production of competitiveness indices produced by the Institute, analyzing cities, states and countries. He conducts research on the financial sector, small businesses, poverty, labor productivity, agriculture, competitiveness and allocation of production factors. He is cofounder of the economic scientist: Mexico, ¿cómo vamos? and has worked in collaboration with the Inter-American Development Bank (IDB) and the World Bank.

Between 2001 and 2004, he was the director of economic analysis in SAGARPA. There he had an important role in the BANRURAL liquidation, in the creation of Financiera Rural and the restructuring of Agroasemex. Between 2004 and 2006, he was CEO of FICO, a trust fund that controlled 40% of the sugar, alcohol, and molasses markets. His work has appeared in El Universal and Reforma, among others, and he co-wrote Mexico 2042: Futuro para Todos, with Mexico Evalúa, CEESP, and The Emerging Markets Forum of Washington. Molano is a member of the board of directors of HR Ratings, a Mexican credit rating agency and a market leader.

Molano received his bachelor's in economics from the Autonomous Technological Institute of Mexico (ITAM) and his master's from the Imperial College of London. In 1998 he won the prestigious Banamex Prize for Economics for his work estimating the demand for labor in specific industries.
Luis Rubio, President, CIDAC (Center of Research for Development),

Luis Rubio is president of CIDAC (Center of Research for Development), an independent research institution devoted to the study of economic and political policy issues. He is a prolific writer on political, economic, and international subjects. Before joining CIDAC, in the 1970’s he was planning director of Citibank in Mexico and served as an advisor to Mexico’s Secretary of the Treasury. He has served on the boards of The Mexico Equity and Income Fund and The Central European Value Fund, Inc., and is a former member of the board of directors of Banamex and Banco Obrero.

Rubio serves on the board of directors of the Human Rights Commission of the Federal District, writes a weekly column for Reforma and is a frequent contributor to The Washington Post, The Wall Street Journal, and The Los Angeles Times. In 1993 he was given the Dag Hammarskjold Award and in 1998 the National Journalism Award for his op-ed pieces. He is author and editor of thirty seven books, including Mexico’s Dilemma: The Political Origins of Economic Crisis; Political Reform: Necessary Component of Modernity; and Sovereignty and Free Trade. His most recent book is titled Tres Ensayos: Fobaproa, Privatización y TLC. He holds a diploma in financial management and a master's and Ph.D. in political science from Brandeis University.

American Participant Biographies

Graham Allison, Director, the Belfer Center for Science and International Affairs, Harvard University

Graham Allison is director of the Belfer Center for Science and International Affairs and Douglas Dillon professor of government at Harvard’s John F. Kennedy School of Government. The “Founding Dean” of the modern Kennedy School, Allison has served as special advisor to the Secretary of Defense under President Reagan and as Assistant Secretary of Defense under President Clinton. Allison’s first book, Essence of Decision: Explaining the Cuban Missile Crisis (1971) ranks among the all-time bestsellers with more than 450,000 copies in print. His latest book, Lee Kuan Yew: The Grand Master’s Insights on China, the United States and the World (2013), which he co-authored with Robert Blackwill, has been a bestseller in the United States and abroad. His previous book, Nuclear Terrorism: The Ultimate Preventable Catastrophe, now in its third printing, was selected by The New York Times as one of the "100 most notable books of 2004."

Lawson Bader, President of the Competitive Enterprise Institute

Lawson Bader has been president of CEI for 3 years and leads a rejuvenated CEI as it enters its fourth decade. Under Bader’s leadership CEI, has expanded its outreach, launching RealClear Radio Hour with Bill Frezza in January 2014. RealClear Radio Hour airs weekly on Bloomberg Radio in Boston and San Francisco, and is syndicated in several markets across the country. Bader has also streamlined CEI’s policy efforts and focused its legal and litigation work to demand government transparency and rein in executive branch overreach.

Before joining CEI, Bader served as vice president of the Mercatus Center at George Mason University for 16 years; manager of government relations at SRI International; legislative analyst with Pierson, Semmes and Finley; and a special assistant at the U.S. Senate Committee on Veterans Affairs. A long-time Washington resident, Bader grew up in the San Francisco Bay Area and earned degrees from Wheaton College in Illinois and The Johns Hopkins University in Baltimore.
Mark Baldassare, CEO and president, Public Policy Institute of California

Mark Baldassare is CEO and president of the Public Policy Institute of California, where he holds the Arjay and Frances Fearing Miller Chair in Public Policy. He is a leading expert on public opinion and survey methodology, and has directed the PPIC Statewide Survey since 1998. He is an authority on elections, voter behavior, and political and fiscal reform, authoring ten books and numerous reports on these topics. He often provides testimony before legislative committees and state commissions, and regularly hosts PPIC’s Speaker Series, a public forum featuring in-depth interviews with state and national leaders. Previously, he served as PPIC’s director of research. Before joining PPIC, he was a professor of urban and regional planning at the University of California, Irvine, where he held the Johnson Chair in Civic Governance. He has conducted surveys for The Los Angeles Times, The San Francisco Chronicle, and the California Business Roundtable. He holds a Ph.D. in sociology from the University of California, Berkeley.

Joseph Bast, President, The Heartland Institute

Joseph Bast is president of The Heartland Institute, a 31-year-old national nonprofit research center located in Chicago, Illinois. According to a recent telephone survey of elected state officials, The Heartland Institute is among the nation’s best-known and most highly regarded “think tanks.” Bast is publisher of four monthly newspapers sent to every national and state elected official and thousands of civic and business leaders. Those publications are titled School Reform News, Environment & Climate News, Health Care News, Budget & Tax News, FIRE Policy News, and IT&T News.

Bast has been recognized many times for his contributions to public policy research and debate, including being named one of “The 88 to Watch in 1988” by the Chicago Tribune and receiving the 1994 Roe Award from the State Policy Network, the 1996 Sir Antony Fisher International Memorial Award, the 1998 Eagle Award from Eagle Forum, and the 2004 Champion of Liberty Award from the Libertarian National Committee. He was commissioned a Kentucky Colonel by Gov. Paul E. Patton in 1996, elected a member of the Philadelphia Society in 2002, and elected to the board of directors of the American Conservative Union in 2007.

Prior to being hired as The Heartland Institute’s first employee in 1984, Bast was coeditor of the bimonthly magazine Nomos, and studied economics as an undergraduate at The University of Chicago.

Scott Bates, President, Center for National Policy

Scott Bates has served in leadership roles at the state, national, and international levels in policy development and government for over twenty years. He is the president of the Center for National Policy and a senior advisor and governing board member of the Truman National Security Project.

Bates has extensive experience on Capitol Hill, including serving as chief of staff for Congressman Nick Lampson, counsel to Congressman Jim Turner, and senior Advisor to congressman Maurice Hinchey. As Secretary of State and legislative director for Governor Douglas Wilder of Virginia, Scott focused on ethics reforms in state government and development and passage of the governor’s legislative agenda. Bates led an unprecedented expansion in appointments of women and minorities to state boards and commissions.

After September 11th, Scott became the first senior policy advisor to the U.S. House of Representatives Homeland Security Committee and was the principal author of Winning the War on Terror, which helped inform the 9/11 Commission in its deliberations and the development of its report. He helped lead the team that produced a dozen reports on homeland security issues ranging from border security to bioterrorism. He has provided commentary for media outlets on five continents including The New York Times, Washington Post, The Gulf Times, The Australian, The Taipei Times, the BBC, Al Jazeera, and Russia Today.
Matt Bennett, Senior Vice President, Public Affairs, Third Way.

Bennett’s pursuit of center-left politics has taken him from the campaign trail to the White House, and from the pages of The New York Times to appearances on Meet the Press and 60 Minutes. He worked on both of the presidential campaigns for Bill Clinton, his political hero. He served as deputy assistant to the President for intergovernmental affairs in the Clinton White House, where he was the principal liaison to governors and covered issues ranging from disaster response to Medicaid to immigration. Prior to that, Bennett traveled with Vice President Al Gore on his White House staff. He was director of communications for Wesley Clark's presidential campaign in 2004, and was Director of Public Affairs for Americans for Gun Safety from 2001-2004.

In 2005, Bennett joined his three fellow co-founders in establishing Third Way, believing that there is a tremendous need for fresh thinking and moderate ideas in a time of extreme political immoderation. Bennett coming to work every day to take on the big questions our country faces with some of the people he respects most in the world. He considers helping to extend marriage equality to gays and lesbians one of Third Way's proudest achievements so far.

Steven J. Bennett, Vice President and Chief Operating Officer, Brookings Institution

Steven J. Bennett is vice president and chief operating officer of Brookings. In this role, he supervises the interaction between and among the Institution’s research programs, and between the research and non-research sides of Brookings, promoting collaboration and interdisciplinary work. He also oversees human resources, information technology, building operations and security, conference services, and the Brookings library. He received his bachelor’s degree from Colgate University and a master's in public policy from Georgetown University.

David Boaz, Executive Vice President, Cato Institute

David Boaz is the executive vice president of the Cato Institute and has played a key role in the development of the Cato Institute and the libertarian movement. He is a provocative commentator and a leading authority on domestic issues such as education choice, drug legalization, the growth of government, and the rise of libertarianism. Boaz is the former editor of New Guard magazine and was executive director of the Council for a Competitive Economy prior to joining Cato in 1981. He is the author of Libertarianism: A Primer, described by the Los Angeles Times as “a well-researched manifesto of libertarian ideas,” the editor of The Libertarian Reader, and coeditor of the Cato Handbook For Policymakers. His articles have been published in the Wall Street Journal, The New York Times, The Washington Post, The Los Angeles Times, National Review, and Slate. He is a frequent guest on national television and radio shows, and has appeared on ABC’s Politically Incorrect with Bill Maher, CNN’s Crossfire, NPR’s Talk of the Nation and All Things Considered, John McLaughlin’s One on One, Fox News Channel, BBC, Voice of America, Radio Free Europe, and other media. His latest book is The Politics of Freedom.

Win Boerckel, Vice President for External Affairs, The RAND Corporation

Win Boerckel is vice president for external affairs at the RAND Corporation where he works to extend RAND’s public policy impact by overseeing and leveraging the talented teams in congressional relations, media relations, web and social media, writers, editors, and publishing services, brand identity, development, and community relations. Boerckel, a winner of the President’s Choice Award (RAND’s highest honor) who previously served as RAND’s director of congressional relations, came to RAND after nearly two decades of policy work on Capitol Hill as a staffer in both the House and the Senate, including chief of staff. In 2003, Boerckel was awarded a fellowship by the Stennis Center for Public Service for senior congressional staff members who have an interest in bipartisan and bicameral cooperation. He was named a Thomas B. Watson Fellow for research in South Africa in 1990-91. He is a graduate of Kenyon College, cum laude, with a bachelor’s in English.
Josh Burek, Director of Communications and Outreach, Belfer Center for Science and International Affairs, Harvard University

Josh Burek is the director of communications and outreach at the Belfer Center for Science and International Affairs at Harvard Kennedy School. He sets the Center’s communications strategy, leading digital and multimedia operations, press and partner relations, editorial and publication management, contact management, branding, and e-mail marketing. Before joining the Belfer Center, he was the executive director for marketing and communications at the American Enterprise Institute in Washington, engineering a dramatic increase in policy video impact. He is a former reporter and opinion editor for The Christian Science Monitor, where he interviewed thought leaders from David McCullough to Muhammad Yunus.

Bill Burns, President, Carnegie Endowment for International Peace

Bill Burns is president of the Carnegie Endowment for International Peace, the oldest international affairs think tank in the United States. Ambassador Burns retired from the U.S. Foreign Service in 2014 after a thirty-three-year diplomatic career. He holds the highest rank in the Foreign Service, career ambassador, and is the second serving career diplomat in history to become deputy secretary of state.

Prior to his tenure as deputy secretary, Ambassador Burns served from 2008 to 2011 as under-secretary for political affairs. He was ambassador to Russia from 2005 to 2008, assistant secretary of state for Near Eastern affairs from 2001 to 2005, and ambassador to Jordan from 1998 to 2001. His other posts in the Foreign Service include: executive secretary of the State Department and special assistant to former Secretaries of State Warren Christopher and Madeleine Albright; minister-counselor for political affairs at the U.S. Embassy in Moscow; acting director and principal deputy director of the State Department’s policy planning staff; and special assistant to the president and senior director for Near East and South Asian affairs at the National Security Council.

Ambassador Burns speaks Russian, Arabic, and French, and he has been the recipient of three Presidential Distinguished Service Awards and a number of Department of State awards.

Dr. Daniel Calingaert, Executive Vice President, Freedom House

Daniel Calingaert is executive vice president at Freedom House. In this role, he oversees Freedom House’s contributions to policy debate on democracy and human rights issues and outreach to the U.S. Congress, foreign governments, media, and Freedom House supporters. He previously supervised Freedom House’s civil society and media programs worldwide. He contributes frequently to policy and media discussions on democracy issues, including internet freedom, elections, authoritarian regimes, and democracy assistance. He also has taught at Georgetown University’s Master of Arts (M.A.) Program in Democracy and Governance, The Johns Hopkins University’s School of Advanced International Studies, and American University’s School of Public Affairs. Prior to joining Freedom House, Calingaert was associate director of American University’s Center for Democracy and Election Management and associate director of the Commission on Federal Election Reform, which was co-chaired by former President Jimmy Carter and James A. Baker, III. He served as director for Asia and as deputy director for Eastern Europe at the International Republican Institute (IRI), where he designed and managed a wide range of democracy promotion programs. These programs strengthened civil society, parliaments, governance, political parties, and elections in more than a dozen countries. Calingaert began his career as a researcher at the RAND Corporation and later directed programs for the Civic Education Project to reform social science education at universities across Eastern Europe and Eurasia. He graduated with highest honors in international relations from Tufts University and earned his master’s in philosophy and doctorate of philosophy from Oxford University.
**Tom Carver**, Vice President for Communications and Strategy, Carnegie Endowment for International Peace

Tom Carver is vice president for communications and strategy at the Carnegie Endowment for International Peace. He previously served as senior vice president at Chlopak, Leonard & Schechter, a Washington-based strategic communications consultancy. Prior to joining CLS in 2008, Carver headed the Washington office of Control Risks, one of the world's leading political risk consultancies. A former award-winning journalist, Carver worked for the BBC from 1984 to 2004. During that time, he covered September 11 and its aftermath, two presidential election campaigns, and accompanied President Clinton, President Bush, and Vice President Cheney on numerous international trips.

Carver spent three years based in Africa as the BBC’s correspondent. He reported from Angola, Mozambique, Somalia, Uganda, Kenya, Tanzania, and chronicled the collapse of South African apartheid and the start of the Rwandan genocide. His articles have appeared in the *Washington Post, London Review of Books, London Sunday Times, The Observer*, and *The New Statesman*. He was a guest lecturer at the British War College. Carver was honored by the National Academy of Television Arts and Sciences for his coverage of the September 11 crisis. He is author of the bestselling book, *Where the Hell Have You Been?*, an account of his father’s escape from POW camp in World War II.

**Jenny Cizner**, Chief Operating Officer, The Chicago Council on Global Affairs

Jenny Cizner joined The Chicago Council on Global Affairs as its chief operating officer in 2015. In that capacity, she is responsible for overseeing the internal management of the Council staff. She also leads a strategic planning process to ensure the Council develops and executes a strategy to be recognized as one of the premier institutions in the country on global affairs in advance of its 100th anniversary in 2022. She also provides direction and oversight for the Council’s human resources strategy. Prior to joining the Council, Cizner served as the director for strategic partnerships and global affairs for Mayor Rahm Emanuel. Prior to her work with the City of Chicago, Cizner served as the deputy chief of staff for presidential personnel at the White House and first joined the White House as the director for the energy and environment cluster within that office.

**Greg Conko**, Executive Director, Competitive Enterprise Institute

Greg Conko is executive director of the Competitive Enterprise Institute. His policy research at CEI focuses on biotechnology and bioengineered foods and pharmaceutical safety regulation, as well as health risk and public policy.


Conko is cofounder, vice president and member of the Board of Directors of the AgBioWorld Foundation, serves as a member on the Board of Scientific and Policy Advisors for the American Council on Science and Health, and serves as the principal investigator for the California Council on Science and Technology’s 2002 report, “Benefits and Risks of Food Biotechnology”. In 2006, he was named by the *Nature Biotechnology* to its short list of “Who’s Who in Biotechnology”
Roger-Mark de Souza, Director of Population, Environmental Security, and Resilience, Wilson Center

Roger-Mark De Souza is the director of population, environmental security, and resilience for the Wilson Center. He leads programs on climate change resilience, reproductive and maternal health, environmental security, and livelihoods, including the Global Sustainability and Resilience Program, Environmental Change and Security Program, and Maternal Health Initiative.

Before joining the Center in 2013, De Souza served as vice president of research and director of the climate program at Population Action International, where he provided strategic guidance, technical oversight, and management of programs on population, gender, climate change, environment, and reproductive health. From 2007 to 2010, as the director of foundation and corporate relations at the Sierra Club, he led a multi-million dollar foundation and corporate fundraising program. Prior to working at the Sierra Club, he directed the Population, Health, and Environment Program at the Population Reference Bureau for 10 years, where he designed and implemented research, communications, and capacity-building projects in the United States, Africa, Southeast Asia, and Latin America and the Caribbean. De Souza holds graduate degrees in international relations and development policy from George Washington University and the University of the West Indies.

Jim DeMint, President, The Heritage Foundation

Jim DeMint, president of The Heritage Foundation, rose from modest South Carolina roots and a career in marketing to build and lead a resurgent conservative caucus in the U.S. Senate. Heritage’s public policy research, DeMint says, informed him as a citizen and inspired his entry into politics and government.

DeMint’s primary goal as head of Heritage is to help the conservative movement understand how Americans from all walks of life perceive public policy issues and to better communicate conservative ideas and solutions.

In 1983, after working 10 years in the research, advertising and marketing business, he started the DeMint Group, a Greenville-based marketing research and strategic planning business. In addition to his family, small business and local Presbyterian church, he immersed himself in Greenville civic life – volunteering and leading numerous charitable organizations. Furthermore, he ran the DeMint Group until 1998, when he was elected as a Republican to the first of three terms in the U.S. House of Representatives. DeMint kept his promise to serve only three two-year terms in the House. His reputation as one of Washington’s most principled conservative leaders grew after his election to the U.S. Senate in 2004, the 55th to serve from South Carolina. He continued to advocate for limited government, individual liberty, a strong national defense and traditional values – all core tenets of America’s founding and Heritage’s public policy mission.

David Devlin-Foltz, Director, Aspen Institute’s Aspen Planning and Evaluation Program (APEP), Aspen Institute

David Devlin-Foltz directs the Aspen Institute’s Aspen Planning and Evaluation Program (APEP). Since 1999, Devlin-Foltz has directed efforts to strengthen advocacy on public policy issues by developing tools for effective message framing, campaign planning, and evaluation. Devlin-Foltz brings to APEP some twenty-five years of experience in funding, managing and evaluating public education, international exchange, and constituency building efforts in East Africa, southern Africa, and the United States.

Before joining the Aspen Institute in 1993, Devlin-Foltz worked for the Institute of International Education, the School for International Training and the Carnegie Corporation of New York. He was also responsible for Carnegie's South African human rights grant-making from 1984 to 1988, and devised Carnegie's strategy for building public understanding in the US of international development issues.

A Peace Corps volunteer at the National University of Rwanda from 1979 to 1981, Devlin-Foltz has also taught and managed programs in France, Spain, and Zimbabwe. He received his undergraduate degree from Yale College and holds graduate degrees from the Sorbonne and the Woodrow Wilson School of Public and International Affairs at Princeton University. He took his hyphenated name on marrying the former Betsy Devlin; they are the proud, but occasionally perplexed, parents of two fine young men.
**Michael Dimock**, President, Pew Research Center

Michael Dimock is president of Pew Research Center. A survey researcher and political scientist by training, he oversees the center's overall operations and research agenda, including research on politics, religion, demographics, media, technology, and international issues.

Dimock has worked at Pew Research Center for more than a decade. He was first hired by the center's founding director, Andrew Kohut, in 2000, became associate director for research in 2004 and then succeeded Kohut as director of the center’s political polling unit in 2012. He has been the co-author of several of the center's landmark research reports, including its studies of long-term trends in American political and social values and its polling reports from the last several presidential cycles. In 2014, as vice president of research, he oversaw the execution and analysis of the largest U.S. political survey that the Pew Research Center has conducted, an in-depth examination of the nature and scope of political polarization within the American public.

A frequent commentator on public opinion polling for major media organizations, he is also a regular election night analyst on NPR, and has appeared as a survey analyst on PBS NewsHour, Fox News, NBC, CBS, CNN, C-SPAN and MSNBC, among other broadcast outlets. Dimock has published scholarly articles on public opinion, voting behavior and survey methodology, and presented numerous times at American Association for Public Opinion Research conferences.

**Amy Elsbree**, Director of External Affairs, Urban Institute

Amy Elsbree is the director of external affairs at the Urban Institute. She oversees relationships with Urban’s key external audiences – Capitol Hill, the federal executive branch, state and local governments, the business community, the academic community, and other organizations with which Urban shares policy interests. Prior to joining Urban, Elsbree served in a variety of government affairs and communications positions at the National League of Cities, the National Railroad Passenger Corporation (Amtrak) and the Commonwealth of Massachusetts Office of Federal Relations. She spent her early career years on Capitol Hill. She has an M.P.P. from the Harvard Kennedy School of Government.

**Jennifer A. Faust**, Executive Vice President, Pacific Council on International Policy

Jennifer A. Faust is the executive vice president of the Pacific Council on International Policy where she directs the day-to-day strategic planning, partnerships, and fundraising. She was one of the early staff members at the Council, joining in 2002 to manage the studies program just a few years after the Council first opened its doors in 1995. With more than 20 years of both field work and policy experience, she began her career working from 1992-1994 as a researcher at The Duberstein Group, Inc., a bi-partisan policy consulting firm founded by President Reagan’s former White House Chief of Staff. Throughout her career, Faust has served as an advisor to non-profit companies and cooperatives on organizational capacity-building both in the United States and abroad. She has been deployed with multilateral expert teams to support missions for the United Nations /Kosovo, the Organization for Security and Cooperation in Europe (OSCE), and the Organization for American States (OAS). For the Pacific Council, Ms. Faust has led or co-led study missions to Australia, France, India, Japan, and North Korea. She served from 1996-1998 as part of a small contingency of Peace Corps Volunteers sent to Haiti by President Clinton in April 1996 marking the Peace Corps’ return there after a five year absence.
Edwin J. Feulner, Founder and former President, The Heritage Foundation

Edwin J. Feulner, founder and former president of The Heritage Foundation, transformed the think tank from a small policy shop into America’s powerhouse of conservative ideas and what the New York Times calls “the Parthenon of the conservative metropolis.”

After 36 years leading the 40-year-old think tank he created, Feulner assumed the new title and role of founder on April 4, 2013. Under Feulner, Heritage grew from a nine-member staff on a shoe-string budget working out of a rented office in 1977 to a 250-person, $80-million-a-year institution with a worldwide reputation for rigorous research and innovative policy recommendations, occupying three buildings near the U.S. Capitol.

He graduated from Regis University with a bachelor’s degree in English, and received an MBA from the University of Pennsylvania’s Wharton School of Business in 1964. He later attended Georgetown University and the London School of Economics, and then earned a doctorate degree at the University of Edinburgh in 1981.

Feulner began his Washington career as Public Affairs Fellow for the Center for Strategic Studies (now the Center for Strategic and International Studies) and at the Hoover Institution at Stanford University, where he wrote on subjects such as trade with the Soviet Union. He later became a confidential assistant to Rep. and later Defense Secretary Melvin R. Laird (R-WI). Afterward, Feulner became Chief of Staff to Rep. Philip M. Crane (R-IL). Before joining Heritage as its President, Feulner was Executive Director of the Republican Study Committee.

Richard Fontaine, President, the Center for a New American Security (CNAS)

Richard Fontaine is the president of the Center for a New American Security (CNAS). His career in foreign policy has spanned service at the State Department, on the National Security Council staff, on the Senate Foreign Relations and Armed Services Committee staffs, and as foreign policy advisor to Senator John McCain for more than five years. Before assuming the presidency of CNAS, Fontaine was a senior fellow at the Center, during which he taught as an adjunct professor in the Security Studies Program at Georgetown University’s School of Foreign Service.

Michael Franc, Director, Washington, D.C. Programs and Research Fellow, The Hoover Institution

Michael Franc is the director, Washington, D.C. Programs and Research Fellow at The Hoover Institution, a public policy think tank and research institution located at Stanford University in Palo Alto, California. Franc’s mission is to connect Hoover scholars and their academic work with the many audiences in Washington, as well as to write and comment on policy developments in Washington.

Prior to joining Hoover, Franc served as policy director and counsel for House Majority Leader Kevin McCarthy (R-CA). Prior to that, for nearly 20 years, he was vice president of government studies at the Heritage Foundation, where he oversaw all Capitol Hill outreach for the think tank. He was quoted widely in the print and broadcast media, and was a regular contributor to The National Review Online and other publications. He also completed a tour of duty as communications director for former House Majority Leader Dick Armey (R-TX) and worked for the U.S. Department of Education and the Office of National Drug Control Policy.

A native of New York City, Franc received his undergraduate degree in history from Yale University and his law degree from the Georgetown University Law Center. He has four children, two dogs, and seven fish.

Josh Freed, Vice President for the Clean Energy Program, Third Way

Josh Freed is part of Third Way’s senior management team and runs the organization’s Clean Energy Program. Under Freed’s direction, Third Way’s Clean Energy Program is focused on ways the federal government can help accelerate the private sector’s adoption of clean energy and address climate change. It has helped lead efforts to find pragmatic, post-partisan solutions to the U.S.’s energy challenges and expand American innovation, particularly in nuclear energy and cleaner fossil fuels. He advises senior federal and state policymakers, and his work has been featured in The Washington Post, NPR, National Journal, Politico, The Los Angeles Times and Wired. Prior to joining Third Way, Freud served for more than a decade as a strategist for major philanthropic, advocacy, and political campaigns and was a senior staffer on Capitol Hill.
**Dan Gaylin**, President and Chief Executive Officer, NORC at the University of Chicago

Dan Gaylin is the president and chief executive officer of NORC at the University of Chicago and works collaboratively with NORC’s Board of Trustees and senior leaders to guide and execute all aspects of the organization’s strategic vision, daily operations, research agenda, and client offerings. Previously, Gaylin held the role of executive vice president of research programs and oversaw all of NORC’s research departments, guiding implementation, development, partnerships and collaborations, and strategic planning.

Gaylin has more than 25 years of experience spanning government, think tanks and private research organizations. A nationally recognized expert in program evaluation, he has led multi-disciplinary teams in conducting health services research, policy formulation and policy analysis. Throughout his career, he has conducted numerous long-term, multi-million dollar projects that combine primary data collection and analysis, analysis of existing data, and qualitative research methods to gather and distill complex information of interest to policy makers, practitioners and the general public into recommendations for improving policy, programs, and practice. He has conducted research funded by a very wide range of Federal agencies and also has directed studies funded by major U.S. foundations and private organizations. He has numerous publications in leading peer-reviewed journals including the *New England Journal of Medicine*, *JAMA*, and *Health Affairs*.

**William “Bill” Goodfellow**, Executive Director, Center for International Policy

Bill Goodfellow was one of the founders of the Center for International Policy in 1975 and has been its executive director since 1985. Goodfellow oversees fundraising, program development and the day-to-day operations of the Center. During the late 1970s, Goodfellow and his colleagues at the Center successfully lobbied for legislation that requires the executive branch to consider a country’s human rights record before providing economic and military aid.

In the 1980s, Goodfellow promoted negotiations to end the civil wars in Nicaragua and El Salvador. He worked closely with Costa Rican President Oscar Arias and championed the Arias/Contadora peace process in the United States. He attended every Central American summit meeting and spoke and published articles about the peace process, which silenced the guns in Central America and earned President Arias the Nobel Peace Prize in 1987. From 1972 to 1975, Goodfellow was an associate with the Indochina Resource Center, a Washington-based non-profit that provided the anti-war movement with academic research about Vietnam, Laos and Cambodia.

**Jon Graff**, Chief Financial Officer, Reason Foundation

Jon Graff is chief financial officer at Reason Foundation, where he oversees financial management, governance and business development. A native of Brooklyn, New York, Graff holds a master’s degree in business administration from the Graziadio School of Business at Pepperdine University. Before joining Reason in 2007 he worked as operations manager for Propaganda Films, which produced a number of blockbusters, including "The Game," "Being John Malkovich," and many others. Graff’s leadership and networking skills are putting Reason’s work on privatization and transportation policy in front of Los Angeles’ most influential business and public officials.
Robert Greenstein, Founder and President, Center on Budget and Policy Priorities

Robert Greenstein is the founder and president of the Center on Budget and Policy Priorities. He is considered an expert on the federal budget and a range of domestic policy issues, from anti-poverty programs and various aspects of tax policy to health reform and Social Security. He has written numerous reports, analyses, book chapters, op-ed pieces, and magazine articles on these issues.

Prior to founding the Center, Greenstein was Administrator of the Food and Nutrition Service at the U.S. Department of Agriculture under President Carter, where he directed the agency that operates the federal food assistance programs, such as the food stamp and school lunch programs, and helped design the landmark Food Stamp Act of 1977, generally regarded as the Carter Administration’s principal anti-poverty achievement. He was appointed by President Clinton in 1994 to serve on the Bipartisan Commission on Entitlement and Tax Reform and headed the federal budget policy component of the transition team for President Obama. He is a graduate of Harvard College and has received honorary doctorates from Tufts University and Occidental College.

Jason Grumet, Founder and President, Bipartisan Policy Center (BPC)

Jason Grumet, founder and president of the Bipartisan Policy Center (BPC), is respected on both sides of the aisle for his innovative approach to improving government effectiveness.

In 2007, Grumet founded BPC with former U.S. Senate Majority Leaders Howard Baker, Tom Daschle, Bob Dole and George Mitchell to develop and promote bipartisan solutions to America’s most difficult public policy challenges. Under Grumet’s leadership, BPC is developing and advocating bipartisan solutions on immigration reform, health care, housing and economic policy, energy security and national security.

Grumet regularly authors op-eds and appears in national media outlets. He frequently speaks at national forums, has testified numerous times before Congress and is regularly sought out by policymakers and business leaders. Grumet’s first book, City of Rivals: Restoring the Glorious Mess of American Democracy, was released in September 2014. Grumet received a bachelor’s degree from Brown University and his Juris Doctorate from Harvard University. He lives with his wife and three children in Bethesda, Maryland.

John Hamre, President and CEO, CSIS

John Hamre was elected president and CEO of CSIS in January 2000 and named Pritzker Chair in December 2012. Before joining CSIS, he served as the 26th U.S. Deputy Secretary of Defense. Prior to holding that post, he was the under secretary of defense (comptroller) from 1993 to 1997. As comptroller, Hamre was the principal assistant to the secretary of defense for the preparation, presentation, and execution of the defense budget and management improvement programs. In 2007, Secretary of Defense Robert Gates appointed Hamre to serve as chairman of the Defense Policy Board.

Before serving in the Department of Defense, Hamre worked for 10 years as a professional staff member of the Senate Armed Services Committee. During that time, he was primarily responsible for the oversight and evaluation of procurement, research, and development programs, defense budget issues, and relations with the Senate Appropriations Committee. From 1978 to 1984, Hamre served in the Congressional Budget Office, where he became its deputy assistant director for national security and international affairs. In that position, he oversaw analysis and other support for committees in both the House of Representatives and the Senate. Hamre received his Ph.D., with distinction, in 1978 from the School of Advanced International Studies at The Johns Hopkins University in Washington, D.C., where his studies focused on international politics and economics and U.S. foreign policy. In 1972, he received his B.A., with high distinction, from Augustana College in Sioux Falls, South Dakota, emphasizing political science and economics. The following year he studied as a Rockefeller fellow at the Harvard Divinity School in Cambridge, Massachusetts.
Jane Harman, Director, President and Chief Executive Officer, Wilson Center

Jane Harman resigned from Congress February 28, 2011 to join the Woodrow Wilson Center as its first female director, president and CEO.

Representing the aerospace center of California during nine terms in Congress, she served on all the major security committees: six years on Armed Services, eight years on Intelligence, and eight on Homeland Security. During her long public career, Harman has been recognized as a national expert at the nexus of security and public policy issues. She received the Defense Department Medal for Distinguished Service in 1998, the CIA Seal Medal in 2007, and the CIA Director’s Award and the Director of National Intelligence Distinguished Public Service Medal in 2011. She is a member of the Defense Policy Board, State Department Foreign Policy Board, the Director of National Intelligence’s Senior Advisory Group, and the Homeland Security Advisory Committee.

A product of Los Angeles public schools, Harman is a magna cum laude graduate of Smith College and Harvard Law School. Prior to serving in Congress, she was a top aide in the United States Senate, Deputy Cabinet Secretary to President Jimmy Carter, Special Counsel to the Department of Defense, and in private law practice.

Scott A. Hodge, President, Tax Foundation

Scott A. Hodge is president of the Tax Foundation in Washington, D.C., and is recognized as one of Washington's leading experts on tax policy, the federal budget and government spending. During his tenure, the Tax Foundation has more than doubled in size and become one of the most influential organizations on tax policy in Washington and in state capitals. He was the creative force behind the Tax Foundation’s Taxes and Growth Dynamic Tax Modeling project and the State Business Tax Climate Index, two programs that are changing the terms of the tax debate at the federal and state level.

Over the past 25 years, Hodge has been a leader in many successful efforts to change public policy. During the 1990s, he led the campaign to include the $500 per-child credit and capital gains tax cuts in the Contract with America. These tax cuts were the eventual centerpieces of the 1997 tax bill and the Bush tax cuts in 2001 and 2003. Hodge began his career in Chicago where he helped found the Heartland Institute in 1984. Before joining the Tax Foundation, he was director of tax and budget policy at Citizens for a Sound Economy. He also spent ten years at The Heritage Foundation, including eight years as Heritage’s Grover Hermann Fellow in Federal Budgetary Affairs. He holds a degree in political science from the University of Illinois at Chicago.

Walter Isaacson, President and CEO, Aspen Institute

Walter Isaacson is the president and CEO of the Aspen Institute, a nonpartisan educational and policy studies institute based in Washington, D.C. Isaacson was born on May 20, 1952, in New Orleans. He is a graduate of Harvard College and of Pembroke College of Oxford University, where he was a Rhodes Scholar. He began his career at The Sunday Times of London and then the New Orleans Times-Picayune. He joined TIME in 1978 and served as a political correspondent, national editor, and editor of digital media before becoming the magazine’s 14th editor in 1996. He became chairman and CEO of CNN in 2001, and then president and CEO of the Aspen Institute in 2003.

He is chair emeritus of Teach for America, which recruits recent college graduates to teach in underserved communities. From 2005-2007 he was the vice-chair of the Louisiana Recovery Authority, which oversaw the rebuilding after Hurricane Katrina. He was appointed by President Barack Obama and confirmed by the Senate to serve as the chairman of the Broadcasting Board of Governors, which runs Voice of America, Radio Free Europe, and other international broadcasts of the United States, a position he held from 2009 to 2012. He is on the board of United Airlines, Tulane University, the Overseers of Harvard University, the New Orleans Tricentennial Commission, Bloomberg Philanthropies, the Society of American Historians, and My Brother’s Keeper Alliance.
Frederick Kempe, President and CEO, The Atlantic Council

Frederick Kempe has held the position of president and CEO of the Atlantic Council since December 1, 2006. He is the author of four books, and a regular commentator on television and radio both in Europe and the United States. His latest book, *Berlin 1961: Kennedy, Khrushchev and the Most Dangerous Place on Earth* (foreword by Gen. Brent Scowcroft) was published by Putnam in 2012 and is a *New York Times* bestseller. Under his leadership, the Council has achieved significant growth while considerably expanding its staff, work, and influence in areas that include international security, business and economics, energy and environment, and global issues of transatlantic interest ranging from Asia to Africa.

He comes to the Council from a prominent twenty-five-year career at *The Wall Street Journal*, where he won national and international recognition while serving in numerous senior editorial and reportorial capacities. His last position with the paper was in New York, where he served as assistant managing editor, international, and “Thinking Global” columnist. Prior to that, he was for seven years the longest-serving editor and associate publisher ever of *The Wall Street Journal Europe*, simultaneously functioning as European editor for the *Global Wall Street Journal* from 2002 to 2005. During this time he managed six news bureaus, several satellite offices, a Brussels news desk operation, and he oversaw European and Middle Eastern reporting.

Ellen Laipson, President and Chief Executive Officer, Stimson Center

Ellen Laipson is president and chief executive officer of Stimson. Laipson joined Stimson in 2002, after 25 years of government service. Her last post was vice chair of the National Intelligence Council (1997-2002). She also served on the State Department’s policy planning staff, the National Security Council staff, and the Congressional Research Service. She is a member of the Council on Foreign Relations, and serves on the Advisory Councils of the International Institute of Strategic Studies, the Chicago Council on Global Affairs, and Georgetown University’s Institute for the Study of Diplomacy. She served on the board of the Asia Foundation (2003-2015). She was a member of President Obama’s Intelligence Advisory Board from 2009-2013, and on the Secretary of State’s Foreign Affairs Policy Board 2011-2014. Laipson has an M.A. from the School of Advanced International Studies, The Johns Hopkins University, and bachelor’s from Cornell University.

Joseph G. Lehman, President, Mackinac Center for Public Policy

Joseph G. Lehman is president of the Mackinac Center for Public Policy, a research and educational institute in Michigan. The Mackinac Center is the largest of more than 50 affiliated think tanks that focus primarily on state economic policy. Lehman first joined the Mackinac Center in 1995. He later became vice president for communications at the Cato Institute, before returning to the Mackinac Center as its executive vice president. He became president in 2008.

Lehman’s commentary on public policy has been carried by scores of outlets including *The Wall Street Journal, The Washington Post, National Public Radio, National Journal, The National Review*, and Investor’s Business Daily. In 2013 the State Policy Network recognized Lehman with its Roe Award for leadership, innovation and accomplishments in public policy. He has trained more than 600 think tank executives from 47 states and 47 countries in strategic planning, communications and fundraising.

Prior to his public policy career, Lehman was an engineer and project manager for nine years at The Dow Chemical Co. He graduated from the University of Illinois College of Engineering and is a registered professional engineer. Lehman and his wife, Karen, are the founders of Midland County Habitat for Humanity. He is an ordained deacon in the Presbyterian Church in America.
Nancy Lindborg, President, U.S. Institute of Peace

Nancy Lindborg, prior to joining USIP, she served as the assistant administrator for the Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA) at USAID. From 2010 through 2014, Nancy Lindborg directed the efforts of more than 600 team members in nine offices focused on crisis prevention, response, recovery and transition. Lindborg led DCHA teams in response to the ongoing Syria Crisis, the Sahel 2012 and Horn of Africa 2011 droughts, the Arab Spring, the Ebola response and numerous other global crises.

Lindborg has spent most of her career working on issues of transition, democracy and civil society, conflict and humanitarian response. Prior to joining USAID, she was president of Mercy Corps, where she spent 14 years helping to grow the organization into a globally respected organization known for innovative programs in the most challenging environments. Lindborg has held a number of leadership and board positions including serving as co-president of the Board of Directors for the U.S. Global Leadership Coalition; one of the founders and board members of the National Committee on North Korea; and chair of the Sphere Management Committee. She is a member of Council on Foreign Relations.

James M. Lindsay, Senior Vice President, Director of Studies, and Maurice R. Greenberg chair, Council on Foreign Relations

James M. Lindsay is senior vice president, director of studies, and Maurice R. Greenberg chair at CFR, where he oversees the work of the more than six dozen fellows in CFR's David Rockefeller Studies Program. He is a leading authority on the American foreign-policymaking process and the domestic politics of American foreign policy. From 2006 to 2009, he was the inaugural director of the Robert S. Strauss Center for International Security and Law at the University of Texas at Austin, where he held the Tom Slick chair for international affairs at the Lyndon B. Johnson School of Public Affairs. From 2003 to 2006, he was vice president, director of studies, and Maurice R. Greenberg chair at CFR. He has also served as deputy director and senior fellow in the foreign policy studies program at the Brookings Institution, and he was a professor of political science at the University of Iowa from 1987 to 1999. During 1996–97, he was director for global issues and multilateral affairs on the staff of the National Security Council. He has written widely on various aspects of American foreign policy, American government, and international relations. His book with Ivo H. Daalder, America Unbound: The Bush Revolution in Foreign Policy, was awarded the 2003 Lionel Gelber Award. His blog, The Water's Edge, can be found at http://blogs.cfr.org/lindsay/.

Brad Lips, CEO, Atlas Network

Brad Lips is the CEO of the Atlas Network, a non-profit that strengthens the freedom movement by connecting and providing services to more than 400 free-market think tanks in 90 countries. He joined Atlas Network in 1998 believing sound policy ideas are best spread by organizations using sound business practices. Lips received his MBA from Emory University and his BA from Princeton University. Prior to joining Atlas Network in 1998, he worked on Wall Street at Smith Barney Inc. Earlier in his career, he worked with online businesses and dabbled in music journalism. Lips is a member of the Mont Pelerin Society and the John Templeton Foundation. He coauthored The Reagan Vision, published by the Goldwater Institute in 2004, and contributed to Freedom Champions, published by Atlas Network in 2011. More recently, his articles have appeared in American Thinker, RealClearPolitics, National Review Online, Forbes, Fox News, American Spectator and The Daily Caller. He speaks widely on the morality of free enterprise and the international freedom champions connected by the Atlas Network.
Robert Litwak, Vice President for Scholars and Academic Relations and Director of International Security Studies, Wilson Center

Robert Litwak is vice president for scholars and director of international security studies at the Wilson Center. He is also an adjunct professor at Georgetown University’s School of Foreign Service and a consultant to the Los Alamos National Laboratory. Litwak served on the National Security Council staff as director for nonproliferation in the first Clinton administration. He is the author of Rogue States and U.S. Foreign Policy: Containment after the Cold War (2000), Regime Change: U.S. Strategy through the Prism of 9/11 (2007), and Outlier States: American Strategies to Change, Contain, or Engage Regimes (2012). Litwak has held visiting fellowships at Harvard University’s Center for International Affairs, the International Institute for Strategic Studies, the Russian Academy of Sciences, and Oxford University. He is a member of the Council on Foreign Relations, and received a doctorate in international relations from the London School of Economics.

John Lugar, Executive Director, The Lugar Center

John Lugar serves as executive director of The Lugar Center. He brings 25 years of commercial real estate, government and international business experience to The Lugar Center. Lugar was the founder and partner of an international private equity firm focused on South America and has significant business development experience, including assignments and new ventures in the then Newly Independent States of the former Soviet Union, Hungary, Mexico and South Africa. Lugar is a licensed, practicing commercial realtor in Metropolitan Washington, D.C., as well as a Certified Commercial Investment Member (CCIM).

Molly K. Macauley, Vice President for Research and Senior Fellow, Resources for the Future

Macauley is vice president for research and senior fellow with Resources for the Future (RFF), Washington, D.C. RFF was established at the request of President Truman as a think tank focusing on the economics of natural resources. Her research emphasizes new technology and its application to natural and environmental resources, including the value of satellite-derived earth science information and its use in understanding ecological systems and human relationships with these systems, and the value placed by the public on the nation’s space activities. Macauley frequently testifies before Congress and serves on national level committees and panels including the Committee on Earth Science and Applications from Space of the National Research Council’s Space Studies Board, the Board of Advisors for the Thomas Jefferson Public Policy Program at the College of William and Mary, the Science Advisory Board and the Board’s Climate Working Group of the National Oceanic and Space Administration, the Earth Science Applications Advisory Group of the National Aeronautics and Space Administration (NASA), and the Scholarship Committee of the Women in Aerospace Foundation. She also served as a lead author for NASA on a synthesis and assessment report for the U.S. Climate Change Science Program on use of Earth observations. She was selected as a “Rising Star” by the National Space Society, has been elected to membership in the International Academy of Astronautics, and has received awards for her work from NASA and the Federal Aviation Administration. Macauley has published extensively with more than 80 journal articles, books, and chapters of books. She has also been a visiting professor in the Department of Economics at Johns Hopkins University. Her Ph.D. and master’s degrees in economics are from The Johns Hopkins University and her undergraduate degree in economics is from The College of William and Mary.
Lawrence MacDonald, Vice President, World Resources Institute

As Vice President for Communications at WRI, Lawrence leads the design and implementation of strategic communications plans and activities that help to make WRI's big ideas happen. A development policy communications expert and former foreign correspondent, he works to increase the influence and impact of the Institute's research and analysis by leading an integrated communications program that includes online engagement, media relations, events, and government and NGO outreach. He is responsible for strengthening communications capacity across the Institute, including in Washington and in the growing international offices.

Before joining WRI in October 2014, Lawrence worked for 10 years at the Center for Global Development (CGD), a Washington, D.C., based think-and-do tank, where he was part of a small leadership team that earned the Center an international reputation for turning ideas into action to promote shared global prosperity. In addition to his role as CGD vice president for communications and policy outreach, he hosted a weekly podcast, *The Global Prosperity Wonkcast*, and published essays on think tank operations and policy change. His recent CGD papers include *Citizen Voice in a Globalized World* and *Deliberative Polling as a Catalyst for Action on Climate Change*.

Sarah Margon, Washington Director, Human Rights Watch

Sarah Margon is the Washington director at Human Rights Watch. Prior to joining Human Rights Watch, Margon was associate director of sustainable security and peacebuilding at the Center for American Progress, where she researched and wrote on a wide range of issues including human rights, foreign aid, good governance, and global conflicts and crises. She also served as senior foreign policy advisor to Senator Russ Feingold (D-WI) and as staff director to the Senate Foreign Relations Subcommittee on African Affairs. Margon has also worked as a senior policy advisor for Oxfam America and at George Soros’ Open Society Institute. A term member at the Council on Foreign Relations, she holds a graduate degree from Georgetown University's Walsh School of Foreign Service and an undergraduate degree from Wesleyan University (Connecticut).

Kris Mauren, Co-founder and Executive Director, Acton Institute

Kris Mauren is the co-founder and executive director of the Acton Institute for the Study of Religion and Liberty. A Seattle native and the youngest of 8 children, he graduated with economics and international relations degrees from The Johns Hopkins University. Since its inception in 1990, Acton Institute has experienced tremendous growth and today employs more than 50 people with an annual budget of $10,000,000. Travelling to many places around the world, Mauren is widely recognized as a leader in non-profit management, and consults regularly on best practices in management, measurement, and fundraising in the not for profit sector. In 2010 he was presented with the Charles G. Koch Distinguished Alumnus Award from the Institute for Humane Studies, and was the 1999 recipient of the Liberty Executive Award for Outstanding Non-Profit Management. Kris serves on the boards of a number of institutions, including Donors Capital Fund, Foundation for Economic Education (FEE), John Templeton Foundation, Templeton World Charity Foundation, and Templeton Religion Trust.

James McGann, Assistant Director, International Relations Program and Director, Think Tanks and Civil Societies Program, University of Pennsylvania

James G. McGann is the assistant director of the International Relations Program and director of the TTCSP at the University of Pennsylvania. He conducts research on the trends and challenges facing think tanks and policymakers around the world and provides advice and technical assistance to think tanks, governments and public and private donors on how to improve the quality and impact of policy research. He developed the Global Go To Think Tank Index which is an index of the leading think tanks in the world.

Prior to coming to the University of Pennsylvania, McGann was an assistant professor of political science at Villanova University where he taught international relations, international organizations and international law. His current research interests include: assessing global trends in security and international affairs research; the role that think tanks play in shaping U.S. domestic and foreign policy; think tanks and policy advice in the BRICS and G20 countries and transnational threats and global public policy.
**Marcus Noland**, Executive Vice President and Director of Studies, Peterson Institute for International Economics

Marcus Noland is the executive vice president and director of studies at the Peterson Institute for International Economics. He was a senior economist at the Council of Economic Advisers in the Executive Office of the President of the United States, and has held research or teaching positions at the East-West Center, Yale University, the Johns Hopkins University, the University of Southern California, Tokyo University, Saitama University (now the National Graduate Institute for Policy Studies), the University of Ghana, and the Korea Development Institute. He works at the interstice between economics, political science, and international relations. His book, *Avoiding the Apocalypse: the Future of the Two Koreas*, won the prestigious Ohira Memorial Prize. His latest book, co-authored with Cullen Hendrix, is *Confronting the Curse: The Economics and Geopolitics of Natural Resource Governance*.

**Joy Olson**, Executive Director, The Washington Office on Latin America

Joy Olson is the Executive Director of the Washington Office on Latin America (WOLA), and a leading expert on human rights and U.S. policy toward Latin America. Olson’s special expertise is in the area of military and security policy. She co-founded the Just the Facts project, which makes information about U.S. military policy in Latin America publicly accessible. Prior to joining WOLA, Olson directed the Latin America Working Group, a coalition of non-governmental organizations. Her many accomplishments include leading NGO efforts to increase U.S. funding for Central American peace accords implementation and a successful advocacy effort to lift the ban on food and medicine sales to Cuba.

**Spencer Overton**, President, Joint Center for Political and Economic Studies

Spencer Overton is the president of the Joint Center for Political and Economic Studies, and has led the Joint Center since February 2014. Overton, a tenured professor of law at The George Washington University, is the author of the book *Stealing Democracy: The New Politics of Voter Suppression* (W.W. Norton) and several academic articles on voting rights and campaign finance law. He also founded and directed the GW Political Law Studies Initiative, which regularly hosts panels and conferences, and provides a neutral venue for public officials, scholars, practitioners, and policy advocates to develop ideas and solutions. Overton served in various policy roles in the Obama campaign, transition, and administration, including chair of Government Reform Policy for the 2008 campaign and Principal Deputy Assistant Attorney General in the Office of Legal Policy (the “think tank” of the U.S. Justice Department). He is an honors graduate of both Hampton University and Harvard Law School, and he clerked for U.S. Court of Appeals Judge Damon J. Keith.

**Sally C. Pipes**, President and Chief Executive Officer, Pacific Research


James Poterba, President, National Bureau of Economic Research

James Poterba is the president of the National Bureau of Economic Research, a non-profit research organization with over 1300 affiliated economists, and the Mitsui Professor of Economics at MIT. He has served as president of the Eastern Economic Association and the National Tax Association, and as vice president of the American Economic Association. Poterba’s primary research interests are tax policy and retirement security. He has studied the role of tax policy in affecting retirement saving, the draw-down of assets after households reach retirement, and the role of tax-deferred retirement saving programs such as 401(k) plans in contributing to retirement security. He is also a trustee of the College Retirement Equity Fund (CREF) and the Alfred P. Sloan Foundation.

Daniel M. Rothschild, Senior Vice President and Chief Operating Officer, Mercatus Center, George Mason University

Daniel M. Rothschild is senior vice president and chief operating officer of the Mercatus Center at George Mason University. He leads strategy and oversees all programs and operations for the organization.

Prior to serving in this role at Mercatus, Rothschild was director of state projects and a senior fellow with the R Street Institute. He joined R Street in October 2013 after two years as the first-ever director of external affairs and coalitions at the American Enterprise Institute. Previously, he spent six years in a variety of policy, communications, and project management positions at the Mercatus Center. He has worked extensively with think tanks throughout the country.

His popular writing and articles and reviews have appeared in The Wall Street Journal, Reason, Weekly Standard, Roll Call, The Hill, Chicago Policy Review, Economic Affairs, and many other popular and policy publications. He was a 2012-13 National Review Institute Washington fellow. Rothschild has testified before the U.S. Congress and several state legislatures on tax and fiscal policy, government reform, and disaster recovery policy. Rothschild has a bachelor’s degree from Grinnell College, a master’s degree from the University of Manchester, and a master’s degree in public policy from the Gerald R. Ford School of Public Policy at the University of Michigan.

Gary Samore, Executive Director for Research, Belfer Center for Science and International Affairs, Harvard University

Gary Samore is the executive director for research at the Belfer Center for Science and International Affairs at the Kennedy School of Government at Harvard University. He is also a nonresident senior fellow at the Brookings Institution and President of United Against Nuclear Iran (UANI). Prior to joining the Harvard Kennedy School, he served for four years as President Obama’s White House Coordinator for Arms Control and the Weapons of Mass Destruction (WMD) Terrorism. In that capacity, he was the U.S. Sherpa to the Nuclear Security Summits in Washington (2010) and Seoul (2012). He also served for four years as President Clinton’s Senior Director for Nonproliferation and Export controls and held various positions in the Department of State focusing on nonproliferation issues in South Asia, the Middle East and East Asia. He has been vice president for studies at the Council on Foreign Relations ( CFR) in New York, vice president for global security and sustainability at the John D. and Catherine T. MacArthur Foundation, and director of studies and senior fellow for nonproliferation at the International Institute for Strategic Studies (IISS) in London. While at IISS, he produced three “strategic dossiers” on the strategic weapons programs of Iraq, North Korea, and Iran. Samore was a National Science Foundation Fellow at Harvard University, where he received his master’s and PhD in government in 1984.
Mark Schmitt, Director of the Program on Political Reform, New America Foundation

Mark Schmitt is director of the program on political reform at the New America Foundation. This initiative was launched in November, 2013, to develop new approaches to understanding and reforming the market for political power. A prominent writer on politics and public policy, with experience in government, philanthropy and journalism, he is also a columnist for The New Republic and a leading voice on political reform, budget and tax policy, and social policy.

From 2008 to 2011, Schmitt was executive editor of The American Prospect, where he had been a columnist beginning in 2005. During his tenure, the Prospect won numerous awards, including the Utne Reader award for best political magazine. After leaving the Prospect, Schmitt was a senior fellow and advisor to the president at the Roosevelt Institute, a New York-based think tank affiliated with the FDR Library. In a previous stint at New America, from 2005 to 2008, he helped launch a major initiative on the next social contract and an innovative approach to campaign reform.

From 1997 until 2005, Mark was director of the Governance and Public Policy program at the Open Society Foundations, where he developed grant-making and research programs on political reform and state-level policy. Previously, he was a speechwriter and later policy director to Senator Bill Bradley, working on issues including welfare reform, higher education, and urban policy, and he served as a senior advisor on Bradley’s 2000 presidential campaign.

Andrew Schwartz, Senior Vice President for External Relations, CSIS

H. Andrew Schwartz is senior vice president for external relations at CSIS and is responsible for directing the Center’s media relations, congressional relations, large scale events, publications, Web site, marketing, and other external relations matters.

Prior to joining CSIS, Schwartz was a spokesman for the American Israel Public Affairs Committee (AIPAC), America’s pro-Israel lobby. Before that, he was a producer for the Fox News Channel’s Special Report with Brit Hume and subsequently served as a White House producer for the network. As a print journalist, Schwartz has written for the Washington Post, Washington Times, and various national newspapers and magazines.

Early in his career, Schwartz served as a research assistant to former Carter domestic policy adviser Stuart E. Eizenstat, at Powell, Goldstein, Frazer, and Murphy, and as a legislative fellow in the offices of Senator J. Bennett Johnston (D-LA), and Representative Lindy Boggs (D-LA). Schwartz holds a bachelor’s in political science from Tulane University and a master’s in broadcast journalism and public policy from The American University. He currently serves on the Board of Directors of the National Press Foundation, Board of Visitors at the Texas Christian University (TCU) College of Communication, and on the editorial board of The Washington Quarterly.

Caroline Scullin, Vice President for External Relations, Wilson Center

Caroline Scullin is currently vice president for external relations at the Wilson Center. She has more than 25 years of experience in strategic communications and external relations. Most recently, Scullin served as communications director for the Center for International Private Enterprise and before that as director of public relations for the United States Government Printing Office. From 2001 to 2007, she operated her own project management consulting practice.

Scullin has worked with a wide range of organizations over the course of her career, including the International Commission on Holocaust Era Insurance Claims, Conservation International, Save the Children, the U.S.-Japan Leadership Council, the Center for Strategic and International Studies, the John F. Kennedy Center for the Performing Arts, the Francis Scott Key Foundation, and the National Portrait Gallery.

Scullin spent more than a decade as chief aide and press secretary to the Honorable Robert C. McFarlane, former National Security Advisor to President Ronald Reagan, and prior to that worked with Washington Post columnist George Will. A graduate of Georgetown University, she sits on the Board of Governors of the Alumni Association, serves as vice chairman of the Awards Committee, is a member of the Class Advancement and Communications & Technology committees, and is the vice chairman of the Class of 1981. She is the recipient of the university’s William Gaston Award for outstanding service and leadership.
Andrew Selee, Executive Vice President and Senior Advisor to the Mexico Institute, Wilson Center

Andrew Selee was named executive vice president of the Wilson Center in January 2014. Prior to this position, Selee was the Wilson Center’s vice president for programs. He was the founding director the Center’s Mexico Institute from 2003-12. He is an adjunct professor of Government at Johns Hopkins University and of International Affairs at The George Washington University and has been a visiting professor at El Colegio de Mexico.

His most recent publications are What Should Think Tanks Do? A Strategic Guide for Policy Impact (Stanford University Press, 2013), Mexico and the United States: The Politics of Partnership (Lynne Rienner, 2013), and Mexico’s Democratic Challenges (Stanford University Press/Woodrow Wilson Center Press, 2010). He has written extensively on U.S.-Mexico relations, Mexican politics, U.S. immigration policy, organized crime, and democracy in Latin America. His public opinion articles have appeared in The Wall Street Journal, Washington Post, Dallas Morning News, Houston Chronicle, Americas Quarterly, and other media, and he writes a biweekly column in the Mexican newspaper El Universal. Selee is also co-director of the Regional Migration Study Group, convened by the Migration Policy Institute and the Wilson Center, and was a member of Council on Foreign Relations’ Task Force on Immigration.

Isaac Shapiro, Senior fellow, Center on Budget and Policy Priorities

Isaac Shapiro returned to the Center on Budget and Policy Priorities in January 2015, adding to nearly two decades of prior work at the Center. His research focuses primarily on the working poor, income distribution, and tax and budget issues. Shapiro is the founder of the International Budget Partnership. He previously worked at the Economic Policy Institute. He also has served as a senior adviser at the Save Darfur Coalition, and as a special assistant to U.S. Secretary of Labor Robert Reich and to a Member of Congress.

Shapiro is the author of numerous reports, articles, and op-ed pieces, and is the co-author of two books: Working But Poor: America’s Contradiction, and Protecting American Workers. He is also the editor of A Guide to Budget Work for NGOs. Shapiro has an M.P.P. from the Kennedy School of Government at Harvard University and a B.A. from Washington University.

Phil Sharp, President, Resources for the Future

Phil Sharp is president of Resources for the Future. Previously, he served in the U.S. House of Representatives, on the faculty of Harvard University’s Kennedy School of Government, and as director of the university’s Institute of Politics. During his congressional tenure from 1975 to 1995, he was deeply involved in energy and environmental issues, playing a major role in the passage of the 1990 Clean Air Act Amendments and the Energy Policy Act of 1992.

Sharp currently serves on the board of directors of Duke Energy and the Energy Foundation, as well as on the External Advisory Board of the MIT Energy Initiative. He was a member of the Blue Ribbon Commission on America’s Nuclear Future and The National Academies’ Committee on America’s Climate Choices. In addition, he was congressional chair of the National Commission on Energy Policy and vice chair for policy of the National Petroleum Council’s Prudent Development study. Sharp has a Ph.D. in government from Georgetown University.
Michael Shifter, President, Inter-American Dialogue

Michael Shifter is president of the Inter-American Dialogue, a Washington-based forum on Western Hemisphere affairs. Prior to serving as the organization’s president in 2010, he was vice president of policy. Since 1993, Shifter has also been adjunct professor at Georgetown University’s School of Foreign Service, where he teaches Latin American politics.

Shifter writes and talks widely on U.S.-Latin American relations and hemispheric affairs. His recent articles have appeared in The New York Times, Foreign Affairs, Foreign Policy, Current History, The Washington Post, The Los Angeles Times, Miami Herald, Journal of Democracy, Harvard International Review and other publications. His writings on democratic governance, multilateralism, drug policy, security issues, and politics in the Andean countries have also been published in many Latin American newspapers and magazines, including Argentina, Chile, Mexico, Colombia, Peru, Guatemala, Panama, and Jamaica. He is co-editor, along with Jorge Dominguez, of Constructing Democratic Governance in Latin America, published by Johns Hopkins University Press and now in its fourth edition. Shifter has lectured about hemispheric policy at leading universities in Latin America and Europe.

David Speedie, Director, U.S. Global Engagement, Senior Fellow, Carnegie Council for Ethics in International Affairs

David Speedie is director of the Council's program on U.S. Global Engagement. In 2007–2008, Speedie was also a senior fellow at the Belfer Center for Science and International Affairs at Harvard University’s John F. Kennedy School of Government.

He worked at Carnegie Corporation of New York from 1992 to 2007. He joined the Corporation as a program officer in the cooperative security program and was appointed program chair in March 1993, a position he held for almost 12 years. In 2004, he was appointed to serve as special advisor to the president and director of the Corporation's project on Islam.

He was recruited from the W. Alton Jones Foundation where he was codirector of the secure society program and directed, over a five year period, programs in the arts, urban affairs, and the environment. In the 1980s, Speedie was a consultant to nonprofits in management, marketing, and fund-raising as well as director of cultural affairs for Mayor Bill Green in Philadelphia. He also served as the bicentennial liaison officer at the British Embassy in Washington.

For three years, Speedie was a professor of English and drama at St. Andrew's University in his native Scotland. Speedie holds an Honours M.A. [First Class] in Anglo-Saxon and medieval studies and from the University of St Andrews. He was a visiting research fellow as a Kennedy scholar at Harvard University from 1971–1973. He has been a book editor and writer for the National Endowment for the Arts’ Community Vision, a freelance journalist on politics for The Scotsman, and most recently, a reviewer for the International Journal of Middle East Studies. He is also a member of the Council on Foreign Relations.

Winnie Stachelberg, Executive Vice President for External Affairs, Center for American Progress

Winnie Stachelberg is the executive vice president for external affairs at the Center for American Progress. Stachelberg is a member of CAP’s Executive Committee, helping to develop and drive the strategic direction of CAP’s multi-issue progressive agenda and sophisticated communications and outreach platform. Since joining the organization in 2006, she has worked to expand CAP’s reach and influence on the Hill, in the administration, and beyond the beltway.

Stachelberg is an innovator and strategic manager with more than 20 years of experience working in progressive institutions on a variety of policy challenges. She has helped launch CAP’s immigration program and continues to oversee the LGBT Research and Communications Project, gun-violence prevention work, the Half in Ten anti-poverty campaign, and Generation Progress.

Prior to joining CAP, Stachelberg spent 11 years with the Human Rights Campaign, the nation’s largest LGBT civil rights organization. At HRC, she served as the first vice president of HRC’s foundation, and as HRC’s political director. Before joining HRC, Stachelberg worked at OMB formulating health policies. A native New Yorker, Stachelberg received a master’s from The George Washington University and a bachelor’s from Georgetown.
**Andrew Steer**, President and CEO, World Resources Institute

Andrew Steer is the president and CEO of the World Resources Institute. He has three decades of experience in international development, including on the front line in Asia and Africa, with previous senior posts at the World Bank and the UK government’s Department of International Development. Most recently he was the Bank’s Special Envoy for Climate Change. He was educated at St. Andrews University, Scotland, the University of Pennsylvania, and at Cambridge University. He has a Ph.D. in economics, has written widely on sustainable development issues, and has taught at several universities.

**Strobe Talbott**, President, Brookings Institution

Strobe Talbott is president of the Brookings Institution. Talbott, whose career spans journalism, government service, and academe, is an expert on U.S. foreign policy, with specialties on Europe, Russia, South Asia and nuclear arms control. As deputy secretary of state in the Clinton administration, Talbott was deeply involved in both the conduct of U.S. policy abroad and the management of executive branch relations with Congress. Most recently, he is the author of the sixth Brookings Essay, “Monnet’s Brandy and Europe’s Fate”.

**Kenneth Weinstein**, President and Chief Executive Officer, Hudson Institute

Kenneth R. Weinstein is president and chief executive officer of Hudson Institute. He first joined the Institute in 1991, was appointed CEO in June 2005, and named president and CEO in March 2011. A political theorist whose academic work focuses on the early Enlightenment, Weinstein has written on international affairs for leading publications in the United States, Europe, and Asia. He has been decorated with a knighthood in Arts and Letters by the French Ministry of Culture and Communication.

Weinstein serves by presidential appointment and Senate confirmation as a member of the Broadcasting Board of Governors, the oversight body for U.S. government civilian international media, including the Voice of America and Radio Free Europe/Radio Liberty. Weinstein previously served on the National Humanities Council, the governing body of the National Endowment for the Humanities.


**Tim Wierzbicki**, Chief Development Officer and Vice President, EastWest Institute

Tim Wierzbicki leads the EastWest Institute’s development team. For over two decades, Wierzbicki has served in senior level development positions at several major NGOs, including American National Red Cross, Habitat for Humanity International, and the Lawyers’ Committee for Civil Rights. Wierzbicki is a member of the Association of Fundraising Professionals and his pro bono activities include presenting a workshop he created to assist nonprofit board members entitled “What They Don’t Teach at the Harvard School of Fundraising”. He also has served on the Foundation Board of his alma mater, Minnesota State University.
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University of Pennsylvania
THINK TANKS AND CIVIL SOCIETIES PROGRAM

The Think Tanks and Civil Societies Program (TTCSP) of the Lauder Institute at the University of Pennsylvania conducts research on the role policy institutes play in governments and civil societies around the world. Often referred to as the “think tanks’ think tank,” TTCSP examines the evolving role and character of public policy research organizations. Over the last 25 years, the TTCSP has developed and led a series of global initiatives that have helped bridge the gap between knowledge and policy in critical policy areas such as international peace and security, globalization and governance, international economics, environmental issues, information and society, poverty alleviation, and healthcare and global health. These international collaborative efforts are designed to establish regional and international networks of policy institutes and communities that improve policy making while strengthening democratic institutions and civil societies around the world.

The TTCSP works with leading scholars and practitioners from think tanks and universities in a variety of collaborative efforts and programs, and produces the annual Global Go To Think Tank Index that ranks the world’s leading think tanks in a variety of categories. This is achieved with the help of a panel of over 1,900 peer institutions and experts from the print and electronic media, academia, public and private donor institutions, and governments around the world. We have strong relationships with leading think tanks around the world, and our annual Think Tank Index is used by academics, journalists, donors and the public to locate and connect with the leading centers of public policy research around the world. Our goal is to increase the profile and performance of think tanks and raise the public awareness of the important role think tanks play in governments and civil societies around the globe.

Since its inception in 1989, the TTCSP has focused on collecting data and conducting research on think tank trends and the role think tanks play as civil society actors in the policymaking process. In 2007, the TTCSP developed and launched the global index of think tanks, which is designed to identify and recognize centers of excellence in all the major areas of public policy research and in every region of the world. To date TTCSP has provided technical assistance and capacity building programs in 81 countries. We are now working to create regional and global networks of think tanks in an effort to facilitate collaboration and the production of a modest yet achievable set of global public goods. Our goal is to create lasting institutional and state-level partnerships by engaging and mobilizing think tanks that have demonstrated their ability to produce high quality policy research and shape popular and elite opinion and actions for public good.
THE LAUDER INSTITUTE OF MANAGEMENT AND INTERNATIONAL STUDIES

The Lauder Institute of Management and International Studies offers an MA in international studies, and conducts fundamental and policy-oriented research on current economic, political, and business issues. It organizes an annual conference that brings academics, practitioners and policymakers together to examine global challenges such as financial risks, sustainability, inequality, and the future of the state.

THE UNIVERSITY OF PENNSYLVANIA

The University of Pennsylvania (Penn) is an Ivy League school with highly selective admissions and a history of innovation in interdisciplinary education and scholarship. A world-class research institution, Penn boasts a picturesque campus in the middle of a dynamic city. Founded by Benjamin Franklin in 1740 and recognized as America’s first university, Penn remains today a world-renowned center for the creation and dissemination of knowledge. It serves as a model for research colleges and universities throughout the world.