



HARVARD Kennedy School
BELFER CENTER

2026 Spring Gathering

April 16 – 17, 2026

Cambridge, MA

Agenda

Thursday, April 16

5:00–6:45 PM

Belfer Library

Drinks Reception

This opening gathering offers an opportunity to reconnect with colleagues, meet members of the Belfer community, and begin conversations ahead of the formal program. The reception is designed to overlap with the Forum, allowing those who wish to remain and reconnect to do so.

6:00–7:15 PM

JFK Jr. Forum

Chrystia Freeland and Malcolm Turnbull Conversation

A forum conversation will bring together Fisher Family Fellow Chrystia Freeland, Canada's former Deputy Prime Minister and Minister of Finance, and Malcolm Turnbull, former Prime Minister of Australia, for a discussion on democratic leadership in a period of geopolitical and economic transition. Drawing on their experience leading major democratic allies of the United States, the conversation will explore how middle powers navigate great-power competition, economic security, and technological change while sustaining open societies and resilient institutions. The discussion will also examine the role that alliances and partnerships among democratic nations play in shaping the future international order, offering perspectives from North America and the Indo-Pacific on how governments can work together to address shared strategic challenges.

7:30–9:00 PM

The Charles Hotel

Dinner: Honoring Ash Carter

The evening program will include remarks from Dean Jeremy Weinstein, Stephanie Carter, Graham Allison, Eric Rosenbach, and Meghan L. O'Sullivan. These remarks will be followed by a conversation moderated by Elizabeth Sherwood-Randall with General Joseph F. Dunford, Jr. and Doug Beck on the evolving relationship between national security, technological innovation, and economic power. Reflecting the legacy of Ash Carter, who championed deeper collaboration between the Pentagon, Silicon Valley, and the policy community, the discussion will explore how the United States and its allies can sustain strategic advantage in an era of rapid technological change and intensifying geopolitical competition. The evening celebrates the endowed Ashton B. Carter Visiting Professorship, the result of a two-year effort supported by more than 65 individual gifts, and will recognize the donors whose generosity made the initiative possible.

Friday, April 17

8:00–9:15 AM
Belfer Library

Breakfast: International Council Executive Session

International Council only.

9:30–10:30 AM
JFK Jr. Forum

Conversation with Nick Burns and Jane Hartley

This featured conversation marks the launch of the new Program on Diplomacy and Statecraft, led by R. Nicholas Burns. Ambassador Burns, former U.S. Ambassador to China (2022–2025) and the Roy and Barbara Goodman Family Professor of the Practice of Diplomacy and International Relations at Harvard Kennedy School, will be joined by Jane Hartley, former U.S. Ambassador to the United Kingdom (2022–2025) and U.S. Ambassador to France and Monaco (2014–2017).

Moderated by Meghan L. O’Sullivan, the discussion will examine the enduring role of diplomacy as a core instrument of American power, alongside military strength, economic influence, and technological leadership, and consider how diplomats must adapt their tools and strategies to meet the challenges of a rapidly shifting geopolitical landscape.

10:45–11:45 AM
Democracy Labs

Emerging Tech “Demo Day”

This interactive session will showcase several of the Belfer Center’s frontier technology initiatives. Each booth will introduce the problem being addressed, demonstrate the underlying work, and explain the potential real-world policy impact and future trajectory of the initiative.

11:45 AM–12:15 PM

Grab and Go Lunch

12:30–1:45 PM
JFK Jr. Forum

Live Crisis Scenario

A live crisis scenario, moderated by David E. Sanger, White House and National Security Correspondent for *The New York Times* and a Senior Fellow at the Belfer Center.

Participants include Nick Burns, Col. Jay Ireland, Juliette Kayyem, Michael McQuade, and Mark Pascale. This active conversation will unfold dynamically as participants assess developments, surface tradeoffs, and anticipate second- and third-order effects across regions.

Speaker Biographies



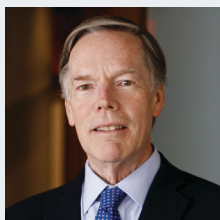
Graham Allison

Graham Allison is the Douglas Dillon Professor of Government at Harvard University, where he has taught for five decades. A leading analyst of national security, he is a former Director of the Belfer Center for Science and International Affairs and served as the founding dean of Harvard Kennedy School. As Assistant Secretary of Defense in the Clinton administration, he received the Defense Department's highest civilian award for his work helping reduce the former Soviet nuclear arsenal. His books include *Destined for War*, *Nuclear Terrorism*, and *Essence of Decision*.



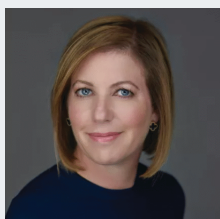
Doug Beck

Doug Beck served from 2023 until 2025 as Director of the Defense Innovation Unit, reporting directly to the Secretary of Defense across two administrations and leading efforts to accelerate adoption of commercial technology across the military. He previously spent 13 years at Apple as a vice president reporting to CEO Tim Cook, and earlier held senior roles at Charles Schwab and McKinsey & Company. A captain in the U.S. Navy Reserve, he served in Iraq and Afghanistan with a joint special operations task force. He is a trustee of the Rhodes Trust and a Senior Fellow at the University of Tokyo.



R. Nicholas Burns

Ambassador Nicholas Burns is the Roy and Barbara Goodman Family Professor of the Practice of Diplomacy and International Relations at Harvard Kennedy School, Founder and Faculty Chair of the Future of Diplomacy Project, and a Faculty Affiliate at Harvard's Fairbank Center for Chinese Studies. He served as U.S. Ambassador to China from 2021 to 2025 and previously held senior diplomatic posts including Under Secretary of State for Political Affairs, Ambassador to NATO, Ambassador to Greece, and State Department Spokesman. He has served six presidents and nine secretaries of state.



Stephanie Carter

Stephanie Carter is the founder of The Verse, a media platform delivering publications, tools, and live events aimed at helping those 40 and older navigate reinvention and opportunity in the second half of life. She previously spent 25 years as a General Partner at ABS Capital Partners, where she helped raise \$1.6 billion and played a central role in shaping the firm's investor relations, marketing, and strategic development. In 2017, she received the Distinguished Public Service Award from the Chairman of the Joint Chiefs of Staff for her support to military families and veterans during and after Ash Carter's service as Secretary of Defense.



Joseph F. Dunford, Jr.

General Joseph F. Dunford, Jr., USMC (Ret.), is the CEO of the Center for Strategic and International Studies (CSIS). He served as the 19th Chairman of the Joint Chiefs of Staff from 2015 to 2019, serving as the nation's highest-ranking military officer and principal military advisor to the President, Secretary of Defense, and National Security Council. His prior assignments included service as Commandant of the Marine Corps and Commander of U.S. and NATO forces in Afghanistan. Gen. Dunford was a Belfer Center resident Senior Fellow.



Chrystia Freeland

Chrystia Freeland is a Fisher Family Fellow at the Belfer Center for Science and International Affairs, former Deputy Prime Minister and Minister of Finance of Canada, and currently serves as Economic Advisor to the President of Ukraine. She is also the incoming Chief Executive Officer of the Rhodes Trust. Before entering public service, she was an esteemed journalist, editor, and author. She served as a Member of Parliament from 2013 to 2026 and previously held the portfolios of Minister of Finance, Deputy Prime Minister, Minister of Foreign Affairs, and Minister of International Trade.



Jane D. Hartley

Ambassador Jane D. Hartley is the Chair of the Board of the Carnegie Endowment for International Peace. She served as United States Ambassador to the United Kingdom from 2022 to 2025 and previously as U.S. Ambassador to France and Monaco from 2014 to 2017. She has held senior leadership roles across diplomacy, business, and the nonprofit sector, including as Chief Executive Officer of Observatory Group and previously Chief Executive Officer of the G7 Group.



Jay Ireland

Colonel Jay Ireland is a Belfer Center National Security Fellow. He graduated from the United States Military Academy at West Point in 2004 and was commissioned as an Armor officer. Over the course of his career, he has held multiple operational, command, and strategic assignments, including deployments to Iraq, Afghanistan, and Kuwait, and service at U.S. Africa Command. He has also taught cadets at West Point after completing graduate study in geography at the University of Hawaii.



Juliette Kayyem

Juliette Kayyem is the Robert and Renee Belfer Senior Lecturer at Harvard Kennedy School and Faculty Chair of the Belfer Center’s Homeland Security Project and the Security and Global Health Project. A national leader in homeland security and crisis management, she is also a national security analyst for CNN and a contributing writer for *The Atlantic*. In government, she served as Assistant Secretary for Intergovernmental Affairs at the U.S. Department of Homeland Security and as Homeland Security Advisor to Massachusetts Governor Deval Patrick.



J. Michael McQuade

J. Michael McQuade is Director of the Belfer Center’s Program on Emerging Technology, Scientific Advancement and Global Policy. Before joining Harvard, he served as Vice President for Research and Special Advisor to the President of Carnegie Mellon University. He also had a distinguished private-sector career, including as Senior Vice President for Science and Technology at United Technologies Corporation, and has served on major national advisory bodies including the President’s Council of Advisors on Science and Technology and the Defense Innovation Board.



Meghan L. O’Sullivan

Meghan L. O’Sullivan is Director of the Belfer Center for Science and International Affairs and the Jeane Kirkpatrick Professor of the Practice of International Affairs. She previously served as Special Assistant to President George W. Bush and Deputy National Security Advisor for Iraq and Afghanistan. A leading scholar and practitioner in foreign policy, energy, and geopolitics, she also serves on Secretary of State Antony Blinken’s Foreign Affairs Policy Board.



Mark Pascale

Mark Pascale is the Director of the Belfer Center’s Intelligence Project where he leads the Center’s work to advance policy-relevant knowledge in intelligence and help prepare future leaders in the field. One of the most accomplished U.S. intelligence officers of his generation, he has served as Chief of Station in three of the world’s most challenging operational environments. Since 2021, he has served as Vice President of Intelligence at Strider Technologies.



Eric Rosenbach

Eric Rosenbach is a Senior Lecturer at Harvard Kennedy School and Director of the Defense, Emerging Technology, and Strategy Program at the Belfer Center for Science and International Affairs. He previously co-led the Belfer Center alongside former Secretary of Defense Ash Carter. Rosenbach served as Chief of Staff to the Secretary of Defense from 2015 to 2017 and earlier as Assistant Secretary of Defense for Global Security and Homeland Defense, overseeing portfolios including cyber, space, and counterterrorism.



David E. Sanger

David E. Sanger is a White House and National Security Correspondent for *The New York Times* and one of the paper's senior writers. Over a reporting career spanning more than four decades, he has played central roles on three Pulitzer Prize-winning teams. He was the first Senior Fellow in Press and National Security at the Belfer Center for Science and International Affairs, where he co-teaches with Graham Allison on national security, strategy, and the press. He is also a national security contributor to CNN.



Liz Sherwood-Randall

Dr. Liz Sherwood-Randall is a Belfer Center Senior Fellow and Director of the Initiative on Bioconvergence, Biosecurity, and Bioresilience, based with the Center's Emerging Technology, Scientific Advancement and Global Policy. She most recently served as Assistant to the President for Homeland Security and Deputy National Security Advisor from 2021 to 2025. During the Obama administration, she also served as Deputy Secretary of Energy, White House Coordinator for Defense Policy, Countering Weapons of Mass Destruction and Arms Control, and Senior Director for Europe on the National Security Council.



Malcolm Turnbull

Malcolm Turnbull was the 29th Prime Minister of Australia. Before entering politics, he had distinguished careers as a lawyer, journalist, entrepreneur, and investment banker, including as a partner at Goldman Sachs. As Prime Minister from 2015 to 2018, he advanced an economic growth agenda, legalized same-sex marriage, pursued major defense modernization, and championed trade, innovation, and clean energy infrastructure.



Jeremy Weinstein

Jeremy Weinstein is Dean and Don K. Price Professor of Public Policy at Harvard Kennedy School. A leading scholar of political violence, development, governance, and the intersection of technology and democracy, he is the author of *Inside Rebellion* and co-author of *System Error*. He previously served in senior roles in the U.S. government, including at the White House National Security Council and as Deputy to the U.S. Ambassador to the United Nations.

The Ashton B. Carter Visiting Professorship



The Ashton B. Carter Visiting Professorship reflects Harvard Kennedy School's commitment to advancing leadership at the intersection of science, technology, and public policy.

Established through a two-year effort supported by more than 65 individual gifts, the professorship brings distinguished practitioners and scholars to the Belfer Center to teach, mentor students, and contribute to critical debates on the technological forces reshaping international affairs.

The initiative honors the legacy of Ash Carter, whose career exemplified the integration of technical expertise with public service. As Secretary of Defense, he championed closer collaboration between government, industry, and academia, particularly in areas of emerging technology and national security.

Through this professorship, the Belfer Center continues that work by fostering the next generation of leaders and advancing practical, policy-relevant solutions to global challenges.

Ash's legacy is defined by his impact on people, and we're honoring that by building a collective commitment of all who believe in his vision. The Belfer family has generously pledged to match every donation for the Ash Carter Visiting Professorship, making your support go even further.

Dear Friends,

We are deeply grateful for your generous support of our efforts to establish an endowed visiting professorship to honor Ash Carter, and for being here with us to mark this important milestone. Your presence reflects the strength of this community and the shared commitment that made this effort possible.

We are pleased to establish the Ashton B. Carter Visiting Professorship Fund. Our approach to funding this chair was a departure from the usual effort to secure one or two lead donors. Instead, thanks to you, along with more than 65 donors who came together in Ash's memory, we are now ready to bring this vision to life. He believed in institutions, in collaboration, and in the power of bringing people together in service of a larger purpose.

As the Belfer Center advances bold new work, Ash and his wisdom, civility, and unwavering commitment to a more just and secure world continue to be foremost in our minds. He moved easily between disciplines and communities, holding to a standard of rigor and integrity that shaped both policy and people. His legacy is powerfully present in the individuals he mentored and the ideas he advanced. This endowed visiting professorship ensures that legacy will endure, shaping future leaders through the values, curiosity, and public purpose that defined Ash's life.

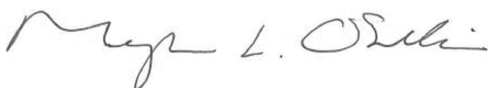
In designing the visiting professorship, we were guided by both Ash's extraordinary range and the continuously evolving challenges he cared about most, including technology, science, defense, national security, and global policy. To reflect this, each year a new scholar or practitioner will spend time engaging with students, collaborating with faculty, and contributing to policy discourse.

A visiting model is central to this vision. Bringing a new leader into the community annually ensures a steady infusion of fresh perspective, real-time experience, and intellectual energy. It keeps the work responsive to a rapidly changing world. Ash was, in many ways, a man in a hurry. He believed that the pace of change in technology and global affairs demanded urgency, adaptability, and constant renewal. This design reflects that instinct. It gives us the agility to meet emerging challenges with the seriousness and speed they require, and to ask the next set of questions before the last have fully settled.

This model will bring a dynamic network of new leaders to Harvard Kennedy School, extending Ash's influence and enriching the community that was his intellectual home. It ensures students benefit from timely, real-world insights and strengthens the Belfer Center to train principled, cross-disciplinary leaders.

Thank you for being here tonight, and for the role each of you has played in making this vision a reality.

With deep gratitude,



Meghan L. O'Sullivan
Director, Belfer Center
for Science and International Affairs
Harvard Kennedy School



Stephanie Carter



The Program on Diplomacy and Statecraft

Advancing the Practice and Study of Diplomacy

The Harvard Kennedy School is proud to launch the **Program on Diplomacy and Statecraft**. Founded by Professor Nicholas Burns, whose career spans senior roles across Republican and Democratic administrations, including U.S. Ambassador to China and NATO, the Program will serve as a global hub for advancing the practice and study of diplomacy, negotiation, and statecraft.

We live at a time of great power competition, an unstable world order, and global challenges from climate change to tariff wars. The United States and world need more creative and effective diplomacy to chart a more stable and peaceful international order. This Program will convene leaders from across the world and prepare the next generation of diplomats for the tests ahead.

The Program is distinguished by its rare access to the world's most senior decision-makers — leaders whose first hand experience cannot be replicated in traditional academic settings. By bringing these practitioners into sustained engagement with Harvard students and faculty, the Program will strengthen the Kennedy School's teaching and research, and advance public understanding of diplomacy's role in the world.



Core Workstreams

AMERICAN SECRETARIES OF STATE PROJECT

A one-of-a kind initiative capturing insights from all living former U.S. Secretaries of State on leadership and decision-making.

U.S.-CHINA AND INDO-PACIFIC STRATEGY PROJECT

Features speakers, fellows, and an annual conference on the U.S.-China relationship.

THE FISHER FAMILY FELLOWSHIP PROGRAM

Hosts distinguished presidents, prime ministers, and diplomats at Harvard.

THE FUTURE OF U.S. DIPLOMACY PROJECT

Develops practical recommendations to strengthen and modernize the U.S. diplomatic corps.

THE CULTURAL DIPLOMACY PROJECT

Explores the importance of music, art, and cultural heritage in modern diplomacy.

READY TO SERVE

Preparing students for success in government and leadership.

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MAP LEGEND

- Main Entrance
- Building Entrance
- Accessible Entrance
- MBTA Subway Station
- MBTA Bus Stop
- Parking
- Security
- Delivery Entrance

WEBSITE
hks.harvard.edu

VIRTUAL TOUR
hks.harvard.edu/admissions-blog/introducing-virtual-tour

HARVARD MAP
ken.sc/interactive-map

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 - Bell Hall 5
 - Land Lecture Hall 4
 - Mossavar-Rahmani Center for Business and Government (M-RCBG) 1.5
 - Office of Diversity, Inclusion, and Belonging (ODIB) 2
 - Salata Institute for Climate and Sustainability at Harvard University 4-5
 - Starr Auditorium 2.5
 - Weil Town Hall L
- LITTAUER**
 - Belfer Center for Science and International Affairs 3
 - Campus Planning & Operations G
 - Fainsod Room 3
 - IT Service Center G
 - Institute of Politics (IOP) 1
 - John F. Kennedy Jr. Forum 1
 - Library and Research Services G
 - Mailroom G
 - Malkin Penthouse 4
 - MPA, MPP, MC/MPA, and PhD Programs 1
- OFER**
 - Mossavar-Rahmani Center for Business and Government (M-RCBG) 4
 - Office of Student Services 3
 - Student Lounge 3
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 - Carr Center for Human Rights Policy 2
 - Center for International Development (CID) G, 1, 3-5
 - David T. Ellwood Democracy Lab 4
 - Malcolm Wiener Center for Social Policy 4
 - MPA/ID Program 1
- TAUBMAN**
 - Allison Dining Room (ADR) 5
 - Bloomberg Center for Cities at Harvard University 3
 - Center for Public Leadership (CPL) 1-2
 - Malcolm Wiener Center for Social Policy 4
 - Nye Conference Center 5
 - Taubman Center for State and Local Government 2, 4
 - Wiener Auditorium G
 - Women and Public Policy Program (WAPPP) 1
- WEXNER**
 - Dining Hall G
 - Security 1
 - Wexner Commons G
- 124 MT. AUBURN STREET**
 - Ash Center for Democratic Governance and Innovation 2 North
 - Shorenstein Center on Media, Politics and Public Policy 2 South
 - Enrollment Services (Admissions and Financial Aid, Registrar) 1 South
 - Office of Financial Services 1 North
 - Office of Career Advancement (OCA) 1 South
- 1 BRATTLE SQUARE**
 - Alumni Relations and Resource Development (ARRD) 3
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