

An aerial photograph of a massive crowd of people filling a city street. The crowd is dense and extends far into the distance. On the right side, there are multi-story buildings with balconies. On the left side, there are tents and makeshift structures. A banner with Arabic text is visible in the lower-left area of the crowd.

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Annual Report

2011

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Mission Statement

The Council on Foreign Relations (CFR) is an independent, nonpartisan membership organization, think tank, and publisher dedicated to being a resource for its members, government officials, business executives, journalists, educators and students, civic and religious leaders, and other interested citizens in order to help them better understand the world and the foreign policy choices facing the United States and other countries.

Founded in 1921, CFR takes no institutional positions on matters of policy. CFR carries out its mission by

- maintaining a diverse membership, with special programs to promote interest and develop expertise in the next generation of foreign policy leaders;
- convening meetings at its headquarters in New York and in Washington, DC, and other cities where senior government officials, members of Congress, global leaders, and prominent thinkers come together with CFR members to discuss and debate major international issues;
- supporting a Studies Program that fosters independent research, enabling CFR scholars to produce articles, reports, and books and hold roundtables that analyze foreign policy issues and make concrete policy recommendations;
- publishing Foreign Affairs, the preeminent journal on international affairs and U.S. foreign policy;
- sponsoring Independent Task Forces that produce reports with both findings and policy prescriptions on the most important foreign policy topics; and
- providing up-to-date information and analysis about world events and American foreign policy on its website, CFR.org.

Letter from the Co-Chairs

It has been a year of tremendous disruption and challenge across the world: unprecedented uprisings in the Arab world; economic difficulties in the eurozone; the earthquake, tsunami, and subsequent nuclear crisis in Japan; and the killing of Osama bin Laden.

Such developments constitute a challenge to and an opportunity for organizations such as the Council on Foreign Relations. We are pleased to say that during this year, our fourth as co-chairs of CFR and the Council's ninetieth anniversary year, we continued to be deeply impressed by the range and depth of analysis the institution offers through multiple channels, including meetings and roundtables, publications, and the websites CFR.org and ForeignAffairs.com.

The events in the Arab world continue to remind all of us about the complexities of international relations and the challenges of foreign policy. At a time rife with uncertainty, the Council provided comprehensive analysis, and its experts contributed a range of recommendations on the situations as they unfolded. Since January, the institution has held over thirty general meetings and smaller roundtable discussions and nearly twenty conference calls on the uprisings in the Arab world for both CFR members and targeted constituencies.

The strength of the Council's [Middle East program](#) was evidenced by the town hall meeting in early February following the ousting of the Tunisian president and the protests in Egypt. The meeting was videoconferenced between CFR's New York and Washington offices, with Council fellows participating from both locations, and was teleconferenced for National members. The discussion featured in-house experts Elliott Abrams, Mohamad Bazzi, Steven A. Cook, Isobel Coleman, Robert Danin, Ed Husain, and Council President Richard N. Haass. Over six hundred members participated, representing one of the highest turnouts in CFR history for a single meeting. Other conversations focused on particular countries in the greater Middle East, including Libya, Iran, Syria, and Jordan; counter-radicalization; human rights; and the growing role of social media.

CFR hosted a number of conference calls for members of the press on the Arab uprisings with in-house experts. Average media participation doubled compared to last year. Additionally, as part of its Rapid Response Briefing series, the [Corporate Program](#) led three conference calls geared specifically toward executives on topics including assessing business risk in the Middle East and the effect of the turmoil on international energy markets.

In May, CFR and *Foreign Affairs* published an ebook, [The New Arab Revolt: What Happened, What It Means, and What Comes Next](#). During a time of complex transformation, the volume offers an intellectual context for understanding the upheavals in the Arab world. It brings together more than sixty articles, interviews, congressional testimony, and op-eds from experts and thought leaders; major public statements by Barack Obama, Hillary Clinton, Hosni Mubarak, Muammar al-Qaddafi, and others; as well as other relevant primary source documents.



Co-Chairman Carla A. Hills



Co-Chairman Robert E. Rubin

Council staff and fellows published nearly 90 op-eds on the events in the region in the *New York Times*, *Wall Street Journal*, *Washington Post*, *Time*, *Financial Times*, *Foreign Policy*, *Atlantic*, *Politico*, and CNN.com, among others, and have made over 160 appearances on major news outlets including ABC, NBC, CBS, FOX, CNN, al-Jazeera, BBC, PBS, NPR, and MSNBC. Council experts testified before both the Senate Foreign Relations Committee and the House Committee on Foreign Affairs on U.S. policy toward Libya, Egypt, and Lebanon, and they have briefed U.S. government officials in the legislative and executive branches.

CFR.org published over one hundred articles on the uprisings in the Arab world. An online Issue Guide from May on the North Africa and Middle East protests that provides analysis of Syria, Egypt, and Libya and of U.S. interests in the region has been viewed over forty thousand times. Other articles examined parallels and differences between the Egyptian and Iranian revolutions, the debate over intervention in Libya and NATO's role, prospects for Syrian regime change, implications of the uprisings for food and oil prices, the future of economic policy in affected countries, and the agendas and prospects for opposition movements like the Muslim Brotherhood. CFR.org had nearly fifty postings on the topic by Council experts as part of the institution's growing blog initiative, with Steven Cook's post, "[Five Things You Need to Know about the Egyptian Armed Forces](#)" viewed over 6,500 times—an impressive number for a single post.

Foreign Affairs led its May/June issue with a seven-article package on the uprisings and also published over fifty online-only pieces. "[The Muslim Brotherhood After Mubarak: What the Brotherhood Is and How It Will Shape the Future](#)," a website piece by Carrie Rosefsky Wickham of Emory University, has been viewed more than sixty thousand times since it was published in early February. Of the articles published on ForeignAffairs.com since January, the Arab uprisings comprised 30 percent of the content and accounted for over 60 percent of traffic.

Following the crisis in Japan, the Council held a number of meetings, including a town hall discussion with its Japan expert Sheila A. Smith, energy expert Michael A. Levi, and economic expert Sebastian Mallaby, as well as a meeting with Governor of the Bank of Japan Masaaki Shirakawa on Japan's recovery. CFR.org published nearly twenty articles on the situation, and its [Issue Guide on Japan's Triple Crisis](#) has been viewed over twenty-five thousand times. Council fellows have published op-eds on the topic in the *Financial Times*, *Washington Post*, *New York Times*, *Beijing Review*, and the *Atlantic*, among others.

On the ongoing crisis in the Eurozone, the Council featured the head of the European Commission, the chief economist of the World Bank, the governor of the Bank of Spain and Spain's finance minister, and the prime minister of Ireland. CFR's International Institutions and Global Governance program published a series of five reports exploring the Eurozone crisis, ranging from its historic roots to the future of European integration. Scholars from the [Maurice R. Greenberg Center for Geoeconomic Studies](#) analyzed the crisis from different perspectives, including the effectiveness of the International Monetary Fund in managing the situation, the allocation of funds for Ireland's bailout, and the outlook for Greece. The center also examined the topic through its "[Geo-Graphics](#)" blog, which uses innovative graphs to illustrate economic concerns. One post that studied the correlation between sovereign risk and foreign deposits using Ireland and Spain as an example was viewed over five thousand times. Other graphs looked at public and bank debt in Ireland, compared corporate and government debt in



Vice Chairman Richard E. Salomon

Eurozone countries, and used German bond yields to assess the likelihood of a Greek default.

A [CFR.org Backgrounder that profiles al-Qaeda](#), originally published in November 2005 and updated numerous times, including following Osama bin Laden's killing, has been viewed twenty-five thousand times since May 2 of this year. The Council hosted meetings and conference calls with in-house experts on the implications of bin Laden's death, as well as a meeting with House Intelligence chair Mike Rogers on the lessons learned from the bin Laden operation. CFR experts testified before the Senate Foreign Relations Committee after bin Laden's death on U.S. policy toward Afghanistan. The Council published a [Task Force report on U.S. Strategy for Pakistan and Afghanistan](#) in November 2010, and following bin Laden's killing, published a report titled [Next Steps for Pakistan Strategy](#). In addition, the CFR.org interactive [Crisis Guide on Pakistan](#), which won the Overseas Press Club's first-ever award for Best Use of Multimedia, offers a detailed examination of the country's evolution, challenges, and future prospects.

The challenges that the United States and the world face are vast and complicated. With virtually simultaneous yet unique revolutions taking place across the Arab world, strained relations with Pakistan, nuclear challenges posed by North Korea and Iran, and ongoing financial crises, there are countless questions. The number of professionals in government, business, academia, and the media, as well as interested global citizens, who turned to the Council for insight and as a forum for discussion during this time of extraordinary change is a real testament to the institution's reputation for original, authoritative, and truly nonpartisan work. It was a demanding year, and we want to thank CFR Vice Chairman Richard E. Salomon and our fellow Board members for their guidance. We also want to recognize Council President Richard Haass for his creative and committed leadership. At a time when the mission of this institution was as vital as ever, the quantity and, most importantly, the quality of the work produced by CFR were truly exceptional.

Carla A. Hills
Robert E. Rubin
Co-Chairs of the Board

The CFR.org interactive Crisis Guide on Pakistan won the Overseas Press Club's first-ever award for Best Use of Multimedia.

President's Message

This year marked the ninetieth anniversary of the Council on Foreign Relations. As the events of recent months have proven, new challenges can come about at any moment and relationships abroad can transform rapidly. On the previous pages, the co-chairs discussed the uprisings across the Arab world, the triple crisis in Japan, the killing of Osama bin Laden, and ongoing eurozone concerns. These challenges greatly shaped this year's foreign policy agenda, and the Council did considerable work on each. However, there were and continue to be many other issues that require significant attention.

China continues to grow rapidly and become more assertive on the world stage, while other countries such as India and Brazil are also building their economic and political presence. Terrorism threats and the fight against extremism strain relations with strategically important countries like Pakistan. Economic imbalances and the developed world's struggle to emerge decisively from the economic crisis are a source of frustration. Adding to the instability in the Middle East are concerns about nuclear proliferation from Iran and tensions between Israelis and Palestinians. New challenges of cybersecurity governance grow more complex, while measures to deal with more familiar problems like climate change and energy security remain unclear. Mexico continues its battle with drug cartels, and a number of African states are threatened by internal violence. Enduring poverty and corruption lead to questions about the efficacy of foreign aid, and global health fears linger on issues from food safety to the AIDS pandemic, which enters its thirtieth year.

Clearly the world has no shortage of complicated problems, and the United States is no exception—soaring debt, high unemployment, substandard infrastructure, educational shortcomings, outdated immigration policies, and, as is evident from the lack of movement on these issues, highly partisan politics in Washington. These domestic challenges reduce the resources available for national security and foreign policy priorities, detract from the appeal of the American model, and diminish U.S. global competitiveness. Chairman of the Joint Chiefs of Staff Admiral Mike Mullen said, “the biggest threat we have to our national security is our debt.” Meanwhile, 25 percent of U.S. students fail to graduate high school; 75 percent of Americans between the ages of seventeen and twenty-four are ineligible to enlist in the military because they did not graduate high school, have a criminal record, or are physically unfit; and restraints on legal immigration make it difficult for highly skilled immigrants to work in the United States. All of this raises concerns about the country's security, productivity, and future prosperity.

CFR has been active on the full range of U.S. foreign policy concerns. Experts published five hundred and seventy op-eds and articles in the *New York Times*, *Washington Post*, *Wall Street Journal*, *Financial Times*, *Newsweek*, *Time*, and the *Atlantic*, among others, and made nearly five hundred media appearances on major U.S. and international news



President Richard N. Haass

networks. CFR experts also testified before Congress fourteen times and briefed U.S. and foreign government officials over four hundred times. We held almost seven hundred meetings in New York, Washington, and across the country and over two hundred smaller roundtables run by CFR fellows. The Council hosted a number of heads of state or government, senior U.S. and foreign government officials, and business leaders. We continue to expand our outreach efforts to targeted constituencies, increase our teleconference offerings, and enhance our video-conference capabilities.

As part of its ninetieth anniversary, CFR this year launched the Renewing America initiative to examine the slate of domestic challenges that have a direct impact on U.S. foreign policy and international leadership. Renewing America examines the domestic underpinnings of U.S. power as difficulties within the country increasingly limit what it can do outside its borders. The initiative focuses on six areas: infrastructure, education and human capital development, debt and deficits, corporate regulation and taxation, innovation, and international trade and investment. The scope of this initiative includes work by the David Rockefeller Studies Program; programming in New York, Washington, and nationally; outreach to targeted constituencies, including government officials, business leaders, educators and students, religious leaders, and individuals active at the state, local, and community levels; publications, including Foreign Affairs; and the website, CFR.org.

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Richard N. Haass, George R. Stephanopoulos, Michael Mandelbaum, and Roger C. Altman at the kickoff meeting for CFR's Renewing America initiative.



Service chiefs General James T. Conway, General George W. Casey Jr., Admiral Gary Roughead, General Norton A. Schwartz, and Admiral Robert J. Papp Jr. spoke as part of the Robert B. McKeon Endowed Series on Military Strategy and Leadership. CFR Board member Tom Brokaw moderated.

Renewing America started up in January with a meeting on American power and profligacy in which a panel discussed the strategic implications of U.S. debt for America’s foreign policy. The next discussion in the series focused on the challenges of state and municipal debt. At a CFR symposium, New York City mayor Michael R. Bloomberg discussed immigration as America’s economic engine, calling a failure to reform current policies “national suicide.” Other meetings included conversations on national export strategy, small business growth, job creation, education reform, and infrastructure priorities.

Two of the Independent Task Force reports currently under way examine domestic challenges. The first, on U.S. trade policy, is chaired by former Democratic Senate majority leader Tom Daschle and Andy Card, former chief of staff to President George W. Bush. It is codirected by senior fellows Edward Alden and Matthew Slaughter. The second Task Force, on U.S. education reform, focuses on how the American education system can better serve economic and security objectives. It is chaired by former secretary of state Condoleezza Rice and former chancellor of the New York City Department of Education Joel Klein and directed by Julia Levy.

CFR’s Michael Spence coauthored a Working Paper with Sandile Hlatshwayo on the evolving structure of the U.S. economy and how it affects employment opportunities. CFR will convene a roundtable series on American manufacturing and a publication series in which it commissions leading thinkers to write papers on the six themes of the Renewing America initiative. Additionally, each month CFR.org brings together a small group of experts to weigh in on a specific policy issue. The first of these asked seven experts what they see as the most serious domestic threat to America’s international standing. Other debates

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ranged from how best to spur innovation to priority areas for improving infrastructure.

In addition to this new initiative, CFR continues to focus on more traditional challenges outside of the nation's borders. The organization's intellectual output and convening power in this area remained unparalleled. During the United Nations General Assembly, the Council hosted six heads of state or government, five foreign ministers, and the president of the European Commission. Speakers included the presidents of Colombia, Turkey, and the Philippines; the prime ministers of Malaysia, Thailand, and the Palestinian Authority; and the foreign ministers of the United Kingdom, Indonesia, Pakistan, Kenya, and Jordan.

Throughout the year, CFR also hosted the presidents of Georgia, Mongolia, and Rwanda; the prime ministers of Ireland and Israel; the foreign ministers of China, Nigeria, Brazil, and Canada; the finance ministers of Spain and Zimbabwe; and the secretary-general of the Organization of the Islamic Conference and the director-general of the International Atomic Energy Agency.

A number of senior U.S. administration officials met with CFR members on national security concerns. Highlights included a meeting with the U.S. service chiefs from the Army, Air Force, Marine Corps, Navy, and for the first time the Coast Guard, as well as sessions with Secretary of State Hillary Clinton, Deputy Secretary of Defense William J. Lynn, Legal Adviser of the Department of State Harold Koh, and Undersecretary for Public Diplomacy and Public Affairs Judith McHale. We also hosted Secretary of Education Arne Duncan and Deputy Secretary of Energy Daniel Poneman.

Programming of the Maurice R. Greenberg Center for Geoeconomic Studies (CGS) remained strong during a period of intense challenge to the U.S. and global economies. The Stephen C. Freidheim

The Council hosted six heads of state or government, five foreign ministers, and the president of the European Commission.



As part of CFR's Religion and Foreign Policy initiative, Archbishop Daniel Deng Bul Yak discussed the religious implications of a potential civil war in Sudan.

Symposium on Global Economics featured Director of the National Economic Council Larry Summers. As part of our C. Peter McColough Series on International Economics, we hosted Secretary of the Treasury Timothy Geithner, former chairman of the Federal Reserve Alan Greenspan, Trade Representative Ronald Kirk, Treasury Undersecretary for International Affairs Lael Brainard, Chairman of the Council of Economic Advisers Austan Goolsbee, and Chairman of the Federal Deposit Insurance Corporation Sheila Bair. We also featured Stuart Levey, the first undersecretary for terrorism and financial markets at the Treasury Department.

The McKinsey Series on International Economics held panel discussions covering a range of topics. One highlight was a meeting titled “What Sort of Fed Do We Want?” with former vice chair of the Federal Reserve Alan Blinder, Stanford professor and monetary policy expert John Taylor, and *Wall Street Journal* economics editor David Wessel. The Council continued its popular World Economic Update series, in which a panel of senior bankers and economists analyze the state of the global economy each quarter. The most recent session examined U.S. federal spending levels and congressional battles over the budget.

With one-third of our membership located outside the New York and Washington areas, members living in forty-three states and twenty-two countries participated in the National Program this year. The sixteenth National Conference, held in June, was a major highlight. It explored the role of social media in the upheavals in the Middle East, fiscal challenges facing the global economy, and the rise of Asia. Notable speakers included the president of Mongolia and vice chairman of the Joint Chiefs of Staff. Other National Program highlights included meetings with new *Foreign Affairs* editor Gideon Rose, Israeli ambassador Michael Oren, and former president of Mexico Vicente Fox. For the first time, our military fellows led briefings at SOUTHCOM and Camp Pendleton for National members. We also continue to connect members to our programming in New York and Washington, with over fifty teleconferences



An October meeting of the Independent Task Force on U.S. Trade Policy in Washington, DC.



Secretary of State Hillary Rodham Clinton

CFR introduced a new publication series, Policy Innovation Memoranda, which target critical areas where new thinking is needed.

and interactive conference calls resulting in a 24 percent increase in participation from last year.

The Corporate Program remained another robust element of CFR's work. Corporate members attended over 350 events this year, including the Corporate Conference. This year's event opened with a conversation between General Electric CEO Jeff Immelt and CNBC's Maria Bartiromo. The CEO Speaker series is increasingly attracting business leaders from leading global corporations. This year, thirteen CEOs from a range of industries and countries spoke at CFR. Speakers included NYSE Euronext's Duncan Niederauer, Intel's Paul Otellini, Google's Eric Schmidt, FedEx's Fred Smith, Nestlé's Peter Brabeck-Letmathe, and AREVA's Anne Lauvergeon.

Also noteworthy, at the height of the controversy about building an Islamic community center near the Ground Zero site, the Council hosted Imam Feisal Abdul Rauf, the chairman of the Cordoba Initiative, the organization in charge of the project. The meeting brought together over three hundred CFR members and a number of religious leaders of various faiths. We also hosted AFL-CIO president Richard Trumka, head of the United Nations Development Program Helen Clark, former president of Pakistan Pervez Musharraf, former Taliban captive David Rohde, and a session on Sudan with actor and activist George Clooney. Also on the agenda were symposia on Cuba's twenty-first-century trajectory, U.S.-Mexico relations with ambassadors Carlos Pascual and Arturo Sarukhan, and the increasingly globalized food and drug trade featuring FDA commissioner Margaret Hamburg.

CFR has sponsored a number of Independent Task Forces this fiscal year. In addition to the two Task Forces on trade and education, the Council published a report of the Independent Task Force on U.S. Strategy for Pakistan and Afghanistan, chaired by former deputy secretary

of state Richard Armitage and former national security adviser Samuel R. Berger and directed by Senior Fellow Daniel Markey. Its report supports a long-term partnership with Pakistan; calls for a new approach to Afghan political reform, reconciliation, and regional diplomacy; and argues that a more limited U.S. mission in Afghanistan would be warranted if the present strategy does not show sufficient signs of progress.

An Independent Task Force on Brazil, led by former secretary of energy Samuel Bodman and former president of the World Bank James Wolfensohn and directed by Senior Fellow Julia E. Sweig, worked throughout the year on its report. The Task Force published its findings and recommendations in July 2011. An Independent Task Force on Turkey, which aims to examine that country's domestic and foreign policy trajectories and make recommendations for U.S. policy, was launched with chairs Madeleine K. Albright and Stephen J. Hadley and is directed by Senior Fellow Steven Cook.

Six Council Special Reports were published this year by both in-house and outside experts: Stewart M. Patrick and Kara C. McDonald on U.S. leadership in UN Security Council reform and expansion; Micah Zenko on how to reduce the U.S. and Russian nuclear arsenals; Robert K. Knake on cybersecurity and Internet governance; Kay King on the effect of congressional gridlock on national security; David A. Shirk on the drug war in Mexico and the potential of state failure; and David Kaye on the limitations of the International Criminal Court and the importance of strengthening national justice systems.

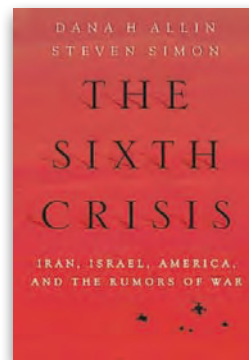
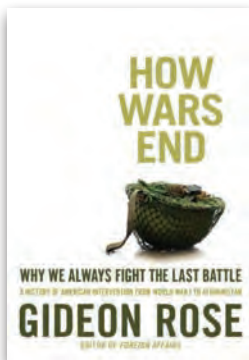
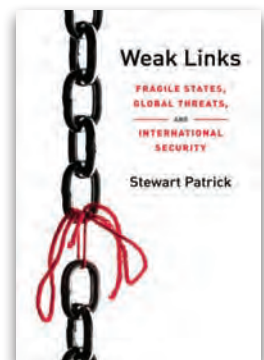
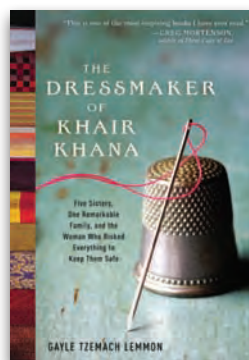
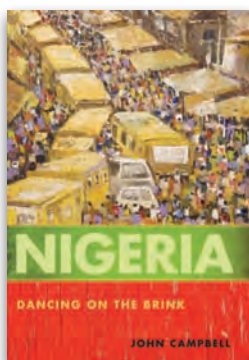
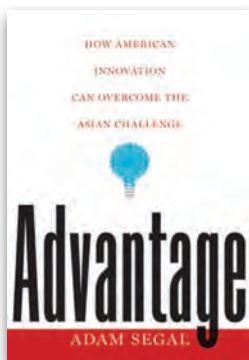
The Center for Preventive Action—a part of the David Rockefeller Studies Program—has continued its Contingency Planning Memoranda series, which offers practical policy options for managing immediate threats that, should they arise, could seriously jeopardize U.S. interests. It released papers this year on military escalation on the Korean Peninsula, potential election violence in Nigeria, a third Lebanon war, and electoral instability and violence in the Democratic Republic of Congo. CFR

The David Rockefeller Studies Program

The David Rockefeller Studies Program is the Council's world-class think tank.

This year CFR scholars continued to contribute expert analysis on the full range of foreign policy issues. Here is a snapshot of their work:

- 9 Average weekly number of op-eds published
- 9 Books published
- 14 Appearances by Council experts before Congress
- 33 Reports published
- 94 Magazine or journal articles published
- 189 Expert Briefs, First Takes, and Interviews on CFR.org
- 214 Study group and roundtable meetings held
- 438 Briefings given to U.S. and foreign government officials





A group of term members met with Hen Zheng, mayor of Shanghai, on a May trip to China.

also introduced a new publication series, Policy Innovation Memoranda, which target critical areas where new thinking is needed. They are concise products aimed at policymakers and opinion leaders. So far five have been released: managing the world's dollar dependency, the U.S. role in defining the rules of cyberspace governance, rethinking peacemaking for Darfur, improving relations with Pakistan, and enhancing U.S. crisis preparedness.

In addition to these reports and the CFR/*Foreign Affairs* ebook, *The New Arab Revolt*, Council experts published eight books. Micah Zenko's *Between Threats and War* studies the efficacy of discrete military operations and the use of limited military force. Gideon Rose's *How Wars End* examines the historic lack of postwar planning in U.S. foreign policy. John Campbell published *Nigeria: Dancing on the Brink*, which explores that country's daunting challenges of governance and poverty. *The Sixth Crisis* by Steven Simon and Dana H. Allin warns that the growing friction between Israel and Iran represents an increasingly imminent threat to U.S. interests in the region and offers solutions to defuse a potential conflict. Adam Segal's *Advantage: How American Innovation Can Overcome the Asian Challenge* considers U.S. competitiveness in light of the rise of India, China, and others. Gayle Tzemach Lemmon's *The Dressmaker of Khair Khana* underscores the integral role of women in the development and stability of Afghanistan. *Weak Links: Fragile States, Global Threats, and International Security* by Stewart Patrick challenges the standing assumption that threats to global security emanate primarily from weak and failed states. Finally, Michael Spence's *The Next Convergence* analyzes the convergence between fast-growing developing countries and slower-growing industrialized ones and explores the implications of this trend for the coming decades.

CFR's *Civil Society, Markets, and Democracy* initiative has completed its first year of research and programming under the leadership of Senior Fellow Isobel Coleman. The initiative examines what the United

States and others can do to foster open, prosperous, and stable societies. This is a timely addition to CFR's work in the context of concerns about capitalism and democracy, the rise of an alternative economic and political model in China, and the upheavals that have swept large parts of the Arab world in 2011. Efforts so far include an official launch in Washington featuring former prime minister of the United Kingdom Tony Blair; a symposium on British and American approaches to countering radicalization; and more than fifteen roundtable meetings. The initiative's website on CFR.org features Markets and Democracy Briefs, which are concise analyses by CFR scholars of important emerging countries or functional issues, as well as video interviews with both Council experts and leading outside voices.

CFR.org continues to increase its output and has an average of over 1.2 million page views and 450,000 unique visitors each month. The website expanded its blog offerings this year, providing high-quality rapid analysis on news developments and increasing public interaction with Council experts. This short-form commentary allows for examination of a wide range of evolving concerns in a timely and concise manner. Last year, the website had three blogs; it now has eleven. They cover the issues and trends shaping Asia, the Middle East, Africa, and Latin America, as well as the sustainability of American power, international security and conflict prevention, multilateral cooperation and sovereignty, energy security, economic development and democracy, and geoeconomic concerns. Our social media presence is also growing rapidly. Compared to last year, the number of CFR Facebook fans is up 157 percent, Twitter followers 264 percent, and YouTube subscribers 134 percent.

We continue to build our Washington outreach as well. CFR's [Congress and U.S. Foreign Policy](#) program held staff-level outreach meetings with over 275 House and Senate personnel and hosted its second biennial Congressional Staff Conference on Capitol Hill, drawing 100 participants and featuring presentations from 17 Council fellows and members. Senators John Kerry and John McCain made opening remarks. The program also arranged over 85 events on Capitol Hill, including roundtables for senior congressional staff, dinners for Senate chiefs of staff, breakfast briefings for newly elected members of Congress, and

Participants from 122 countries were represented at CFR events in total this year.



Cordoba Initiative chairman Imam Feisal Abdul Rauf



Jeffrey Immelt, chairman and CEO of General Electric, and Maria Bartiromo, CNBC anchor, at CFR's seventh annual Corporate Conference.

individually tailored briefings for congressional members and staff. CFR's executive branch outreach expanded to include a new roundtable series for mid-level officials in various executive branch agencies. This series was launched in March with a briefing on the upheavals in the Middle East and was followed in May with a briefing on the U.S.-China relationship. CFR also held nine special briefings for senior diplomats featuring Council members or fellows. Participants from 122 countries were represented at CFR events in total this year, including over 60 ambassadors.

As part of its academic outreach, the Council held two meetings of the Higher Education Working Group on Global Issues, which comprises mostly college and university presidents who gather to explore the role of higher education institutions in today's globalized world. In addition, about 1,500 students came through our doors for events and briefings, and 110 colleges and universities participated in our signature Academic Conference Call series, marking increases of 25 and 29 percent over last year, respectively. The fourth annual Religion and Foreign Policy Summer Workshop brought together 100 religious leaders and scholars for discussion on a broad range of issues, while participation in the Religion and Foreign Policy Conference Call series increased by nearly 50 percent from last year. And in partnership with the Episcopal Diocese of New York, CFR hosted a roundtable discussion with a group of religious leaders from Sudan on the country's pivotal January 2011 referendum.

It is impossible in these few pages to list the entirety of the Council's activities this year. Those mentioned, though, do give a sense of the depth and breadth of CFR's work. As I complete my eighth year as Council president and this organization completes its ninetieth year, the list of international concerns grows larger and more complicated,

CFR.org continues to increase its output and has an average of over 1.2 million page views and 450,000 unique visitors each month.



President of the European Commission José Manuel Barroso discussed EU economic crisis management and reform with CFR member James D. Wolfensohn.

underscoring the importance of the CFR mission to serve as a comprehensive resource on U.S. foreign policy. I want to thank CFR Co-Chairs Carla A. Hills and Robert E. Rubin, Vice Chair Richard E. Salomon, and the members of the Board of Directors for their able leadership and dedicated service. I also want to thank the Council's individual and corporate members in New York, Washington, and across the country and the world for their involvement. And lastly, none of this would be possible without CFR's committed staff and their many contributions to the institution's work. I truly think that this past year was one of CFR's most impressive, and I am grateful to the many individuals that helped make it possible.

Richard N. Haass
President

Foreign Affairs

The past year at *Foreign Affairs* has been one of change and continuity, as the magazine moved from one editor to another and continued its evolution from a print-only to a fully print-and-Web publication.

The Hoge era ended with a special November/December issue on “The World Ahead.” Featuring a dazzling array of authors old and new, the plus-sized issue took stock of the major trends changing the world and the global role of the United States. Highlights included articles by U.S. secretary of state Hillary Rodham Clinton on how Washington could strengthen its civilian power abroad, CFR President Richard N. Haass and former U.S. deputy treasury secretary Roger C. Altman on the foreign policy consequences of fiscal irresponsibility, CFR President Emeritus Leslie H. Gelb on the need to refocus foreign policy on economic security, Google CEO Eric Schmidt and his colleague Jared Cohen on the global consequences of increased connectivity, Harvard’s Joseph S. Nye Jr. on the future of American power, Columbia University’s Richard K. Betts on the major theoretical interpretations of the post-Cold War world, and an all-star section of capsule book review recommendations. The special issue garnered high sales and buzz and served as a fitting capstone to Jim Hoge’s two extraordinary decades at the helm—a period that saw the magazine ascend to ever-greater heights of quality, influence, circulation, and financial success.

The January/February 2011 issue inaugurated the new era, leading with a major story by new media guru Clay Shirky on “The Political Power of Social Media,” which turned out to be prescient given the prominent role social media played in the upheavals across the Middle East in later months. Other noteworthy articles included a debate on Afghanistan policy between former George W. Bush administration officials Robert D. Blackwill and Paul D. Miller, and pieces by the former director of central intelligence John Deutch on shale gas, CFR Fellow Robert M. Danin on Salam Fayyad’s attempt at state-building in the West Bank, and *Die Zeit* publisher Josef Joffe and coauthor James W. Davis on the problems with Global Zero.

The March/April issue featured a lead piece by Walter Russell Mead on “The Tea Party and American Foreign Policy,” as well as packages on the rise of China (with articles by Thomas J. Christensen, Wang Jisi, and Charles Glaser) and currency wars and international economic governance (with articles by Liaquat Ahamed, Raghuram Rajan, and Ian Bremmer and Nouriel Roubini). Other highlights included an article by Nancy Birdsall and Francis Fukuyama on social policy and development in the wake of the financial crisis and a follow-up exchange between Malcolm Gladwell and Shirky on social media’s political significance.

Soon after the March/April issue went to press, a popular upheaval in Tunisia toppled longtime ruler Zine el-Abidine Ben Ali. The turmoil quickly spread to Egypt and then the rest of the Middle East. The extraordinary and rapidly evolving situation created both challenges and opportunities, and *Foreign Affairs* responded with an unprecedented amount of online coverage in order to provide intellectual context for readers in real



Foreign Affairs editor Gideon Rose

time. ForeignAffairs.com featured dozens of top-notch experts covering everything from events in each affected country to the general causes and characteristics of the crisis. This surge of activity generated unprecedented traffic on the website as well as substantial praise. Standout online features included rapid-fire pieces by Michele Penner Angrist on the fall of Ben Ali, Carrie Rosefsky Wickham on Egypt's Muslim Brotherhood, Steven Cook on U.S.-Egyptian relations, Tony Badran on unrest in Syria, and Frederic Wehrey on Libya's political dynamics.

Foreign Affairs complemented its continuing online coverage of the Arab Spring with a seven-article lead package in the May/June issue, featuring articles by Lisa Anderson, Jack A. Goldstone, Michael Scott Doran, and others, along with a particularly provocative piece on "The Black Swan of Cairo" by Nassim Nicholas Taleb and Mark Blyth. Other highlights of the issue included an article on the failure of the Doha trade round by Susan C. Schwab, a piece on Pakistan by Aqil Shah, and a much-discussed review essay on totalitarian art by Kanan Makiya.

By mid-spring, the volume and quality of the magazine's print and online coverage was so high, and public interest so intense, that *Foreign Affairs* gathered the highlights together into a special ebook, copublished with CFR. This volume, *The New Arab Revolt*, was released in May, and also included articles from the magazine's archives and CFR.org, CFR experts' op-eds and testimony, and significant primary source documents related to the upheavals. All in all, it was an extraordinary season, ending with another surge of activity in response to the killing of Osama bin Laden.

In the first five months of 2011, ForeignAffairs.com experienced record highs in its site traffic, with unique visitors up 31 percent and page views up 25 percent over the previous year. Thanks to vigorous marketing campaigns aimed at converting online readers into paying customers, meanwhile, sales of digital subscriptions increased by 28 percent over the previous year.

In January, the magazine introduced two new subscription types. A digital subscription option offers an exact replica of the print magazine in an enhanced PDF format. For a premium price, the *Foreign Affairs* Plus subscription offers the regular magazine (in either the print or digital format) along with extras such as premium Web access, book excerpts, special reports, and periodic letters from the editor. Both products have found a receptive audience, particularly among international subscribers who can now get the magazine without delay or added shipping expenses.

Foreign Affairs has continued to reach new readers through the Amazon Kindle, the Barnes & Noble Nook, and other eReader devices. In the first quarter of 2011, eReader subscriptions and single-copy sales grew by 36 percent over the previous year, and the magazine now has almost 15,000 subscribers via eReaders in addition to its print circulation of 154,000.

The magazine has also established a growing presence in social media channels. The number of *Foreign Affairs* fans on Facebook grew by 178 percent over the previous year, rising to more than 38,000 by June, at which point there were more than 34,000 followers on Twitter.

Advertising revenue for the magazine in the 2010–2011 fiscal year increased 25 percent over the previous one, thanks to the support of advertisers such as Eni, the Goldman Sachs Group Inc., Lockheed Martin Corporation, Singapore Airlines, Shell Oil Company, Bank of America Merrill Lynch, USEC, and TETRA Technologies, Inc. Two new special sections highlighting graduate schools created a new category for advertising, while sponsored country sections from Japan, Cape Verde,

Foreign Affairs now has almost 15,000 subscribers via eReaders in addition to its print circulation of 154,000.



CFR Board member and former managing editor Fareed Zakaria with past and present editors James F. Hoge Jr. and Gideon Rose

Indonesia, Equatorial Guinea, the Philippines, Haiti, and Greece also contributed to revenue growth. Online and newsletter advertising sponsorship delivered an 11 percent increase in revenue over last year.

We also welcomed Jonathan Tepperman, who came on board in early 2011 as the new managing editor, bringing strong managerial and editorial experience to the job from his previous positions at *Foreign Affairs*, *Newsweek International*, and Eurasia Group. With the close of this fiscal year, *Foreign Affairs* is committed to finding new ways to compete, in print and online, in its editorial and publishing operations. And so as strong as the past year was, our hope is to best it in the one to come.

Gideon Rose
Foreign Affairs Editor

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Note: Committee listing shown as of June 30, 2011.

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Kori Schake
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Vin Weber

* Term Member

† Ex officio

2011 Board Election

The Council's By-Laws provide for a Board consisting of thirty-five Directors (plus the President, ex officio), divided into five classes of seven Directors. Each class serves for a term of five years. In each class, three Directors are elected by the membership and four are appointed by the Board.

Directors with terms expiring on June 30, 2011, were Henry S. Bienen, Ann M. Fudge, Colin L. Powell, Penny S. Pritzker, Joan E. Spero, Vin Weber, and Christine Todd Whitman.

The Nominating and Governance Committee was composed of Henry S. Bienen (Chair), Madeleine K. Albright, Mary McInnis Boies, Sylvia Mathews Burwell, Kenneth M. Duberstein, Nancy A. Jarvis, Kenneth I. Juster, Maria Elena Lagomasino, Edward J. Mathias, Jami Miscik, Theodore Roosevelt IV, Stanley S. Shuman, G. Richard Thoman, R. Keith Walton, and Christine Todd Whitman. On December 6, 2010, the Chair invited the Council membership to propose possible candidates. The Nominating and Governance Committee met on February 28, 2011, to consider the pool of names suggested by Council members for the three elective vacancies. Mindful of its mandate to consider "the need for diversity with regard to age, sex, race, geographical representation, and professional background," the Nominating

and Governance Committee developed the following slate of nominees for the Class of 2016: Stephen E. Biegun, David W. Leebron, Eduardo J. Padrón, Colin L. Powell, Kevin P. Ryan, and Christine Todd Whitman. On March 17, 2011, Council members were notified of the slate and of the petition process available to them in accordance with the By-Laws. No petition candidate was put forth. A ballot was mailed to all Council members on May 2, 2011.

At the Annual Meeting for the Election of Directors on June 1, 2011, 1,557 members participated in person or by proxy, fulfilling the quorum required by By-Law V. No name was written on thirty or more ballots cast at the meeting, and, therefore, no one was nominated for the 2012 election by the write-in procedure outlined in the By-Laws. Sarah A.W. Fitts, Ernest T. Patrikis, and Nancy Young served as election overseers. The following nominees were elected for five-year terms beginning July 1, 2011, and expiring June 20, 2016: Eduardo J. Padrón, Colin L. Powell, and Christine Todd Whitman. At its June 16 meeting the Board also appointed three Council members to serve five-year terms as Directors in the Class of 2016, beginning July 1, 2011, and expiring June 30, 2016: Ann M. Fudge, Thomas H. Glocer, and Penny S. Pritzker.

IN MEMORIAM

The Council lost two former members of its Board of Directors this past year.

Richard C. Holbrooke died on December 13, 2010. A CFR member since 1970, Ambassador Holbrooke served three times on the Board of Directors: from 1991 to 1993, 1996 to 1999, and 2001 to 2009. He also chaired the advisory board of Foreign Affairs magazine from 1992 to 1993. Ambassador Holbrooke spent a career working on some of the most difficult areas of U.S. foreign policy, from Vietnam and the Balkans to Pakistan and Afghanistan. He will be additionally remembered for his work drawing international attention to global health issues, particularly HIV/AIDS.

Theodore C. Sorensen passed away on October 31, 2010. Known for his work as President John F. Kennedy's adviser and speechwriter, Mr. Sorensen led a long and distinguished career as both a public servant and prominent lawyer. A dedicated member of and active presence at CFR for close to forty-five years, Mr. Sorensen served on the Board of Directors from 1993 to 2004. In 1996, he established the Sorensen Distinguished Lecture on the United Nations at CFR to honor his wife, Gillian Martin Sorensen, for her work at the United Nations.

Historical Roster of Directors and Officers

Isaiah Bowman	1921–50	Charles M. Spofford	1955–72	Graham T. Allison Jr.	1979–88
Archibald Cary Coolidge	1921–28	Adlai E. Stevenson	1958–62	Richard L. Gelb	1979–88
Paul D. Cravath	1921–40	William C. Foster	1959–72	William D. Ruckelshaus	1979–83
John W. Davis	1921–55	Caryl P. Haskins	1961–75	James F. Hoge Jr.	1980–84
Norman H. Davis	1921–44	James A. Perkins	1963–79	William D. Rogers	1980–90
Stephen P. Duggan	1921–50	William P. Bundy	1964–74	George P. Shultz	1980–82
John H. Finley	1921–29	Gabriel Hauge	1964–81	Lewis T. Preston	1981–88
Edwin F. Gay	1921–45	Carroll L. Wilson	1964–79	Walter B. Wriston	1981–87
David F. Houston	1921–27	Douglas Dillon	1965–78	Warren Christopher	1982–91
Otto H. Kahn	1921–34	Henry R. Labouisse	1965–74	Alan Greenspan	1982–88
Frank L. Polk	1921–43	Lucian W. Pye	1966–82	Robert A. Scalapino	1982–89
Whitney H. Shepardson	1921–66	Robert V. Roosa	1966–81	Harold Brown	1983–92
William R. Shepherd	1921–27	Bill Moyers	1967–74	Stanley Hoffmann	1983–92
Paul M. Warburg	1921–32	Alfred C. Neal	1967–76	Juanita M. Kreps	1983–89
George W. Wickersham	1921–36	Cyrus R. Vance	1968–76,	Brent Scowcroft	1983–89
Allen W. Dulles	1927–69		1981–87	Clifton R. Wharton Jr.	1983–92
Russell C. Leffingwell	1927–60	Hedley Donovan	1969–79	Donald F. McHenry	1984–93
George O. May	1927–53	Najeeb E. Halaby	1970–72	B. R. Inman	1985–93
Wesley C. Mitchell	1927–34	Bayless Manning	1971–77	Jeane J. Kirkpatrick	1985–94
Owen D. Young	1927–40	W. Michael Blumenthal	1972–77,	Charles McC. Mathias Jr.	1986–92
Hamilton Fish Armstrong	1928–72		1979–84	Ruben F. Mettler	1986–92
Charles P. Howland	1929–31	Zbigniew Brzezinski	1972–77	Peter Tarnoff	1986–93
Walter Lippmann	1932–37	Elizabeth Drew	1972–77	James E. Burke	1987–95
Clarence M. Woolley	1932–35	George S. Franklin	1972–83	Richard B. Cheney	1987–89,
Frank Altschul	1934–72	Marshall D. Shulman	1972–77		1993–95
Philip C. Jessup	1934–42	Martha Redfield Wallace	1972–82	Robert F. Erburu	1987–98
Harold W. Dodds	1935–43	Paul C. Warnke	1972–77	Karen Elliott House	1987–98,
Leon Fraser	1936–45	Peter G. Peterson	1973–83,		2003–2008
John H. Williams	1937–64		1984–2007	Glenn E. Watts	1987–90
Lewis W. Douglas	1940–64	Robert O. Anderson	1974–80	Thomas S. Foley	1988–94
Edward Warner	1940–49	Edward K. Hamilton	1974–83	James D. Robinson III	1988–91
Clarence E. Hunter	1942–53	Harry C. McPherson Jr.	1974–77	Strobe Talbott	1988–93
Myron C. Taylor	1943–59	Elliot L. Richardson	1974–75	John L. Clendenin	1989–94
Henry M. Wriston	1943–67	Nicholas deB. Katzenbach	1975–86	William S. Cohen	1989–97
Thomas K. Finletter	1944–67	Paul A. Volcker	1975–79,	Joshua Lederberg	1989–98
William A.M. Burden	1945–74		1988–99	John S. Reed	1989–92
Walter H. Mallory	1945–68	Franklin Hall Williams	1975–83	Alice M. Rivlin	1989–92
Philip D. Reed	1945–69	Theodore M. Hesburgh	1976–85	William J. Crowe Jr.	1990–93
Winfield W. Riefler	1945–50	Lane Kirkland	1976–86	Thomas R. Donahue	1990–2001
David Rockefeller	1949–85	George H.W. Bush	1977–79	Richard C. Holbrooke	1991–93,
W. Averell Harriman	1950–55	Lloyd N. Cutler	1977–79		1996–99,
Joseph E. Johnson	1950–74	Philip L. Geyelin	1977–87		2001–2009
Grayson Kirk	1950–73	Henry A. Kissinger	1977–81	Robert D. Hormats	1991–2004
Devereux C. Josephs	1951–58	Winston Lord	1977–85	John E. Bryson	1992–2002
Elliott V. Bell	1953–66	Stephen Stamas	1977–89	Kenneth W. Dam	1992–2001
John J. McCloy	1953–72	Marina v.N. Whitman	1977–87	Maurice R. Greenberg	1992–2002,
Arthur H. Dean	1955–72	C. Peter McColough	1978–87		2004–2009

Karen N. Horn	1992–95	Fareed Zakaria	2004–	B. R. Inman	1992–93
James R. Houghton	1992–96	Peter Ackerman	2005–	Jeane J. Kirkpatrick	1993–94
Charlayne Hunter-Gault	1992–98	Charlene Barshefsky	2005–2010	Maurice R. Greenberg	1994–2002
Donna E. Shalala	1992–93	Stephen W. Bosworth	2005–2009	Carla A. Hills	2001–2007
Paul A. Allaire	1993–2002	Tom Brokaw	2005–	William J. McDonough	2002–2003
Robert E. Allen	1993–96	David M. Rubenstein	2005–	Robert E. Rubin	2003–2007
Richard N. Cooper	1993–94	Frank J. Caufield	2006–2010	Richard E. Salomon	2007–
E. Gerald Corrigan	1993–95	Ann M. Fudge	2006–		
Alton Frye	1993	Alberto Ibargüen	2006–	<i>HONORARY</i>	
Leslie H. Gelb	1993–2001, 2002–2003	Henry R. Kravis	2006–	<i>VICE CHAIRMAN</i>	
Rita E. Hauser	1993–97	James W. Owens	2006–	Maurice R. Greenberg	2002–
Theodore C. Sorensen	1993–2004	Colin L. Powell	2006–		
Garrick Utley	1993–2003	Christine Todd Whitman	2006–	<i>PRESIDENTS</i>	
Carla A. Hills	1994–	Sylvia Mathews Burwell	2007–	John W. Davis	1921–33
Helene L. Kaplan	1994–96	Stephen Friedman	2007–	George W. Wickersham	1933–36
Frank G. Zarb	1994–96	Jami Miscik	2007–	Norman H. Davis	1936–44
Robert B. Zoellick	1994–2001	Alan S. Blinder	2008–	Russell C. Leffingwell	1944–46
Les Aspin	1995	J. Tomilson Hill	2008–	Allen W. Dulles	1946–50
Mario L. Baeza	1995–2001	Shirley Ann Jackson	2008–	Henry M. Wriston	1951–64
Peggy Dulany	1995–2003	George Rupp	2008–	Grayson Kirk	1964–71
Jessica P. Einhorn	1995–2005	David G. Bradley	2009–	Bayless Manning	1971–77
Louis V. Gerstner Jr.	1995–2005	Donna J. Hrinak	2009–	Winston Lord	1977–85
Hannah Holborn Gray	1995–98	Penny S. Pritzker	2009–	John Temple Swing*	1985–86
William J. McDonough	1995–2004	Frederick W. Smith	2009–	Peter Tarnoff	1986–93
George J. Mitchell	1995–2005	John P. Abizaid	2010–	Alton Frye	1993
Frank Savage	1995–2002	Mary McInnis Boies	2010–	Leslie H. Gelb	1993–2003
George Soros	1995–2004	Pamela Brooks Gann	2010–	Richard N. Haass	2003–
Lee Cullum	1996–2006	Thomas H. Glocer	2011–		
Vincent A. Mai	1997–2003	Eduardo J. Padrón	2011–	<i>PRESIDENT EMERITUS</i>	
Warren B. Rudman	1997–2005			Leslie H. Gelb	2003–
Laura D'Andrea Tyson	1997–2007	<i>CHAIRMEN OF THE BOARD</i>			
Roone Arledge	1998–2002	Russell C. Leffingwell	1946–53	<i>HONORARY PRESIDENTS</i>	
Martin S. Feldstein	1998–2008, 2009–	John J. McCloy	1953–70	Elihu Root	1921–37
Bette Bao Lord	1998–2003	David Rockefeller	1970–85	Henry M. Wriston	1964–78
Michael H. Moskow	1998–2008	Peter G. Peterson	1985–2007		
Diane Sawyer	1998–99	Carla A. Hills		<i>EXECUTIVE</i>	
John Deutch	1999–2004	(<i>Co-Chairman</i>)	2007–	<i>VICE PRESIDENTS</i>	
Robert E. Rubin	2000–	Robert E. Rubin		John Temple Swing	1986–93
Andrew Young	2000–2005	(<i>Co-Chairman</i>)	2007–	Michael P. Peters	2002–2005
Henry S. Bienen	2001–2011	<i>CHAIRMAN EMERITUS</i>			
Kenneth M. Duberstein	2001–	Peter G. Peterson	2007–	<i>CHIEF FINANCIAL AND</i>	
Joan E. Spero	2001–2011			<i>ADMINISTRATIVE OFFICER</i>	
Vin Weber	2001–2011	<i>HONORARY CHAIRMEN</i>		Kenneth Castiglia	2010–
Fouad Ajami	2002–	John J. McCloy	1970–1989		
Jeffrey L. Bewkes	2002–2006	David Rockefeller	1985–	<i>CHIEF INFORMATION</i>	
Ronald L. Olson	2002–2010			<i>OFFICER AND PUBLISHER</i>	
Thomas R. Pickering	2002–2007	<i>VICE CHAIRMEN</i>		David Kellogg	2010–
Helene D. Gayle	2003–2008	<i>OF THE BOARD</i>			
Richard N. Haass	2003–	Grayson Kirk	1971–73	<i>SENIOR VICE PRESIDENTS</i>	
Richard E. Salomon	2003–	Cyrus R. Vance	1973–76, 1985–87	Alton Frye	1993–98
Anne-Marie Slaughter	2003–2009	Douglas Dillon	1976–78	Kenneth H. Keller	1993–95
Madeleine K. Albright	2004–	Carroll L. Wilson	1978–79	Larry L. Fabian	1994–95
Richard N. Foster	2004–2009	Warren Christopher	1987–91	Michael P. Peters	1995–2002
Joseph S. Nye Jr.	2004–	Harold Brown	1991–92	Paula Dobriansky	2001

* pro-tempore

Charles G. Boyd	2001–2002	<i>EXECUTIVE DIRECTORS</i>	Kenneth R. Maxwell	1996
David Kellogg	2002–2009	Hamilton Fish	Gary C. Hufbauer	1997–98
Janice L. Murray	2002–2009	Armstrong	Lawrence J. Korb	1998–2002
James M. Lindsay	2009–	Malcolm W. Davis	Michael P. Peters	2002–2003
		Walter H. Mallory	James M. Lindsay	2003–2006, 2009–
<i>CHIEF FINANCIAL OFFICER</i>		George S. Franklin	Gary Samore	2006–2009
Kenneth Castiglia	2009–2010	<i>SECRETARIES</i>		
<i>VICE PRESIDENTS</i>		Edwin F. Gay	<i>DIRECTORS OF MEETINGS</i>	
Paul D. Cravath	1921–33	Allen W. Dulles	George S. Franklin	1949–50
Norman H. Davis	1933–36	Frank Altschul	William Henderson	1952–54, 1955–56
Edwin F. Gay	1933–40	John Temple Swing	Melvin Conant	1954–55,* 1956–57,* 1957–59
Frank L. Polk	1940–43	Judith Gustafson	George V.H. Moseley III	1959–62
Russell C. Leffingwell	1943–44	Lilita V. Gusts	Harry Boardman	1962–69
Allen W. Dulles	1944–46	Jeffrey A. Reinke	Zygmunt Nagorski Jr.	1969–78
Isaiah Bowman	1945–49	<i>HONORARY SECRETARY</i>	Marilyn Berger	1978–79
David Rockefeller	1950–70	Frank Altschul	Margaret	
Henry M. Wriston	1950–51		Osmer-McQuade	1979–93
Frank Altschul	1951–71	<i>TREASURERS</i>	Karen M. Sughrue	1993–98
Devereux C. Josephs	1951–52	Edwin F. Gay	Anne R. Luzzatto	1998–2005
David W. MacEachron	1972–74	Whitney H. Shepardson	Nancy D. Bodurtha	2005–
John Temple Swing	1972–86	Clarence E. Hunter		
Alton Frye	1987–93	Devereux C. Josephs		
William H. Gleysteen Jr.	1987–89	Elliott V. Bell		
John A. Millington	1987–96	Gabriel Hauge		
Margaret		Peter G. Peterson		
Osmer-McQuade	1987–93	C. Peter McColough		
Nicholas X. Rizopoulos	1989–94	Lewis T. Preston		
Karen M. Sughrue	1993–98	James E. Burke		
Ethan B. Kapstein	1995–96	David Woodbridge		
Abraham F. Lowenthal	1995–2005	Janice L. Murray		
Janice L. Murray	1995–2002	Kenneth Castiglia		
David J. Vidal	1995–97	<i>EDITORS OF</i>		
Frederick C. Broda	1996–97	<i>FOREIGN AFFAIRS</i>		
Kenneth R. Maxwell	1996	Archibald Cary Coolidge		
Paula J. Dobriansky	1997–2001	Hamilton Fish		
Gary C. Hufbauer	1997–98	Armstrong		
David Kellogg	1997–2002	William P. Bundy		
Lawrence J. Korb	1998–2002	William G. Hyland		
Anne R. Luzzatto	1998–2005	James F. Hoge Jr.		
Elise Carlson Lewis	1999–2008	Gideon Rose		
Irina A. Faskianos	2002–	<i>DIRECTORS OF STUDIES</i>		
Robert C. Orr	2002–2003	Percy W. Bidwell		
James M. Lindsay	2003–2006	Philip E. Mosely		
Lisa Shields	2003–	Richard H. Ullman		
Nancy E. Roman	2004–2007	Abraham F. Lowenthal		
Nancy D. Bodurtha	2005–	John C. Campbell		
Suzanne E. Helm	2005–	Paul H. Kreisberg		
Gary Samore	2006–2009	William H. Gleysteen Jr.		
Kay King	2007–2011	Nicholas X. Rizopoulos		
L. Camille Massey	2008–	Kenneth H. Keller*		
Jan Mowder Hughes	2010–	Ethan B. Kapstein		

* pro-tempore

Membership

MEMBERSHIP

The Council on Foreign Relations is first and foremost a membership organization. With over 4,500 members, CFR's ranks include top government officials, renowned scholars, business leaders, acclaimed journalists, prominent lawyers, and distinguished nonprofit professionals. The current membership is divided almost equally among New York, Washington, DC, and across the country and abroad.

Unmatched in accomplishment and diversity in the field of international affairs, members participate in meetings, panel discussions, interviews, lectures, book clubs, and film screenings to discuss and debate the major foreign policy issues of our time. Members have unparalleled access to world leaders, senior government officials, members of Congress, and prominent thinkers.

STEPHEN M. KELLEN TERM MEMBERSHIP PROGRAM

In 1970, a term membership program was established to cultivate the next generation of foreign policy leaders. The Stephen M. Kellen Term Member Program encourages promising young leaders from diverse backgrounds to engage in a sustained conversation on international affairs and U.S. foreign policy. Each year, a new class of term members, between the ages of thirty and thirty-six, is elected to serve a five-year term. The term member program has grown considerably since it was established more than forty years ago, with the number of term members now indexed up to 15 percent of the total CFR membership.

Candidates for term membership must be between the ages of thirty and thirty-six on January 1 of the year in which their election takes place. Term membership elections are held in June of the following year from the application deadline.

For more information on term membership, please visit www.cfr.org/about/term_member_program.

APPLYING FOR MEMBERSHIP

The Council on Foreign Relations seeks quality, diversity, and balance in the composition of its membership. New members are named twice a year by the Board of Directors, which invites selected women and men to join based on the recommendations of the Committee on Membership. The committee, which meets twice a year, is composed of five Board members and other non-Board members appointed by the committee chair.

Candidates for membership must be nominated in writing by a current CFR member and seconded by three other individuals (maximum of four). To be considered for term membership, candidates must be nominated by a current CFR member and seconded by two other individuals (maximum of three). The roster of members is listed at the end of this annual report and is regularly updated at www.cfr.org/about/membership/roster.html. It is not required that seconding letters come from CFR members, but it is strongly encouraged, and it is recommended that at least one letter is from a current or former professional colleague.

All candidates must complete an online application, which can be accessed only by contacting Membership Affairs at applications@cfr.org or 212.434.9484. All materials, including sponsor letters, must be submitted using the online application.

Membership is restricted to citizens of the United States or permanent residents who have made formal application to become a citizen. If foreign born, the candidate must submit a written statement that he or she has met this requirement.

APPLICATION REQUIREMENTS

- Letter of nomination from a CFR member;
- Three seconding letters for membership (maximum of four) or two seconding letters for term membership (maximum of three); and
- Completion of online application.

SPONSORING A CANDIDATE FOR MEMBERSHIP

The Council on Foreign Relations relies on its members for their engagement, substantive contributions, and support, and counts on members to identify and propose qualified prospects for membership. Membership development efforts are focused on identifying and attracting diverse leaders in international affairs across all sectors. Members are advised to commit themselves to supporting a candidacy only when they can fairly meet the requirements of the process and the expectations of the candidates who depend on them for assistance.

Members should write only in support of candidates whom they know well. Additionally, members are encouraged to make comparative judgments about candidates where appropriate. The committee also advises members to write no more than two letters per round (either one nominating and one seconding letter or two seconding letters).

NOMINATING LETTERS

Candidates must be nominated by a CFR member. Thoughtful, candid, and succinct comments are far more important than formal endorsements of candidates. The first paragraph of a nomination letter must include a clear and comprehensive statement about the nature of the relationship between the candidate and the letter writer. Nomination letters should be no more than five hundred words and should address the following criteria:

- intellectual attainment and expertise;
- degree of experience, interest, and current involvement in international affairs or in other areas affecting international affairs;
- promise of future achievement and service in foreign relations;
- potential contributions to the work of CFR;
- desire and ability to participate in CFR activities; and
- standing among his or her peers.

SECONDING LETTERS

Seconding letters need not be as comprehensive but should amplify why, in the opinion of the writer, a given candidate should be considered for CFR membership. In seconding letters particularly, writers should express why a given candidate should be considered for CFR membership for reasons beyond the basic criteria cited and should draw comparisons, when possible, to other individuals. Letter writers should also provide relevant information that might not be included in a candidate's CV or the nomination letter. The first paragraph of seconding letters must also include a clear and comprehensive statement about the nature of the relationship between the candidate and the letter writer.

ADDITIONAL RULES AND REGULATIONS TO CONSIDER

Candidates or their nominators are responsible for ensuring that all required application materials are submitted by the filing deadlines. Please also note the following:

- Officers of CFR as well as members of the Board of Directors and Committee on Membership are precluded from nominating or writing seconding letters on any candidate's behalf.
- A member who is a spouse, close relative (a parent, sibling, cousin, or the like), or near in-law of a candidate may not formally nominate or second that candidate for CFR membership. Members should also refrain from writing on behalf of clients.
- CFR visiting fellows are prohibited from applying for membership until they have completed their fellowship tenure.

DEADLINES, CANDIDATE NOTIFICATION, AND REAPPLICATION

Strict observance of deadlines is essential to staff support of the Committee on Membership's work. Applications not completed prior to the deadline for any given committee meeting will not

be considered at that time. All membership candidates and their nominators will receive notification of the committee’s decisions according to the schedule below.

	<i>APPLICATION DEADLINE</i>	<i>NOTIFICATION</i>
Membership	March 1	late June
	October 1	mid-February
Term Membership	November 1	late June

Candidates who are unsuccessful at any given meeting may remain eligible for consideration at subsequent meetings of the committee if the criteria are met. An application may be reactivated by submitting an updated CV and basic information using the online application along with a minimum of one and a maximum of three additional letters of support, providing new insight that would be helpful in the selection process. Candidates may submit new letters from previous letter writers only when new content is included.

If a candidate is not elected after two consecutive meetings, the application will be placed on hold for a period of three years for membership candidates and one year for term membership candidates. After the hold period, the candidate may reapply for membership. For term membership applicants, the hold period does not apply if a candidate would be ineligible to reapply because of age.

The process is entirely one of affirmative selection from the large and evolving pool of nominees.

PROFILE OF THE MEMBERSHIP

	<i>NUMBER OF MEMBERS</i>	<i>PERCENTAGE OF MEMBERSHIP</i>
<i>Location</i>		
New York Area	1,479	32
Washington, DC, Area	1,447	32
National/International	1,665	36
Total	4,591	100
<i>Profession</i>		
Business	1,454	32
Professors, Fellows, and Researchers	832	18
Nonprofit	635	14
Government	529	12
Law	245	5
University and College Administrators	266	6
Journalists, Correspondents, and Editors	202	4
Other	428	9
Total	4,591	100

For more information on nominating a candidate or to learn more about applying for membership, please contact L. Camille Massey, vice president of membership, corporate, and international, at 212.434.9797 or applications@cfr.org.

Membership Roster

A

Aaron, David L.
 Abbot, Charles S.
 Abbott, Kimberly M.
 Abbott, Wilder K.
 Abboud, A. Robert
 Abboud, Labeeb M.
 Abdalla, Alyce N.†
 Abell, Keith W.
 Abercrombie-Winstanley,
 Gina K.
 Abernethy, Robert John
 Abizaid, John P.
 Aboelnaga Kanaan, Mona
 Abraham, David
 Abramowitz, Michael J.
 Abramowitz, Morton I.
 Abrams, Elliott
 Abrams, William M.
 Abshire, David M.
 Abuaf, Niso
 Aburdene, Odeh F.
 Acharya, Nish Hemendra
 Ackerly, John Maxon
 Ackerman, Peter
 Acosta, Daniel J. Jr.
 Adams, Gordon M.
 Adams, Jacqueline*
 Adams, Marjorie A.
 Adams, Michael F.
 Adams, Robert McCormick
 Adams, Timothy Dees
 Adams-Ender, Clara L.
 Adashi, Eli Y.
 Addonizio, Elizabeth
 Adelman, Carol C.
 Adkerson, Richard*
 Adkins, Travis L.
 Adler, Allen R.
 Afkhami, Amir
 Agarwal, Sara R.

* Elected to membership in 2011.

† Elected to a five-year term membership in 2011.

Note: Membership shown as of July 1, 2011.

Agarwal, Sumit
 Aggarwal, Vinod K.
 Agostinelli, Robert F.
 Aguiar, Eric*
 Ahuja, Sanjiv*
 Aidinoff, M. Bernard
 Ajami, Fouad
 Albright, Alice P.*
 Albright, Madeleine K.
 Alderman, Michael H.
 Aldrich, George H.
 Alexander, Aileen K.
 Alexander, John R.
 Alexander, Margo N.
 Alfonzo, Rafael
 Alford, William P.
 Allaire, Paul A.
 Allbritton, Joe L.
 Allen, Jodie T.
 Allen, John R.*
 Allen, Jonathan
 Allen, Richard V.
 Allen, Thad W.
 Allen, William L.
 Allibhoy, Faheen
 Allison, Graham T.
 Almond, Michael A.
 Alonzo, Anne L.
 Alter, Jonathan H.
 Alter, Karen J.
 Alterman, Jon B.
 Altman, Daniel†
 Altman, Drew
 Altman, Roger C.
 Altman, William C.
 Altshuler, David
 Alvarez, Jose E.
 Alving, Amy E.
 Amirfar, Catherine
 Ammori, Marvin
 Amos, Deborah Susan
 Anand, Manpreet Singh
 Andelman, David A.
 Andersen, Harold W.
 Anderson, Christine L.
 Anderson, Craig B.
 Anderson, Desaix

Anderson, Edward G. III
 Anderson, Gloria B.
 Anderson, John B.
 Anderson, Lisa
 Anderson, Mark A.
 Anderson, Paul F.
 Andreas, Terry Lynn
 Andrews, David R.
 Andrews, Michael A.
 Angelson, Mark A.
 Ansour, M. Michael
 Anthony, John Duke
 Aossey, Nancy A.
 Apgar, David P.
 Aponte, Mari Carmen
 Appiah, Kwame A.
 Applebaum, Anne E.
 Aquila, Francis J.
 Arcos, Cresencio S.
 Arend, Anthony Clark
 Argov, Gideon
 Arkin, Stanley S.
 Armacost, Michael H.
 Armstrong, Charles
 Michael
 Armstrong, Lloyd Jr.
 Arnhold, Henry H.
 Aron, Adam M.
 Arons, Melinda S.
 Aronson, Bernard W.
 Aronson, Jonathan David
 Arsenian, Deana
 Arsht, Adrienne
 Art, Robert J.
 Arthurs, Alberta
 Artigiani, Carole
 Asgard, Ramin
 Assousa, George E.
 Athreya, Bama
 Atkin, Rebecca†
 Atkins, Betsy S.
 Atkinson, Caroline
 Atuahene, Bernadette
 Atwood, J. Brian
 Auer, James E.
 Auerbach, Paul S.
 Aufhauser, David D.

Auguste, Byron Gerald
 Augustine, Norman R.
 Auspitz, Josiah Lee
 Ausubel, Jesse H.
 Avedon, John F.
 Avery, John E.
 Avery, William H.
 Avni, Ronit
 Awuah, Patrick G. Jr.
 Axelrod, Robert M.
 Ayers, H. Brandt
 Ayón, David R.
 Ayres, Alyssa
 Ayyar, Balan Rama*
 Azim, Khalid
 Azimi, Shad†

B

Babbitt, Bruce
 Babbitt, Eileen F.
 Babbitt, Harriet C.
 Bacchus, James L.
 Bacevich, Andrew J.
 Bader, Christine
 Bader, William B.
 Baer, Donald A.
 Bagley, Bruce M.
 Bagley, Elizabeth Frawley
 Bahar, Michael
 Bailey, Jed
 Bailey, Ronald Lewis
 Bains, Leslie E.
 Baird, Peter W.
 Baker, Amy†
 Baker, Arnold B.
 Baker, Audrey H.
 Baker, Howard H. Jr.
 Baker, James A. III
 Baker, James H.
 Baker, John R.
 Baker, Nancy Kassebaum
 Baker, Pauline H.
 Baker, Stewart A.
 Baker, Thurbert E.
 Bakhash, Shaul
 Bakstansky, Peter
 Balaran, Paul

Baldwin, David A.	Batkin, Alan R.	Berkowitz, Howard P.	Blanc, Jarrett N.
Baldwin, Sherman	Bator, Francis M.	Berman, Howard L.	Blank, Jonah
Baldwin Moody, Carol	Battaglia, Charles C.	Berman, Jonathan E.	Blank, Stephen
Bales, Carter F.	Baxter, Randolph	Bernard, Kenneth W.	Blankfein, Lloyd C.
Balick, Kenneth	Bayh, Evan	Berndt, John E.	Blechman, Barry M.
Baliles, Gerald L.	Bayrasli, Elmira	Bernstein, David Scott	Bleich, Jeffrey L.
Ballou-Aares, Daniella	Bean, Frank D.	Bernstein, Peter W.	Bleier, Edward
Balstad, Roberta	Bearg, Nancy J.	Bernstein, Robert L.	Blendon, Robert Jay
Band, Laurence M.	Beattie, Richard I.	Bernstein, Tom A.	Bleyer, Kevin
Bandler, Donald K.	Beatty, Warren	Berresford, Susan Vail	Blinder, Alan S.
Banga, Ajaypal Singh	Beck, Douglas	Berris, Jan	Blinderman, Eric H.
Banner, Jonathan S.	Becker, Elizabeth H.	Bersin, Alan D.	Blinken, Alan John
Bansal, Preeti D.	Beckler, David Z.	Bertini, Catherine Ann	Blinken, Antony J.
Bapna, Manish	Beckmann, David*	Bertsch, Gary K.	Blinken, Donald
Barany, Zoltan	Bedrosian, Gregory R.	Bery, Priya†	Bloch, Julia Chang
Barber, Benjamin R.	Beehner, Lionel	Beshar, Peter J.	Bloom, Evan T.
Barber, James Alden	Beeman, Richard E.	Beshara, Adam	Bloomberg, Michael R.
Barbour, Haley	Behringer, Michael P.	Bestani, Robert M.	Bloomfield, Lincoln P.
Barcott, Rye†	Beim, David O.	Bestor, Theodore C.	Bloomgarden, Kathy Finn
Bardel, William G.	Beim, Nicholas F.	Betts, Richard K.	Blum, Richard C.
Barger, Teresa C.	Bekavac, Nancy Yavor	Beutner, Austin M.	Blumenthal, Sidney S.
Barkan, Joel D.	Belfer, Robert A.	Bewkes, Jeffrey	Blumenthal, W. Michael
Barkey, Henri J.	Bell, Burwell B. III	Beyzavi, Kian	Blumling, Mark
Barnes, Harry G. Jr.	Bell, Gordon P.	Bhala, Raj	Blumrosen, Alexander
Barnes, Michael D.	Bell, Joseph C.	Bhargava, Anurima†	Bernet
Barnett, F. William	Bell, Peter Dexter	Bhidé, Amar V.	Blyth, Mark*
Barnett, Michael Nathan	Bell, Robert G.	Bialkin, Kenneth J.	Bob, Daniel E.
Barnett, Robert B.	Bell, Ruth Greenspan	Bialos, Jeffrey P.	Bobbitt, Philip Chase
Barno, David William	Bell, Steve	Bickford, Jewelle	Bodansky, Daniel M.
Barrett, Barbara McConnell	Bell, Thomas D. Jr.	Biddle, George C.	Bodea, Andy S.
Barrett, John Adams	Bellamy, Carol	Biegun, Stephen Edward	Bodnar, Seth A.
Barron, Michael J.	Bellinger, John B. III	Biel, Eric R.	Bogert, Carroll R.
Barry, Grace	Bellows, Ben	Biemann, Betsy	Bohen, Frederick M.
Barry, John L.	Bell-Rose, Stephanie K.	Bienen, Henry S.	Bohigian, David S.
Barry, Lisa B.	Bender, Gerald J.	Bierley, John C.	Bohlen, Avis T.
Barry, Nancy M.	Bender, Lawrence	Biersteker, Thomas J.	Bohn, John A.
Barry, Thomas Corcoran	Benedict, Kennette M.	Biggs, John H.	Boies, Mary McInnis
Barshay, Jill J.	Benioff, Marc Russell	Biglari, Hamid	Bolling, Landrum R.
Barshefsky, Charlene	Bennet, Douglas J.	Billingsley, Lucy C.	Bollinger, Lee C.
Bartholomew, Reginald	Bennett, Andrew Owen	Bilmes, Linda J.*	Bollyky, Thomas J.
Bartiromo, Maria S.	Bennett, Christina A.	Bindenagel, James D.	Bolton, John R.
Bartlett, Joseph W.	Bennett, Susan J.	Bingle, Michael J.	Bommer, Ashley Faye
Bartlett, Richard Allen	Benshoof, Janet	Binkley, Nicholas Burns	Bond, Robert D.
Bartlett, Timothy J.	Benson, Lucy Wilson	Binnendijk, Hans	Bondurant, Amy L.
Bartley, Edith Lynn	Bereuter, Douglas K.	Birdsall, Nancy	Bonime-Blanc, Andrea
Bartolomei, Jason E.	Bergen, Peter Lampert	Birkelund, John P.	Bonine, David
Bartsch, David A.	Berger, Joshua Adam	Bissell, Richard E.	Bonner, Jacquelyn Rebekka
Basek, John T.	Berger, Marilyn	Black, Cathleen P.	Bonner, Robert C.
Basora, Adrian A.	Berger, Samuel R.	Black, Leon D.	Bonney, J. Dennis
Bass, Gary J.	Berger, Suzanne	Black, Shirley Temple	Booth, Carter
Bass, Peter E.	Berggruen, Nicolas	Black, Stanley Warren	Bordoff, Jason E.
Bass, Warren	Bergman, Lowell A.	Blacker, Coit D.	Boren, David L.
	Bergsten, C. Fred	Blackwell, Blair	Borgerson, Scott G.
	Berkley, Seth F.	Blackwell, J. Kenneth	Bork, Ellen E.
	Berkowitz, Bruce	Blackwill, Robert D.	Boschwitz, Rudy
	Berkowitz, Elana†	Blake, Robert O.	Bosworth, Stephen W.

* Elected to membership in 2011.

† Elected to a five-year term membership in 2011.

Botts, John C.
 Boufford, Jo Ivey
 Boughner, Devry S.
 Bouis, Antonina W.
 Boulware-Miller, Kay
 Boustany, Charles W. Jr.
 Bouton, Marshall M.
 Bovin, Denis A.
 Bower, Joseph Lyon
 Bower, Whitney
 Bowles, Erskine B.
 Bown, Chad
 Boyd, Charles Graham
 Boyer, Spencer Phipps
 Bracken, Paul
 Braddock, Richard S.
 Brademas, John
 Bradford, Nichol Rae
 Bradford, Zeb B. Jr.
 Bradley, Bill
 Bradley, David G.
 Brady, Linda Parrish
 Brady, Nicholas F.
 Brady, Rose
 Brainard, Lael
 Bramwell, Elizabeth R.
 Branch, Daniel H.
 Branscomb, Lewis M.
 Branson, Louise
 Braswell, Kimberly
 Brauchli, Marcus W.
 Braunschvig, David
 Brautigam, Deborah A.*
 Brazeal, Aurelia E.
 Breck, Henry R.
 Breed, Henry Eltinge III
 Bremer, L. Paul III
 Bremmer, Ian A.*
 Breslauer, George William
 Brewer, John D.
 Breyer, Stephen G.
 Briger, Peter L. Jr.
 Brigety, Reuben Earl II
 Brill, Alexander
 Brill, Steven D.
 Brilliant, Larry
 Brimmer, Andrew F.
 Brimmer, Esther Diane
 Brinkley, Douglas G.
 Britt, David V.B.
 Britt, Glenn A.
 Broad, Robin
 Broadman, Harry G.
 Broadwell, Paula D.
 Brock, Steven Vernon
 Broda, Frederick C.
 Brodsky, William J.
 Brody, Christopher W.
 Brody, Kenneth D.
 Brokaw, Tom
 Bronfman, Edgar Jr.
 Bronfman, Edgar M.
 Bronner, Ethan S.
 Bronson, Rachel
 Brookins, Carole L.
 Brose, Christian
 Brosens, Frank P.*
 Brower, Charles N.
 Brown, Alice Lynn
 Brown, Bartram S.
 Brown, Binta Niambi
 Brown, Carroll
 Brown, Frederic J.
 Brown, Gwendolyn A.
 Brown, Harold
 Brown, John P.
 Brown, Jonathan A.C.
 Brown, Katherine†
 Brown, Katherine A.
 Brown, Kathleen
 Brown, Leon Carl
 Brown, Lester R.
 Brown, Michael†
 Brown, Michael E.
 Brown, Richard P. Jr.
 Brown, Seyom
 Brown Weiss, Edith
 Browning, David S.
 Bruce, Judith
 Brun, Leslie A.
 Bruno, Greg†
 Bruton, Bronwyn E.†
 Bryan, Greyson L.
 Bryant, Michael E.
 Bryant, Ralph C.
 Bryson, John E.
 Brzezinski, Mark F.
 Brzezinski, Mika*
 Brzezinski, Zbigniew
 Buaron, Roberto
 Buchman, Mark Edward
 Bucknam, Mark A.
 Budinger, Bill*
 Budinger, Zoe Baird
 Bueno de Mesquita, Bruce
 Buergethal, Thomas
 Bulkeley Staats, Jennifer†
 Bull, Bartle Breese
 Bullock, Mary Brown
 Bumpas, Stuart Maryman
 Bundy, William D.
 Bunzel, Jeffrey H.
 Burand, Deborah K.
 Burgess, John A.
 Burke, James E.
 Burks, Jonathan W.†
 Burnett, Dale A.†
 Burnett, Erin Isabelle
 Burnham, Christopher
 Bancroft
 Burns, Patrick Owen
 Burns, R. Nicholas
 Burns, William F.
 Burns, William J.
 Burrows, Mathew
 Burt, Richard R.
 Burton, Daniel F. Jr.
 Burwell, Sylvia Mathews
 Busby, Joshua W.*
 Bush, Mary K.
 Bush, Richard Clarence III
 Bushner, Rolland H.
 Bussey, John C.
 Butler, Paul W.
 Butler, Samuel C.
 Butler, William J.
 Butte-Dahl, Jennifer
 Buultjens, Ralph
 Buxbaum, Richard M.
 Buyske, Gail
 Byrne, Patrick M.
 Byrnes, Maureen K.
 Byrom, Jonathan C.
 C
 Cabrera, Ángel
 Cáceres, Diane Alleva
 Caesar, Camille M.
 Caggins, Myles Barry III
 Cahill, Kevin M.
 Cahn, Jonathan D.
 Calabria, Dawn T.
 Calabria, F. Christopher
 Calabresi, Massimo F.T.
 Calder, Kent Eyring
 Caldera, Louis E.
 Caldwell, Dan Edward
 Calhoun, Craig J.
 Califano, Joseph A. Jr.
 Califano, Mark Gerard
 Callaghy, Thomas M.
 Callander, Robert J.
 Callen, Michael A.
 Calleo, David Patrick
 Cambria, Salvatore F.
 Camp, Roderic Ai
 Campbell, Carolyn
 Margaret
 Campbell, Colin G.
 Campbell, F. Gregory
 Campbell, Kurt M.
 Campbell, Thomas J.
 Cannella, Margaret
 Canton, Mikki*
 Caperton, William
 Gaston III
 Caplan, Gregory A.
 Cappello, Alexander L.
 Cappello, Juan Carlos
 Capus, Stephen A.*
 Caputo, David A.
 Caputo, Lisa M.
 Carbonell, Néstor T.
 Cárdenas, José A.
 Carey, John
 Carey, William P.
 Cari, Joseph A. Jr.
 Carlos, Manuel Luis
 Carlson, Neal D.†
 Carlson, Scott A.
 Carlucci, Frank C.
 Carmichael, William D.
 Carnesale, Albert
 Carothers, Thomas
 Carpenter, R. Charli
 Carpenter, Ted Galen
 Carr, John W.
 Carrington, Walter C.
 Carroll, J. Speed
 Carruth, Reba Anne
 Carson, Charles William Jr.
 Carson, Johnnie
 Carswell, Robert
 Carter, Aimee D.
 Carter, Ashton B.
 Carter, Barry E.
 Carter, Hodding III
 Carter, James Earl
 Carter, James H.
 Carter, Mark Andrew
 Carter, Marshall Nichols
 Carter, Phillip E.
 Casey, Claire†
 Cashin, Stephen D.*
 Casper, Gerhard
 Cassel, Douglass W. Jr.
 Cassell, Gail H.*
 Cattarulla, Elliot R.
 Catto, Henry E.
 Caufield, Frank J.

* Elected to membership in 2011.

† Elected to a five-year term membership in 2011.

Caulfield, Matthew P.	Chin, Sally†	Cohen, Abby Joseph	Cooper, Charles A.
Cavanagh, Richard Edward	Chira, Susan D.	Cohen, Ariel	Cooper, James H.S.
Cavanaugh, Carey	Cho, Albert H.†	Cohen, Benjamin J.	Cooper, John Milton Jr.
Cave, Ray Charles	Choffnes, Eileen R.	Cohen, Betsy	Cooper, Kathleen B.
Caverley, Jonathan D.	Choi, Audrey	Cohen, Eliot A.	Cooper, Kerry
Cayten, Megan Reilly	Chollet, Derek H.	Cohen, Herman J.	Cooper, Richard N.
CdeBaca, Luis	Chon, Julie†	Cohen, Jerome Alan	Cooper, Walter
Celeste, Richard F.	Choubey, Deepti	Cohen, Joel E.	Corbett, Bryan N.
Cerjan, Paul G.	Choucri, Nazli	Cohen, Richard M.	Corcoran, Andrea M.
Cha, Victor D.	Chretien, Jean-Paul	Cohen, Roberta Jane	Corcoran, Carole A.
Chadda, Maya	Christensen, Guillermo	Cohen, Stephen Bruce	Corgan, Colin
Chai, Chuckra	Santiago	Cohen, Stephen F.	Cornelius, Wayne A.
Chalasani, Rekha	Christensen, Stanley F.	Cohen, Stephen S.	Cornell, Henry
Challenor, Herschelle S.	Christensen, Thomas J.	Cohen, Warren I.	Corsell, Peter
Chambers, Anne Cox	Christenson, Michael J.	Cohen, William S.	Cortez, Christopher
Chambers, Reginald Alan	Christianson, Geryld B.	Colby, Elbridge A.	Cott, Suzanne
Chamie, Joseph	Christman, Daniel William	Colby, Jonathan E.	Cotter, William R.
Chan, Gerald L.	Churchill, Bruce B.	Cole, Johnnetta B.	Coulter, Michael
Chan, Julie L.	Cicerone, Ralph J.	Cole, Jonathan R.	Couric, Katherine A.
Chan, Ronnie C.	Ciorciari, John David	Coleman, Isobel	Courtney, Alexandra†
Chan, Sewell†	Cirincione, Joseph	Coleman, Lewis W.	Courtney, Brooke
Chang, David C.	Cisneros, Adriana†	Coleman, William T. Jr.	Courtney, William H.
Chang, Gareth C.C.	Clapp, Priscilla A.	Coles, Julius E.	Cousens, Elizabeth M.
Chang, Joyce	Clarida, Richard H.	Coles Tull, Carmen	Covey, Jock
Chang, Juju	Clark, Dick	Coll, Alberto R.	Cowal, Sally Grooms
Chanin, Clifford	Clark, J. H. Cullum	Collazo, Ernest J.	Cowan, Geoffrey
Chanis, Jonathan A.	Clark, John Stephen Jr.	Collins, Jay	Cowhey, Peter F.
Chao, Elaine L.	Clark, Mark Edmond	Collins, Joseph J.	Cox, Berry R.
Charap, Samuel†	Clark, Mayree C.	Collins, Marc A.	Cox, Edward F.
Charles, Robert Bruce	Clark, Noreen M.	Collins, Mark M. Jr.	Cox, Howard E. Jr.
Charnovitz, Steve	Clark, Ronald James	Collins, Nancy Walbridge	Cox, Larry Richard
Chartener, Robert	Clark, Wesley K.	Collins, Timothy C.	Coy, Craig P.
Chase, Anthony R.	Clarke, Donald C.	Collins, Wayne Dale	Craddock, Bantz J.
Chase, Michael	Clarke, Teresa Hillary	Colwell, Rita R.	Crahan, Margaret E.
Chatterjee, Purnendu	Clark-Johnson, Susan J.	Comstock, Philip E. Jr.	Craner, Lorne W.
Chaudhary, Shamila†	Claure, Raul Marcelo	Conde, Cesar R.*	Crawford, John F.
Chaves, Robert J.	Claussen, Eileen B.	Cone, Sydney M. III	Crebo-Rediker, Heidi E.
Chayes, Antonia Handler	Clavel, Alex Bernard	Conley, Dalton	Creed, Alexandra Wallace
Checki, Terrence J.	Clement, Peter A.	Conley, Jill G.	Creekmore, Marion V. Jr.
Cheek, Marney L.	Cleveland, Peter Matthews	Connelly, William Patrick	Creighton, James L.
Chen, John S.	Clifford, Donald K. Jr.	Connors, Leila Anne	Crichton, Kyle
Chen, Kimball C.	Clifford, Mark Lambert	Connolly, Gerald E.	Crippen, Dan L.
Chen, Lincoln C.	Cline, William R.	Connor, John T. Jr.	Crittenden, Ann
Chenault, Kenneth I.	Clinger, William F. Jr.	Considine, Jill M.	Crnkovich, Mirko L.
Cheney, Richard B.	Clinton, William Jefferson	Constable, Pamela	Crocker, Bathsheba N.
Cheney, Stephen A.	Cloherty, Patricia M.	Conway, Jill	Crocker, Chester A.
Cherian, Saj	Cloonan, Edward T.	Cook, Frances D.	Crocker, Ryan C.
Chesler, Ellen	Clooney, George	Cook, Gary M.	Croft, Helima L.*
Chesney, Robert M.	Coatsworth, John H.	Cooke, Goodwin	Cromwell, Adelaide
Cheston, Sheila C.	Cobb, Charles E. Jr.	Cooke, John F.	McGuinn
Chewning, Eric†	Cobb, Sue McCourt	Cooley, Thomas F.	Cross, Devon G.
Chickering, A. Lawrence	Cobb, Tyrus W.	Coombe, George William Jr.	Cross, June V.
	Cochran, Barbara S.	Coon, Jane Abell	Cross, Mary S.
	Coffey, C. Shelby III	Cooney, Joan Ganz	Cross, Sam Y.
	Cogan, Charles G.	Cooper, Ann K.	Crossette, Barbara
	Cohan, William David	Cooper, Caroline N.	Crovitz, L. Gordon

* Elected to membership in 2011.

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Crow, Michael M.
 Crowhurst, Tim
 Crowley, Monica Elizabeth
 Crown, Lester
 Cruise, Daniel
 Crumpton, Henry A.
 Crystal, Lester M.
 Cuellar,
 Mariano-Florentino
 Cullum, Lee
 Culora, Thomas J.
 Cumming, Alfred
 Cumming, Christine M.
 Cummings, Alexander B. Jr.
 Cuneo, Donald
 Cunningham, James B.
 Cunningham, Nelson W.
 Curley, Walter J.P. Jr.
 Curtis, Charles B.
 Curtis, Gerald L.
 Curtis, Meghann Adrienne
 Cutler, Walter L.
 Cutshaw, Kenneth A.
 Cutter, W. Bowman
 Cyr, Arthur I.

D

Daalder, Ivo H.
 Dady, Teresa Gail
 Dahan, Elizabeth†
 Dahm, Evelyn Pignatari
 Dailey, Brian D.
 Dakin, Brett†
 Dal Bello, Michael Anthony
 Dale, Catherine M.
 Dale, Helle
 Dale, Nancy*
 Dale, William B.
 Daley, William M.
 Dallara, Charles H.
 Dalley, George Albert
 Dallmeyer, Dorinda G.
 Dalton, James E.
 Daly, Sarah Zukerman†
 Dam, Kenneth W.
 Dam, Marcia Wachs
 D'Amato, Alfonse M.
 Damrosch, Lori Fisler
 Danforth, William H.
 Dang Murphy, Stephanie
 Daniel, D. Ronald
 Daniel, Donald C.F.

Danilovich, John J.
 Danin, Robert M.
 Danner, Mark D.
 Daschle, Thomas Andrew
 DaSilva, Russell J.
 Daskal, Jennifer Caryn
 Daulaire, Nils M.
 David, Jack
 Davidson, Amy S.
 Davidson, Janine Anne
 Davidson, Peter*
 Davis, Bradford
 Davis, Florence A.
 Davis, Geoffrey Clark
 Davis, Jacquelyn K.
 Davis, Jerome
 Davis, Kathryn W.
 Davis, Kim Gordon
 Davis, Lynn E.
 Davis, Marion Thomas
 Davis, Stephen B.
 Davis, Susan M.
 Davis, William Keith*
 Davison, Kristina Perkin
 Dawes, Sara
 Dawisha, Karen Lea
 Dawkins, Peter M.
 Dawson, Christine L.
 Dawson, Horace G. Jr.
 Dawson Carr, Marion M.
 Day, Arthur R.
 Days, Drew Saunders III
 Deagle, Edwin A. Jr.
 Dean, Robert W.
 Dear, Alice M.
 Debevoise, Eli Whitney II
 de Borchgrave, Arnaud
 Debs, Barbara Knowles
 Debs, Richard A.
 DeBusk, F. Amanda
 DeCrane, Alfred C. Jr.
 Decyk, Roxanne J.
 Dedrick, Fred T.
 Deffenbaugh, Ralston H. Jr.
 DeFrancia, Cristian M.
 DeGioia, John J.
 de Habsburgo, Inmaculada
 de la Cruz, Carlos M. Sr.*
 de Lasa, Jose M.
 Del Rosso, Stephen J.
 Delury, John
 de Mel, Meera Lea
 de Ménil, Georges
 de Menil, Joy Alexandra
 de Ménil, Lois Pattison
 Deming, Rust Macpherson

Deng, Francis M.
 Denham, Robert E.
 Deal, Jacqueline Newmyer†
 Delph, Walter†
 Denison, Robert J.
 Denning, Steven A.
 Dennis, Everette E.
 Dennis, Kirby†
 Denoon, David B.H.
 Denton, Hazel
 Denton, James S.
 Dentzer, Susan
 DePoy, Phil E.
 Dergham, Raghida
 de Rothschild, Lynn
 Forester
 Derrick, James V. Jr.
 Derryck, Vivian Lowery
 Desai, Anand†
 Desai, Padma
 Desai, Rohit M.
 Desai, Vishakha N.
 Desch, Michael C.
 DeShazer, MacArthur
 DeSouza, Patrick J.
 Despres, Gina H.
 Destler, I. M.
 de Swaan, Jean Christophe
 Deutch, John
 Deutch, Shelley
 DeVecchi, Robert P.
 Devine, C. Maury
 Devine, John J.
 Devine, Thomas J.
 de Vries, Rimmer
 DeYoung, Karen J.
 Diamond, Larry J.
 Diamond, Michael W.
 Diamond, Robert E. Jr.
 Diaz, Charley L.
 Dickey, Christopher S.
 Dicks, Norman D.
 Dickson-Horton, Valerie L.
 Didion, Joan
 Diehl, Jackson K.
 Dilenschneider, Robert L.
 Diller, Barry
 DiMartino, Rita
 Dimon, Jamie
 Dine, Thomas A.
 Dinerstein, Robert C.
 Dinkins, David N.
 DiPerna, Paula
 Dirks, Nicholas Bernard
 Distlerath, Linda M.
 Diuk, Nadia

Djerejian, Edward P.
 Dobbins, James F.
 Dobriansky, Paula J.
 Doctoroff, Daniel L.
 Dodd, Christopher J.
 Doebele, Justin W.
 Doerge, David J.
 Doi, Ayako
 Doley, Harold E. Jr.
 Dominguez, Jorge I.
 Domm, Patti*
 Donahue, Thomas R.
 Donaldson, Peter J.
 Donaldson, Robert H.
 Donaldson, William H.
 Donatich, John E.
 Donehoo, Stephen C.
 Donfried, Karen Erika
 Donohoe, Charles†
 Donohue, Laura K.
 Donohue, Thomas J. Sr.
 Doran, Charles F.
 Dormandy, Xenia B.M.
 Dory, Amanda Jean
 Doty, Grant R.
 Dougan, Diana Lady
 Dougherty, James P.
 Dougherty, Jill M.*
 Douglas, Michael
 Douglass, Loren Robert
 Douglass, Robert R.
 Dowling, John Nicholas
 Downie, Richard D.*
 Doyle, Brian Joseph
 Doyle, Michael W.
 Doyle, Noreen
 Draper, William H. III
 Drayton, William
 Dreier, David T.
 Drew, Elizabeth
 Dreyfuss, Joel
 Dreyfuss, Richard S.
 Drezner, Daniel W.
 Drobnick, Richard Lee
 Drozdak, William M.
 Drucker, Joy E.
 Drucker, Richard A.
 Druyan, Ann
 Dryden, Sam
 Duberstein, Kenneth M.
 Dubik, James Michael
 DuBois, Maurice A.
 DuBrul, Stephen M. Jr.
 Dudley, William C.*
 Duelfer, Charles A.
 Duersten, Althea L.

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Duffey, Joseph D.
 Duffie, David A.
 Duffy, Gloria Charmian
 Duffy, James H.
 DuGan, Gordon F.
 Duggan, Timothy E.
 Duke, Robin Chandler
 Dulany, Peggy
 Dunbar, Charles F.
 Duncan, Charles William Jr.
 Duncan, Graham A.
 Dunigan, Patrick Andrew
 Dunkerley, Craig G.
 Dunlop, Joan B.
 Dunn, Lewis A.
 Dunn, Michael M.
 Dur, Philip A.
 Durbin, Brent
 Durkin, Patrick J.
 Dutt, Mallika
 Dworkin, Douglas A.
 Dyer, James W.
 Dylan, Jesse
 Dynan, Karen*
 Dyson, Esther

E

Ear, Sophal†
 Earle, Ralph II
 East, Maurice A.
 Easterly, Jennie M.
 Eastman, John Lindner
 Easum, Donald B.
 Eberhart, Ralph E.
 Eberstadt, Nicholas
 Echols, Marsha A.
 Eck, Bailey Morris
 Economy, Elizabeth C.
 Ecton, Donna R.
 Eddleman, Linda Hiniker
 Eddy, Randolph P. III
 Edelman, Gerald M.
 Edelman, Marian Wright
 Edelman, Richard Winston
 Edington, Mark D.W.
 Edley, Christopher Jr.
 Edmond, Micah
 Edwards, George C. III
 Edwards, Howard L.
 Edwards, Mickey
 Edwards, Robert H.
 Edwards, Robert H. Jr.

* Elected to membership in 2011.

† Elected to a five-year term membership in 2011.

Effron, Blair
 Efros, Laura L.
 Egan, Julie M.†
 Eggers, Jeffrey
 Eggers, Thomas E.
 Ehrenkranz, Joel S.
 Eichengreen, Barry J.
 Eikenberry, Karl W.
 Einaudi, Luigi Roberto
 Einhorn, Jessica P.
 Einhorn, Robert J.
 Eisendrath, Charles R.
 Eizenstat, Stuart E.
 Elden, Richard
 Elders, Christopher†
 Elias, Christopher J.
 Ellenbogen, Henry M.
 Ellick, Adam B.
 Elliott, Dorinda
 Elliott, Inger McCabe
 Ellis, James Reed
 Ellis, Lisa R.
 Ellis, Mark S.
 Ellis, Patricia
 Ellis, Rodney
 Ellison, Keith Paty
 Ellsberg, Daniel
 El-Shazli, Heba F.
 Elson, Edward E.
 Ely-Raphel, Nancy Halliday
 Embree, Ainslie Thomas
 Emerson, John B.
 Emmert, Jonathan Adam
 Emmert, Mark A.
 Eng, Na S.
 Ensor, David B.
 Entwistle, L. Brooks
 Epstein, Jason
 Epstein, Joshua M.
 Erb, Guy F.
 Erb, Richard D.
 Erbsen, Claude E.
 Erburu, Robert F.
 Ercklentz, Alexander T.
 Erdmann, Andrew P.N.
 Erikson, Daniel
 Ervin, Clark Kent
 Escrogima, Ana A.†
 Esfandiari, Haleh
 Esper, Mark T.
 Esserman, Susan G.
 Estabrook, Robert H.
 Esty, Daniel C.
 Etzioni, Amitai
 Evans, Gail H.
 Evans, Harold M.

Evans, Peter C.
 Exum, Andrew

F

Factor, Mallory
 Fair, C. Christine
 Fairbanks, Richard
 Fairman, David M.
 Falco, Mathea
 Falk, Pamela S.
 Falk, Richard A.
 Fallon, Robert E.
 Fallows, James
 Fang, Bay
 Fanton, Jonathan Foster
 Farer, Tom J.
 Farhadian, Tali Farimah
 Farkas, Evelyn N.
 Farman-Farmaian, Elizabeth Worley
 Farmer, Thomas L.
 Farnum, Andrew L.†
 Farrar, Jay C.
 Farrar, Stephen Prescott
 Farrell, Diana
 Faskianos, Irina A.
 Fawaz, Leila
 Feigenbaum, Evan A.
 Feinberg, Mark B.
 Feinberg, Richard E.
 Feiner, Ava S.
 Feinstein, Dianne
 Feinstein, Lee
 Feissel, Gustave
 Feist, Samuel H.
 Feith, Douglas J.
 Felbab-Brown, Vanda
 Feldman, Mark B.
 Feldstein, Martin S.
 Feldstein, Steven
 Felix, Donald†
 Fellner, Jamie
 Fenton, David
 Fenzel, Michael R.
 Ferguson, Charles H.
 Ferguson, James L.
 Ferguson, Roger W. Jr.
 Ferguson, Tim W.
 Fernandez, Jose W.
 Fernholz, Mauricio
 Ferrari, Bernard T.
 Ferré, Helen Aguirre
 Ferré, Maurice A.
 Ferré Ramirez, Antonio
 Luis
 Ferrell, Lisa Carolyn

Ferrell, Robert S.
 Fesharaki, Fereidun
 Fessenden, Hart
 Fetter, Steve
 Fick, Nathaniel C.
 Fiedler, Jeffrey L.
 Fields, Bertram H.
 Fields, Craig I.
 Fife, Eugene V.
 Filippelli, Guy Louis
 Filippone, Robert J.
 Findakly, Hani K.
 Finder, Joseph Alan
 Findlay, D. Cameron
 Finelli, Francis A.
 Finer, Jonathan J.
 Fink, Sheri L.
 Finkelstein, Lawrence S.
 Finn, Edwin A. Jr.
 Fennemore, Martha
 Finney, Paul B.
 Fino, Steven A.†
 Finucane, Anne M.*
 Fionda, Kenneth Quinn
 Firestone, Charles M.
 Fisch, Jacob
 Fisch, Mark
 Fischbach, Gerald D.
 Fischer, Betsy
 Fischer, Stanley
 Fisher, Drost Andrew
 Fisher, Julie Ann
 Fisher, Peter R.
 Fisher, Richard W.
 Fisher, Roger D.
 Fisher, Scott C.
 Fishlow, Albert
 Fisk, Daniel W.
 Fitchett, Mercedes Carmela
 Fitts, Sarah A.W.
 FitzGerald, Frances
 Fitzgibbons, Harold E.
 Fitzgibbons, John B.
 Fitz-Pegado, Lauri J.
 Flaherty, Martin S.
 Flaherty, Pamela P.
 Flaherty, Peter
 Flanagan, Stephen J.
 Flannery, Julian M.
 Fleischmann, Alan H.
 Fleming, Gregory James
 Fletcher, Phillip Douglas
 Flournoy, Michèle A.
 Fly, Jamie M.
 Flynn, Carol
 Flynn, George J.

Flynn, Mary Laurence
 Flynn, Stephen E.
 Fn'Piere, Patrick John
 Foggo, James G. III
 Fogleman, Ronald R.
 Foglesong, Robert H.
 Foley, S. Robert Jr.
 Foley, Thomas C.
 Foley, Thomas S.
 Folsom, George A.
 Fontaine, Richard H. Jr.
 Foote, Edward T. II
 Foote, William Fulbright
 Forbes, Kristin J.
 Ford, Celeste V.*
 Ford, Harold E. Jr.
 Ford, Paul B. Jr.
 Fore, Henrietta Holsman
 Forgacs, Andras
 Forman, Shepard L.
 Foroohar, Rana A.
 Forstmann, Theodore J.
 Forsythe, Rosemarie
 Fosler, Gail D.
 Foss, Michelle Michot
 Foster, Badi Garrett
 Foster, Brenda Lei
 Foster, Charles C.
 Foster, Kathleen†
 Foster, Richard N.
 Fourquet, José A.
 Fowler, Jeffrey L.
 Fowler, Wyche Jr.
 Fox, Christine H.
 Fox, Daniel M.
 Fox, Donald T.
 Fox, Eleanor M.
 Fox, Merritt Baker
 Fox, Nicole†
 Foxman, Abraham H.
 Fraga Neto, Arminio
 Francke, Albert
 Frank, Andrew D.
 Frank, Charles R. Jr.
 Frank, Richard A.
 Frankel, Francine R.
 Frankel, Jeffrey A.
 Franklin, Barbara Hackman
 Franklin, Robert M.*
 Franklin, Shirley Clarke
 Franklin, William Emery
 Fraser, Jane*

Frazer, Jendayi E.
 Frazier, Kenneth C.
 Fredman, Jonathan M.
 Freedman, Alix M.
 Freedman, Michael
 Freeman, Bennett
 Freeman, Constance J.
 Freeman, Harry L.
 Freidheim, Cyrus F.
 Freidheim, Scott J.
 Freidheim, Stephen C.
 Freire, Maria C.
 Freyer, Dana H.
 Fribourg, Paul J.
 Friedberg, Aaron Louis
 Friedberg, Barry S.
 Friedman, Alexander
 Stephen
 Friedman, Andrea
 Friedman, Bart
 Friedman, Benjamin M.
 Friedman, Fredrica S.
 Friedman, Jordana D.
 Friedman, Stephen
 Friedman, Stephen J.
 Friedman, Thomas L.
 Frieman, Wendy
 Friend, Theodore W.
 Frist, William H.
 Fritz, Oliver III
 Froman, Michael B.G.
 Fromholz, Julia M.
 Fromkin, David
 Frost, Ellen L.
 Frumin, Amy
 Fry, Earl H.
 Frye, Alton
 Frye, Timothy Michael
 Fudge, Ann M.
 Fukushima, Glen S.
 Fukuyama, Francis
 Fulgham, Alonzo L.
 Fuller, William P.
 Fulton, Laurie S.*
 Fung, Mark T.*
 Fung, Victor K.
 Furlaud, Richard Mortimer
 Furman, Gail
 Fusco, Bradley
 Futter, Ellen V.

G
 Gacek, Stanley Arthur
 Gaddis, John Lewis
 Gadiesh, Orit B.
 Gaer, Felice D.

Gaghan, Stephen W.
 Gaines, James R.
 Gaither, Kendra LeAnn†
 Galbraith, James K.
 Galbraith, Peter W.
 Gallagher, Kelly Sims*
 Gallo, Alexander Michael
 Gallucci, Robert L.
 Galvis, Sergio J.
 Ganguly, Sumit
 Gann, Pamela Brooks
 Gannon, John C.
 Ganoë, Charles S.
 Gans, Lisa M.
 Garber, Larry A.
 Garcia, Juan M. III
 Garcia, Marlen
 Gard, Robert G. Jr.
 Gardels, Nathan P.
 Gardner, Anthony Luzzatto
 Gardner, James A.
 Gardner, Nina Luzzatto
 Gardner, Richard N.
 Garment, Suzanne R.
 Garnett, Sherman
 Garodnick, Daniel R.
 Garrett, Geoffrey M.
 Garrett, Laurie
 Garten, Jeffrey E.
 Gartner, David J.
 Garwin, Richard L.
 Garza, Antonio Oscar Jr.
 Gates, Henry Louis Jr.
 Gates, Robert M.
 Gati, Charles
 Gati, Toby Trister
 Gaudiani, Claire L.
 Gause, F. Gregory III
 Gavin, Francis J.
 Gavrilis, James A.
 Gay, Catherine
 Gayle, Helene D.
 Gedmin, V. Jeffrey
 Geier, Philip O.
 Geithner, Peter F.
 Geithner, Timothy F.
 Gelb, Bruce S.
 Gelb, Leslie H.
 Gellert, Michael E.
 Gellman, Barton
 Gell-Mann, Murray
 Gelpern, Anna
 Genser, Jared M.
 George, Robert P.
 Georgescu, Peter Andrew
 Gephardt, Richard A.

Gerber, Burton L.
 Gerber, Louis
 Gergen, David R.
 Gerhart, Gail M.
 Germain, Adrienne
 Gerschel, Patrick A.
 Gershman, Carl Samuel
 Gerson, Allan
 Gerson, Elliot F.
 Gerson, Ralph J.
 Gerstein, Daniel M.
 Gerstell, Glenn S.
 Gerstner, Louis V. Jr.
 Getler, Michael
 Gewirtz, Paul David
 Geyer, Georgie Anne
 Gfoeller, Joachim Jr.
 Gfoeller, Michael
 Gfoeller, Tatiana C.
 Ghigliione, Loren
 Gholz, Charles Eugene
 Giacomo, Carol Ann
 Giambastiani, Edmund P. Jr.
 Gibbs, Reggie Scott
 Giffen, James Henry
 Giffin, Gordon D.
 Gil, Andrés Valerio
 Gilbert, G. S. Beckwith
 Gilbert, Jackson B.
 Gilbert, Steven J.
 Gill, Bates
 Gillette, Michael James
 Gilmore, James S. III
 Gilmore, Richard
 Gimelli, Noa†
 Gingrich, Newton L.
 Ginsberg, Gary L.
 Ginsberg, Marc Charles
 Ginsburg, Jane C.
 Ginsburg, Ruth Bader
 Girald, Catalina†
 Givhan, Walter D.
 Gjelten, Thomas G.
 Glaser, Bonnie S.
 Glauber, Robert R.
 Glennon, Michael J.
 Gleysteen, Peter
 Glickman, Daniel R.
 Glin, C. D. Jr.
 Globerman, Norma
 Glocer, Thomas H.
 Gluck, Carol
 Gluck, Frederick W.
 Godchaux, Frank A. III
 Goel, Anish
 Goeltz, Richard Karl

* Elected to membership in 2011.

† Elected to a five-year term membership in 2011.

Goins, Charlynn
 Goldberg, Nicholas
 Goldberg, Ronnie L.
 Golden, James R.
 Golden, Jennifer E.
 Goldfield, Harold P.
 Goldfield, Jacob D.
 Goldgeier, James M.
 Goldin, Harrison J.
 Goldman, Charles N.
 Goldman, Guido
 Goldman, Marshall I.
 Goldman, Merle D.
 Goldman, Neal D.
 Goldmark, Peter C. Jr.
 Goldsmith, Barbara
 Goldsmith, Jack
 Landman III
 Goldsmith, Russell D.
 Goldstein, Gordon M.
 Goldstein, Jeffrey A.
 Goldstein, Morris
 Goldstone, Jack A.
 Goldwyn, David L.
 Goldzimer, Aaron
 Golhar, Shawn P.M.†
 Golob, Paul D.
 Golston, Allan*
 Gomez, Eduardo J.
 Gomez, Heidi N.†
 Gomory, Ralph E.
 Gompert, David C.
 Gonen, Ron†
 Gonzalez, Emilio Tomas
 Goodman, Allan E.
 Goodman, George J.W.
 Goodman, Herbert I.
 Goodman, John B.
 Goodman, Matthew P.
 Goodman, Roy M.
 Goodman, Ryan*
 Goodman, Sherri W.
 Gordon, John A.
 Gordon, Michael R.
 Gordon, Philip H.
 Gordon-Hagerty, Lisa E.
 Gordon-Reed, Annette
 Gorelick, Jamie S.
 Gorman, Joseph T.
 Gorman, Monica†
 Gotbaum, Victor

Gottemoeller, Rose E.
 Gottfried, Kurt
 Gottlieb, Geoffrey A.
 Gottlieb, Gidon A.G.
 Gottsegen, Peter M.
 Gould, Peter G.
 Gourevitch, Peter A.
 Gourevitch, Philip D.
 Grace, Lola Nashashibi
 Graczewski, Timothy John
 Grady, Robert E.
 Graff, Henry Franklin
 Graham, Bob
 Graham, Carol Lee
 Graham, Thomas Edward
 Graham, Thomas Jr.
 Graham, Thomas W.
 Granger, Kay
 Granoff, Michael D.
 Grant, James D.
 Graubard, Stephen
 Richards
 Graves, Christopher J.
 Gray, C. Boyden
 Gray, Hanna Holborn
 Greathead, R. Scott
 Greco, Richard Jr.
 Green, Carl J.
 Green, Eric F.
 Green, Ernest G.
 Green, Jerrold D.
 Green, Josh
 Green, Michael J.
 Green, Robert Shane
 Greenberg, Arthur N.
 Greenberg, David
 Greenberg, Evan G.
 Greenberg, Glenn H.
 Greenberg, Jeffrey W.
 Greenberg, Karen J.
 Greenberg, Lawrence Scott
 Greenberg, Maurice R.
 Greenberg, Sanford D.
 Greenberger, Robert
 Stephen
 Greene, Joseph N. Jr.
 Greene, Margaret L.
 Greene, Robert Lane
 Greene, Wade
 Greenman, Margot Alyse
 Greenspan, Alan
 Greenwald, G. Jonathan
 Greenway, Hugh D.S.
 Gregg, Donald P.
 Gregorian, Vartan

Gregson, Wallace C. Jr.
 Grenier, Robert L.
 Griego, Linda
 Griffin, Nicholas
 Griffiths, Phillip A.
 Grimes, Joseph A. Jr.
 Grimes, William W.*
 Grissom, Janet Mullins
 Grondine, Robert F.
 Grose, Peter
 Gross, Martin J.
 Gross, Patrick W.
 Grossman, Gene M.
 Grossman, Marc
 Grove, Paul C.
 Groves, Bryan N.
 Groves, Ray J.
 Gruman, Jessie C.
 Gudwin, Ella R.*
 Guengerich, Galen J.
 Guenov, Tressa Steffen
 Guff, Andrew J.
 Gugliotta, Brian
 Gund, Agnes
 Gundlach, Andrew S.
 Gupte, Pranay
 Gustafson, Ellen†
 Gutfreund, John H.
 Guth, John H.J.
 Gwertzman, Bernard M.

H

Haas, Mimi L.
 Haas, Robert D.
 Haass, Richard N.
 Haave, Christopher E.
 Hachigian, Nina L.
 Haddad, Yvonne Yazbeck
 Hadley, Stephen J.
 Hafner, Joseph A. Jr.
 Haft, Jeremy R.
 Hagel, Chuck
 Hagen, Katherine A.
 Haggard, Stephan
 Hahn, Natalie D.
 Hailston, Earl B.
 Hajari, Nisid J.
 Hajjar, David Phillip*
 Hakakian, Roya
 Hakim, Peter
 Hale, David D.
 Hale, Lyric Hughes
 Hall, C. Barrows
 Hall, John P.
 Hall, Kathryn Walt
 Hall, Laura A.
 Halper, James D.
 Halperin, David R.
 Halperin, Morton H.
 Haltzel, Michael H.
 Hamburg, David A.
 Hamburg, Margaret Ann
 Hamel, Michael A.
 Hamilton, Charles V.
 Hamilton, Daniel
 Hamilton, Edward K.
 Hamilton, Hugh Gerard Jr.
 Hamilton, John Maxwell
 Hamilton, Lee H.
 Hammes, Lynda Ann
 Hammonds, D. Holly
 Hamre, John J.
 Hancock, Ellen
 Hand, Bailey
 Hand, Lloyd N.
 Hand, Scott M.
 Handelman, Stephen
 Handler, Scott†
 Hanna, Michael Wahid
 Hansell, Herbert J.
 Hanson, Gordon H.
 Hantz, Giselle P.
 Hantzopoulos, Paraskeve
 Harari, Maurice
 Hardin, Edward J.
 Hardin, Katherine A.
 Harding, Deborah A.
 Harding, Harry
 Hardt, John P.
 Hargrove, John Lawrence
 Harlan, Joshua D.
 Harland, Christopher
 Munro
 Harley, Jeffrey Allan*
 Harlow, D. Brooke
 Harman, Jane
 Harmon, James A.
 Harney, Alexandra
 Harpel, James W.
 Harper, Conrad K.
 Harris, David A.
 Harris, Grant T.
 Harris, Jay T.
 Harris, Jessica
 Harris, Joshua J.
 Harris, Martha Caldwell
 Harrison, Hope M.
 Harrison, Selig S.
 Harrison, William B. Jr.
 Hart, Gary

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Hart, Robert C.	Heller, Bridgette P.	Hicks, Peggy L.	Holloway, Dwight F. Jr.
Hart, Todd Christopher	Heller, Richard M.	Higginbotham, F. Michael	Holmes, Henry Allen
Hartley, Jane D.	Hellman, F. Warren	Higgins, Heather	Holmes, Kim R.
Hartman, Arthur A.	Hellman, Steven E.	Richardson	Holmes, Stephen T.
Haseltine, William Alan	Hellmann, Donald Charles	Higgins, Robert F.	Holtschneider, Dennis H.
Haskell, John H.F. Jr.	Helm, Robert W.	Hightower, Edward T.	Holtzman, Elizabeth
Hathaway, Oona A.*	Helm, Suzanne	Hill, Fiona	Holum, John D.
Hathaway, Robert M.	Helman, Joseph J.	Hill, J. Tomilson	Hooda, Sheila
Hau, Sandor	Helman, Robert A.	Hill, James T.	Hooker, Richard D. Jr.
Hauge, John Resor	Helprin, Mark	Hill, Janine W.	Hope, Judith Richards
Hauser, Rita E.	Helvey, David Farr	Hill, Joseph C.	Hope, Richard O.
Hauser, William Locke	Hemphill, C.Scott	Hill, Pamela	Horlick, Gary N.
Havell, Theresa A.	Hendricks, Darryll E.	Hill, Raymond D.	Hormats, Robert D.
Hawkins, Ashton	Hendrickson, David C.	Hill, Shephard William	Horn, Karen N.
Hawley, F. William	Henkin, Alice H.	Hill, Steven†	Horn, Sally K.
Hayden, Michael V.	Henneberg, Tom	Hillen, John	Horner, Matina Souretis
Hayek, Alexandre P.	Henning, Job Carroll	Hillman, Jennifer	Hornig, George R.
Hayes, Jeff W.	Henninger, Daniel P.	Hills, Carla A.	Hornik, Richard H.
Hayes, Margaret Daly	Henrikson, Alan K.	Hinderstein, Corey	Hornthal, James
Hayes, Michael Edward	Henry, Emil W. Jr.	Hindery, Leo J. Jr.	Horowitz, Irving Louis
Hayes, Rita Derrick	Henry, Nancy L.	Hinerfeld, Ruth	Horton, Robert Scott
Haykel, Bernard A.*	Henry, Peter Albert	Hines, Rachel	Hosmer, Bradley C.
Haynes, Lukas Harrison	Henry, Peter Blair	Hinton, Deane R.	Hoston, Germaine A.
Haynes, Ulric	Henry, Robert H.	Hirsch, John L.	Hottelet, Richard C.
Hays, Laurie	Hen-Tov, Elliot†	Hirschhorn, Abigail M.	Houck, James W.*
Hayward, Thomas B.	Heppner, Donald Gray Jr.	Hirsh, Michael P.	Houghton, Amory Jr.
Healey, Kerry Murphy	Herberger, Roy A. Jr.	Hitz, Frederick P.	Houghton, James R.
Heaney, Andrew P.*	Herbst, Jeffrey I.	Hoagland, Jim	House, Karen Elliott
Heck, Charles B.	Herman, Laura S.	Hoar, Joseph Paul	Houser, Trevor†
Hecker, Siegfried S.	Hermann, Charles F.	Hobson, H. Lee	Howard, A. E. Dick
Heckman, Leila	Hernandez, Antonia	Hockfield, Susan	Howard, Christopher
Hedstrom, Mitchell W.	Herrnstadt, Owen Edward	Hodes, Matthew L.	Bernard
Heep-Richter, Barbara D.	Herskovits, Jean	Hodin, Michael W.	Howard, Ivana†
Heer, Paul	Hersman, Rebecca K.C.	Hoeber, Amoretta M.	Howard, Lyndsay C.
Heginbotham, Stanley J.	Herspring, Dale R.	Hoehn, Andrew R.	Howard, M. William Jr.
Hegseth, Pete†	Hertog, Roger	Hoehn, William E. Jr.	Howell, Ernest M.
Hehir, J. Bryan	Hertzberg, Hendrik	Hoehnle, Malcolm I.	Howk, Jason
Heifetz, Stephen	Hertzberg, Robert M.	Hof, Frederic C.	Howson, Nicholas Calcina
Heimann, John G.	Herz, Barbara	Hoffman, A. Michael	Hrinak, Donna J.
Heimbold, Charles A. Jr.	Herz, J. C.	Hoffman, Bruce	Hrynkow, Sharon H.
Heimowitz, James B.	Herzfeld, Charles M.	Hoffmann, Stanley	Hsu, Ta-Lin
Heineman, Benjamin W. Jr.	Herzstein, Jessica A.	Hogan, Jeffrey N.	Huang, Eugene
Heineman, Melvin L.	Herzstein, Robert E.	Hogan, Timothy†	Hubbard, Allan B.*
Heintz, Stephen B.	Hesburgh, Theodore M.	Hoge, James F. Jr.	Hubbard, R. Glenn
Heintzen, Harry Leonard	Hess, John B.	Hoge, Warren	Huber, Richard L.
Heinz Kerry, Teresa	Hess, Marlene	Hoguet, George Roberts	Huberman, Benjamin
Heleniak, David W.	Hessler, Curtis A.	Hoinkes, Mary Elizabeth	Hudson, Manley O. Jr.
Helfer, Michael Stevens	Hessman, Robin	Holcomb, Scott*	Hudson, Michael C.
Helfer, Ricki Tigert	Hewlett, Sylvia Ann	Holden, John L.	Huebner, Lee W.
Helfstein, Scott†	Hexter, James R.	Holdren, John P.	Huey, John W. Jr.
Helgerson, John L.	Heyman, William H.	Holewinski, Sarah Theresa	Huey Evans, Gay J.
	Hiatt, Fred	Holgate, Laura S.H.	Hufbauer, Gary C.
	Hicks, Irvin	Hollick, Ann Lorraine	Hughes, Lynn N.
	Hicks, John F. Sr.	Holliday, Stuart W.	Hughes, R. John
	Hicks, Kathleen Holland	Hollifield, James Frank	Hughes, Thomas Lowe

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Hull, Edmund J.
 Hulsman, John C.
 Hultman, Tamela
 Hultquist, Timothy A.
 Hume, Cameron R.
 Hume, Ellen H.
 Hummer-Tuttle, Maria*
 Hunker, Jeffrey A.
 Hunt, David A.
 Hunt, Kathleen E.
 Hunt, Swanee
 Hunter, Robert E.
 Hunter, Shireen T.
 Hunter, Thomas O.
 Hunter, William Curt
 Hunter-Gault, Charlayne
 Huntington, Patricia
 Skinner
 Hurd, Joseph K. III
 Hurlock, James B.
 Hurst, Robert J.
 Hurwitz, Sol
 Huszar, Andrew
 Hutchings, Robert L.
 Hutchins, Glenn H.
 Huyck, Philip M.
 Hyatt, Joel Z.
 Hyland, Richard
 Hyman, Allen I.

I

Iadonisi, Jon A.
 Ibarгүйen, Alberto
 Ibarгүйen, Diego
 Ignatius, Adi
 Ignatius, David R.
 Ijaz, Mansoor
 Ikenberry, G. John
 Iklé, Fred C.
 Immergut, Mel M.
 Inderfurth, Karl F.
 Indyk, Martin S.
 Ingber, Rebecca
 Inman, Bobby R.
 Intriligator, Michael D.
 Irish, Leon E.
 Irvin, Patricia L.
 Isaacs, Maxine
 Isaacson, Walter S.
 Iseman, Frederick J.
 Isenberg, Steven L.
 Isham, Christopher

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Iskenderian, Mary Ellen
 Ispahani, Mahnaz
 Istel, Yves-André
 Itoh, William H.
 Ivester, M. Douglas
 Izlar, William H. Jr.

J

Jabber, Paul
 Jackelen, Henry R.
 Jackley, Jessica
 Jacklin, Nancy P.
 Jackson, Bruce Pitcairn
 Jackson, Jesse L. Sr.
 Jackson, John H.
 Jackson, Lois M.
 Jackson, Sarah
 Jackson, Shirley Ann
 Jacobs, Kenneth
 Jacobs, Lawrence A.*
 Jacobson, Mark R.*
 Jacoby, Charles H. Jr.*
 Jaffe, Amy Myers
 James, Francis John
 Janes, Jackson
 Janis, Mark Weston
 Janke, Aleksandra†
 Janklow, Morton L.
 Janow, Merit E.
 Jaquette, Jane S.
 Jarvis, Nancy A.
 Jebb, Cindy R.
 Jeffery, Reuben III
 Jenevein, E. Patrick III
 Jenkins, Bonnie D.
 Jensen, Kenneth M.
 Jervis, Robert
 Jessup, Philip C. Jr.
 Jeter, Howard F.
 Jett, Dennis C.
 Joel, Jennifer
 John, Eric G.
 Johns, Lionel Skipwith
 Johns, Raymond E. Jr.*
 Johnson, Darin E.W.
 Johnson, James A.
 Johnson, James E.
 Johnson, Jay L.
 Johnson, Jeh Charles
 Johnson, Jerry Lavell*
 Johnson, Karen H.
 Johnson, L. Oakley
 Johnson, Larry D.
 Johnson, Michelle D.
 Johnson, Robbin S.
 Johnson, Robert W. IV

Johnson, Sheila C.
 Johnson, Suzanne Nora
 Johnson, Thomas Stephen
 Johnson, Todd M.
 Johnson, Willene A.
 Johnson, Wyatt Thomas
 Jolie, Angelina
 Jones, Alan Kent
 Jones, Anita K.
 Jones, David L.
 Jones, James L. Jr.
 Jones, James R.
 Jones, Kerri-Ann
 Joost, Peter Martin
 Jordan, Boris Alexis
 Jordan, Eason T.
 Jordan, Robert W.
 Jordan, Vernon E. Jr.
 Jorisch, Avi
 Joseph, James A.
 Joseph, Richard A.
 Josephson, William
 Joskow, Paul L.
 Joulwan, George A.
 Judge, Barbara Thomas
 Jumper, John P.
 Junz, Helen B.
 Juster, Kenneth I.

K

Kaden, Lewis B.
 Kadlec, Robert P.
 Kagan, Robert W.
 Kahler, Miles
 Kahn, Joseph F.
 Kahn, Thomas S.
 Kaiser, Miranda Margaret
 Kaiser, Robert G.
 Kalb, Bernard
 Kalb, Marvin
 Kalicki, Jan H.
 Kalir, Erez C.
 Kallmer, Jonathan S.
 Kamarck, Elaine C.
 Kamine, Jorge
 Kaminsky, Howard
 Kampelman, Max M.
 Kamsky, Virginia Ann
 Kanak, Donald P.
 Kanet, Roger E.
 Kang, C. S. Eliot
 Kang, Jane J.
 Kann, Peter R.
 Kansteiner, Walter H. III
 Kanter, Rosabeth Moss
 Kantor, Mickey

Kaplan, Ann F.
 Kaplan, Gilbert
 Kaplan, Helene L.
 Kaplan, Mark N.
 Kaplan, Richard N.
 Kaplan, Stephen S.
 Kapnick, Scott Bancroft
 Kapoor, Vikas
 Kapp, Robert A.
 Kapstein, Ethan B.
 Karabell, Zachary
 Karalekas, Anne
 Karamanian, Susan L.
 Karatnycky, Adrian
 Karatz, Bruce E.
 Karis, Thomas G.
 Karl, Jonathan David
 Karl, Terry Lynn
 Karnow, Stanley
 Karns, Margaret P.
 Karol, Adam†
 Karp, Jonathan D.
 Karp, Richard S.
 Karsner, Andy*
 Kasdin, Robert
 Kass, Stephen L.
 Kassalow, Jordan S.
 Kassinger, Theodore W.
 Kassof, Allen H.
 Kathwari, Farooq
 Katz, Abraham
 Katz, Daniel Roger
 Katz, Robert J.
 Katz, Sherman E.
 Katz, Stanley N.
 Katzenstein, Peter J.
 Katzovicz, Roy J.
 Kauffman, Richard L.
 Kaufman, Daniel J.
 Kaufman, Henry
 Kaufman, Robert R.
 Kavoukjian, Michael E.
 Kay, Kira
 Kaye, Charles R.
 Kaye, Dalia Dassa
 Kaye, David A.
 Kayyem, Juliette N.
 Kazemi, Farhad
 Kea, Charlotte G.
 Kean, Thomas H.
 Keane, John M.
 Kearney, Daniel Jr.
 Keating, Timothy J.
 Keck, Elizabeth Ellen
 Keefe, Patrick S.R.†
 Keeler, Timothy J.

Keenan, Kevin Michael
 Keene, Lonnie
 Keeny, Spurgeon M. Jr.
 Keidan, Jonathan
 Kelleher, Catherine M.
 Keller, Edmond J.
 Keller, Kenneth H.
 Kellerman, Barbara L.
 Kelley, Paul X.
 Kellner, Peter Bicknell
 Kellogg, David
 Kelly, Alfred F. Jr.
 Kelly, Arthur L.
 Kelly, Brendan S.
 Kelly, Francis J.
 Kelly, James P.
 Kelly, John H.
 Kelman, Herbert C.
 Kemble, Eugenia
 Kemp, Geoffrey
 Kempe, Frederick S.
 Kempner, Maximilian W.
 Kendall, Donald McIntosh
 Kenen, Peter B.
 Keniston, Kenneth
 Kennan, Christopher J.
 Kennedy, Caroline Bouvier
 Kennedy, Craig
 Kennedy, David W.
 Kennedy, Edward Jr.
 Kent, Muhtar
 Kent, Philip I.*
 Keohane, Nannerl O.
 Keohane, Robert O.
 Keravuori, Rose
 Kerr, Ann Zwicker
 Kerrey, Bob
 Kerry, John F.
 Kerry, Peggy
 Kerry, Vanessa
 Kessler, Glenn Andrew
 Kessler, Martha Neff
 Kester, W. Carl
 Khalidi, Rashid I.
 Khalilzad, Zalmay M.
 Khanna, Parag
 Khanna, Vikramaditya
 Khatchadourian, Raffi
 Khator, Renu*
 Khrushcheva, Nina L.
 Khuri, Nicola N.
 Kiernan, Robert Edward III

Kiley, Robert R.
 Kim, Andrew Byong-Soo
 Kim, Hanya Marie
 Kim, Mike
 Kim, Spencer H.*
 Kim, Sukhan
 Kimmitt, Mark T.*
 Kimmitt, Robert M.
 Kimsey, James V.
 Kinane, William Patrick
 Kinder, Molly
 King, Charles E.*
 King, Elizabeth Lee
 King, Henry L.
 King, Kay
 King, Robert R.
 King, Susan Robinson
 Kingston, Timothy M.
 Kinsella, Kevin J.
 Kipper, Judith
 Kireopoulos, Antonios
 Steve
 Kiriakou, Heather
 Katherine
 Kirk, Crispian
 Kirkland, Richard I.
 Kirkpatrick, J. David
 Kirkpatrick, Melanie M.
 Kirshner, Jodie A.
 Kishkovsky, Leonid
 Kittrie, Orde F.
 Kizer, Karin L.
 Klarman, Seth A.
 Klein, David
 Klein, Edward
 Klein, George
 Klein, Jacques Paul
 Klein, Joseph A.
 Klotz, Frank G.
 Klurfeld, James M.
 Knapp, Albert Bruce
 Knapp, Steven*
 Knee, Jonathan A.
 Knell, Gary E.
 Knight, Edward S.
 Knight, Jessie J. Jr.
 Knudsen, Ciara†
 Ko, Cindy E.
 Koellner, Laurette T.
 Kogan, Richard Jay
 Kohut, Andrew
 Kojac, Jeffrey
 Kojima, J. Christopher
 Kolb, Charles E.M.
 Kolbe, Jim
 Kolodziej, Edward A.

Koltai, Steven R.
 Komisar, Lucy
 Kondracke, Morton
 Koonin, Steven E.
 Korb, Lawrence J.
 Korbonski, Andrzej
 Korgaonkar, Nikhilesh†
 Kormi, Nushin†
 Kornblum, John C.
 Kostiw, Michael Vincent
 Kotecha, Mahesh K.
 Kotler, Steven
 Kovner, Bruce S.
 Kraham, Sherri G.
 Kramek, Robert E.
 Kramer, J. Reed
 Kramer, Jane
 Kramer, Michael
 Kramer, Orin S.
 Kramer, Steven Philip
 Kranz, Thomas F.
 Krasner, Stephen D.
 Krasno, Richard M.
 Krauss, Clifford
 Krauthammer, Charles
 Kravis, Henry R.
 Kravis, Marie-Josée
 Kreek, Mary Jeanne
 Krens, Thomas
 Krepinevich, Andrew F.
 Krepon, Michael
 Kreps, Sarah Elizabeth
 Kriegel, Jay L.
 Krikorian, Victoria Reznik
 Krisher, Bernard
 Kristof, Nicholas D.
 Kristoff, Sandra J.
 Kroeger, Kate M.
 Kroenig, Matthew Henry
 Kronman, Anthony
 Townsend
 Krueger, Anne O.
 Krulak, Charles Chandler
 Ku, Charlotte
 Kubarych, Roger M.
 Kuenstner, Nancy Jo
 Kuiken, Mike†
 Kull, Steven G.
 Kumar, Anil
 Kumar, Maria Teresa
 Kumar, Nisha
 Kumar, Raj Udiaver
 Kumar, Vinay
 Kumar-Sinha, Punita
 Kumin, Michael A.
 Kundra, Vivek†

Kuniholm, Bruce Robellet
 Kunstadter, Geraldine S.
 Kupchan, Charles A.
 Kupchan, Clifford A.
 Kurth, James R.
 Kurtzer, Daniel C.
 Kushen, Robert A.
 Kux, Dennis
 Kwoh, Stewart

L
 Laber, Jeri L.
 Labin, Daniel B.
 Labott, Elise*
 Ladd, Edward
 Lader, Philip
 Ladislaw, Sarah Olivia
 Ladner, Drew J.
 LaFleur, Vinca
 Lagomasino, Maria Elena
 Lagon, Mark P.
 Lai, Joseph G.†
 Laipson, Ellen
 Lajeunesse, Gabriel C.
 Lake, David A.
 Lamb, Denis
 Lambert, Brett B.
 Lambeth, Benjamin S.
 Lamont, Lansing
 Lampton, David M.
 Lancaster, Carol J.
 Land, Richard D.
 Landau, George W.
 Lane, Charles M.
 Lane, David J.
 Lane, Robert W.
 Laney, James T.
 Lang, Scott J.
 Langlois, Robert James
 LaPalombara, Joseph
 Lapham, Lewis H.
 Lapidus, Gail W.
 LaPuma, Edward Vincent
 Lardy, Nicholas R.
 Lariviere, Richard W.
 Larrabee, F. Stephen
 Larsen, Randall J.
 Larson, Charles R.
 Larson, Ellie K.
 Lash, Jonathan
 LaSpada, Salvatore
 Lasry, Marc
 Lasser, Lawrence J.
 Lateef, Noel V.
 Lauder, Laura Heller
 Lauder, Leonard A.

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Lauder, Ronald S.
 Lauder, William Philip
 Laudicina, Paul A.
 Lauinger, Philip C. Jr.
 Laurence, Jonathan A.
 Laurenti, Jeffrey
 Lautenbach, Ned C.
 Lautz, Terrill Edward
 Lavelle, Kathryn C.
 Laventhol, David A.
 Lawrence, Richard D.
 Lawrence, Robert Z.
 Lawson, Eugene K.
 Lawson, Sandra Guylay
 Layne, Christopher
 Lazarus, Shelly B.
 Lazarus, Steven
 Le Melle, Tilden J.
 Leach, James A.
 Leader-Chivee, Lauren†
 Leaman, J. Welby
 LeClerc, Paul
 Lederman, Gordon
 Nathaniel
 Lee, Anthony P.
 Lee, Ellana*
 Lee, Esther
 Lee, Nancy
 Lee, Thea Mei
 Leebron, David W.
 Leeds, Jeffrey T.
 Leeds, Roger S.
 Lee-Kung, Dinah
 Leet, Kenneth H.M.
 Leffall, LaSalle D. III
 Leghorn, Richard S.
 Legro, Jeffrey W.
 Legvold, Robert
 Lehman, John F.
 Lehman, Ronald Frank II
 Lehner, Peter H.
 Lehrer, Jim
 Lehrman, Thomas D.
 Leich, John Foster
 Leiter, Michael E.*
 Leland, Marc E.
 Leland, Olivia M.
 Lemack, Carie
 LeMelle, Gerald A.
 Lemery, Jay
 Lemkin, Bruce Stuart
 Lemle, J. Stuart

Lemmon, Gayle Tzemach
 Lempert, Robert J.
 Lenfest, Harold F.
 Lenihan, Michelle†
 Lennon, Alexander T.J.
 Lennox, William J. Jr.
 Lenzen, Louis C.
 LeoGrande, William M.
 Leonard, Jennifer A.
 Leone, Richard C.
 Leopold, Evelyn R.
 Lesch, Ann Mosely
 Leslie, John W. Jr.
 Lessenberry, Brian
 Lesser, Ian O.
 Lettow, Paul
 Lettre, Marcel J. II
 Levensohn, Pascal N.
 Leverett, Flynt L.
 Levin, Herbert
 Levin, John A.
 Levin, Michael Stuart
 Levine, Mel
 Levine, Ross*
 Levine, Susan B.
 Levinson, Marc
 Levitsky, Jonathan E.
 Levitt, Arthur Jr.
 Levitt, Matthew A.*
 Levy, Jay A.
 Levy, Reynold
 Lew, Jacob J.
 Lewin, Leslie A.†
 Lewinsohn, Jonathan†
 Lewis, Bernard
 Lewis, Eric L.
 Lewis, Maureen A.
 Lewis, Peter M.
 Lewis, Stephen R. Jr.
 Lewis, W. Walker
 Lewy, Glen S.
 Li, Cheng
 Li, Lu
 Libby, I. Lewis Jr.
 Liberi, Dawn
 Lichtblau, John H.
 Lichtenstein, Cynthia C.
 Liebenow, Larry A.
 Lieber, James E.
 Lieber, Robert J.
 Lieberman, Joseph I.
 Lieberman, Nancy A.
 Lieberthal, Kenneth G.
 Liebman, Jonathan Roy
 Liebowitz, Jessica K.
 Lifton, Robert K.

Light, Timothy
 Lighthizer, Robert E.
 Lin, Robert
 Lincoln, Edward J.
 Lindberg, Tod
 Lindborg, Nancy
 Elizabeth
 Linden, Josephine
 Lindsay, Beverly
 Lindsay, Franklin A.
 Lindsay, James M.
 Linen, Jonathan S.
 Link, Troland S.
 Lipman, Ira A.
 Lipman, Joanne
 Lipper, Kenneth
 Lippey, Brian C.
 Lippman, Thomas W.
 Lipsitz, Rochelle J.
 Lipsky, John P.
 Lipsky, Seth
 Lipton, Jonathan A.
 Lissakers, Karin M.
 Litan, Robert E.
 Little, David
 Littlefield, Elizabeth L.
 Litwak, Robert S.
 Liu, Betty W.*
 Liu, Eric P.
 Livingston, Robert Gerald
 Loaiza, David Jesse*
 Lobel, Aaron Robert
 Lockhart, Dennis P.
 Lodal, Jan M.
 Lodge, George Cabot
 Loeb, Marshall
 Loewenstein, Andrew B.†
 Logan, Francis D.
 Loizou, Elaina
 Lombardi, Clark B.
 London, Herbert I.
 Long, Mary Beth
 Long, William J.
 Longmuir, Shelley A.
 Longstreth, Bevis
 LoNigro, Christina
 Lopes, Mark†
 López Tirú, Lisa†
 Loranger, Donald Eugene
 Lord, Bette Bao
 Lord, Kristin M.
 Lord, Winston
 Lorentzen, Oivind III
 Lotrionte, Catherine B.
 Louis, William Roger
 Loury, Glenn Cartman

Lovejoy, Thomas E.
 Lowenfeld, Andreas F.
 Lowenkron, Barry F.
 Lowenstein, James G.
 Lowenthal, Abraham F.
 Lowey, Nita M.
 Lowry, Glenn D.
 Loy, Frank E.
 Lozano, Ignacio E.
 Lozano, José Ignacio
 Lozano, Monica C.
 Lu, Xiaobo
 Lubin, Nancy
 Lubman, Stanley B.
 Luck, Edward C.
 Lucy, William
 Luers, Wendy W.
 Luers, William H.
 Lugo, Luis E.
 Lujan, Fernando M.
 Luke, John A. Jr.
 Lundeberg, Greta
 Lundqvist, Bertil
 Lundstrom, Mark*
 Lustick, Ian S.
 Lute, Douglas E.*
 Lute, Jane Holl
 Luttwak, Edward N.
 Luzzatto, Anne R.
 Lyall, Katharine C.
 Lyman, Princeton N.
 Lyman, Richard W.
 Lynch, Thomas F. III
 Lynk, Myles V.
 Lynn, Laurence E. Jr.
 Lynton, Michael M.
 Lyon, David W.
 Lyons, Eugene M.
 Lyons, James E.
 Lyons, Richard Kent

M

Ma, Christopher
 Ma, Ying
 Mabry, Marcus B.
 Mabus, Raymond E.
 MacCormack, Charles
 Frederick
 MacDonald, Bruce Walter
 MacDougal, Gary E.
 Mack, Consuelo Cotter
 Mack, J. Curtis II
 Mackay, Leo Sidney Jr.
 MacKenzie, Gillian
 Hamilton
 Mackevich, Eileen R.

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Macmillan, Graham III
 Macy, Robert M. Jr.
 Madhany, al-Husein N.
 Maguire, John David
 Mahajan, Raj Amit
 Mahmoud, Adel
 Mahnken, Thomas G.
 Mahoney, Margaret E.
 Mahoney, Paul G.
 Mahoney, Thomas H. IV
 Mai, James A.
 Mai, Vincent A.
 Maier, Charles S.
 Makin, John Holmes
 Makinson, Carolyn
 Mako, William P.
 Makovsky, David
 Malcomson, Scott
 Malek, Frederic V.
 Malesky, Edmund J.
 Mallery, David W.
 Mallery, Richard
 Mallett, Robert L.
 Malmgren, Harald B.
 Malmgren, K. Philippa
 Malone-Scott, Kim
 Malpass, David R.
 Maltese, Michael†
 Mamdani, Mahmoud A.
 Manatt, Charles T.
 Manca, Marie Antoinette
 Mancuso, Mario
 Mandaville, Alicia Phillips†
 Mandel, Stephen F. Jr.*
 Mandelbaum, Michael
 Maniatis, Gregory A.
 Manilow, Lewis
 Mankoff, Jeffrey
 Mann, James H.
 Mann, Michael D.
 Mann, Thomas E.
 Mans, Darius
 Mansoor, Peter R.
 Manzi, Jim
 Marans, Joel Eugene
 Marchick, David M.
 Marcom, John E. Jr.
 Marcum, John Arthur
 Marczak, Jason†
 Marder, Murrey
 Margon, Sarah
 Mariner, Joanne*

Mariotti, Steve J.
 Mark, Hans M.
 Mark-Jusbasche, Rebecca P.
 Marks, Paul A.
 Marlin, Alice Tepper
 Marquet, Louis David
 Marr, Phebe A.
 Marron, Donald B.
 Marsh, Tom F.
 Marshall, Andrew W.
 Marshall, Dale Rogers
 Marshall, F. Ray
 Marshall, Katherine
 Marshall, Zachary Blake
 Marten, Kimberly Joy
 Martin, Daniel Richard
 Martin, Lynn Morley
 Martin, Susan F.
 Martin, William F.
 Martinez, Angelica R.
 Martinez, Roman IV
 Martinez, Roman V
 Marton, Kati I.
 Martz, Joseph C.
 Maru, Vivek†
 Masin, Michael T.
 Massey, L. Camille
 Massey, Walter E.
 Massimino, Elisa C.
 Mastanduno, Michael
 Masters, Carlton A.
 Matheson, Michael J.
 Mathews, Jessica T.
 Mathews, Michael S.
 Mathias, D. Stephen*
 Mathias, Dale
 Mathias, Edward J.
 Mathis, Brian Pierre
 Matlock, Jack F. Jr.
 Matsukata, Naotaka
 Matteson, William B.
 Matthews, Barbara C.
 Matthews, Eugene A.
 Mattox, Gale A.
 Matuszewski, Daniel C.
 Matzke, Richard H.
 Maxwell, Kenneth R.
 Maxwell, Rahsaan†
 May, Michael M.
 Maybank, Alexis Macy
 Mayer, Claudette
 Mayer, William Emilio
 Mayhew, Alice E.
 Mazur, Jay
 McAfee, William Gage
 McAllister, Jef Olivarius

McAllister, Singleton B.
 McArdle, Megan
 McAuliffe, Jane Dammen
 McBride, Sharon Kelly
 McCaffrey, Barry R.
 McCain, John S. III
 McCann, Edward F. II
 McCartan, Patrick F.
 McCarter, John W. Jr.
 McCarthy, James P.
 McCarthy, Kathleen D.
 McCarthy, Terence Arthur*
 McCaw, Craig O.
 McCaw, Susan R.
 McChrystal, Stanley A.
 McClure, Kimberly M.
 McClure, Robert L.
 McCluskey, Jerome P.
 McClymont, Mary E.
 McCormack, Elizabeth J.
 McCormack, Richard
 Thomas Fox
 McCormick, David H.
 McCouch, Donald G.
 McCoy, Jennifer L.
 McCray, Ronald David
 McCue, Susan
 McCurdy, Dave K.
 McDermott, Jim
 McDevitt, Sean Daniel
 McDonald, Alonzo L.
 McDonald, Tom
 McDonough, William J.
 McDougall, Gay J.
 McFarland, Kathleen Troia
 McFarland, Maria
 McFarlane, Jennifer A.
 McFarlane, Robert C.
 McFate, Patricia Ann
 McFaul, Michael A.
 McGarr, Cappy R.
 McGowan, Alan H.
 McGowan, Kathleen A.
 McGregor, James L.
 McGurn, William
 McHenry, Donald F.
 McKean, David
 McKenney, Morgan
 McKeon, Elizabeth A.
 McKeon, Robert B.
 McKibben, Tracy B.
 McLarty, Thomas F. III
 McLaughlin, Charles
 James IV
 McLaughlin, John E.
 McLean, Mora L.

McLean, Sheila Avrin
 McLin, Jon Blythe
 McManus, Doyle
 McManus, Jason D.
 McMaster, Herbert
 Raymond
 McMullin, D. Evan†
 McNally, Elizabeth Young
 McNamara, Dennis L.
 McNamara, Kathleen R.
 McNamara, Thomas E.
 McNamer, Bruce W.
 McNaugher, Thomas L.
 McNeese, Thomas
 McPeak, Merrill A.
 McPherson, M. Peter
 McQuade, Lawrence C.
 McWade, Jessica C.
 Meacham, Carl E.
 Meacham, Jon
 Mead, Dana G.
 Mead, E. Scott
 Mead, Walter Russell
 Meadows, Jeanne Terry
 Mearsheimer, John J.
 Medavoy, Mike
 Medawar, Adrienne
 Medina, Kathryn B.
 Medish, Mark Christian
 Medley, Richard
 Meers, Sharon I.
 Meertens, Michelle A.
 Meese, Michael J.
 Mehlman, Kenneth B.
 Mehra, Sanjeev K.*
 Mehreteab, Ghebre Selassie
 Mehta, Ved
 Meigs, Montgomery C.
 Meiman Hock, Kellie*
 Meissner, Doris M.
 Meister, Irene W.
 Melby, Eric D.K.
 Melloan, George R.
 Melton, Carol A.
 Melwani, Anish
 Mendelson, Sarah E.
 Mendelson Forman,
 Johanna
 Mendlovitz, Saul H.
 Mendonca, Lenny*
 Mendoza, Roberto G.
 Menges, Carl B.
 Menon, Rajan
 Menschel, Robert B.
 Merkel, Claire Sechler
 Merkel, David Austin

* Elected to membership in 2011.

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Meron, Theodor
 Merow, John E.
 Merritt, Jack Neil
 Merszei, Zoltan
 Mesdag, Willem
 Meselson, Matthew S.
 Messmer, Michael
 Mestres, Ricardo A. Jr.
 Metzger, Barry
 Metzl, Jamie Frederic
 Meyer, Edward C.
 Meyer, John Robert
 Meyer, Karl E.
 Meyer, Michael Ryder
 Meyer, Noa†
 Meyerman, Harold J.
 Michaels, Jon Douglas
 Michaels, Marguerite
 Michel, Christopher
 Prentiss
 Mickiewicz, Ellen
 Midgley, Elizabeth
 Mihaly, Eugene B.
 Mikell, Gwendolyn
 Miles, Edward L.
 Milestone, Judith B.
 Millard, Robert B.
 Miller, Aaron David
 Miller, Alisa*
 Miller, Amber D.
 Miller, Anthony Murray
 Miller, Charles R.
 Miller, Christopher D.
 Miller, David Charles Jr.
 Miller, Debra Lynn
 Miller, Eyrique V.†
 Miller, Franklin C.
 Miller, Judith
 Miller, Ken
 Miller, Leland Rhett
 Miller, Linda B.
 Miller, Matthew L.
 Miller, Paul D.
 Miller, Scott L.
 Miller, Thomas J.
 Miller, William Green
 Miller, William Scott II
 Millington, John A.
 Mills, Bradford
 Mills, Karen Gordon
 Mills, Susan Linda
 Milner, Helen V.

Mintz, Daniel R.
 Mir, Aimen N.†
 Miranda, Lourdes R.
 Miscik, Jami
 Mishkin, Alexander V.
 Mitchell, Andrea
 Mitchell, Arthur M. III
 Mitchell, George J.
 Mitchell, Patricia E.
 Mitchell, Wandra G.
 Mixer, Jonathan Cobb
 Mize, David M.
 Mizel, Larry A.
 Mochizuki, Kiichi
 Moe, Sherwood G.
 Moffett, George D.
 Molano, Walter Thomas
 Mondale, Walter F.
 Moniz, Ernest J.
 Montelongo, Michael
 Montgomery, George
 Cranwell
 Montgomery, Harold H.
 Montgomery, Mark C.
 Montgomery, Parker G.
 Montgomery, Philip
 O'Bryan III
 Montoya, Manuel-Julian†
 Moock, Joyce Lewinger
 Moody, Jim
 Moody, William S.
 Moore, John J. Jr.
 Moore, John M.
 Moore, John Norton
 Moore, Jonathan
 Moore, Julia A.
 Moore, Wes W.
 Moorman, Thomas S. Jr.
 Moose, George E.
 Moose, Richard M.
 Mora, Alberto J.
 Mora, Antonio G.
 Moran, Michael E.
 Moran, Terence P.
 Moran, Theodore H.
 Moravcsik, Andrew
 Morey, David Edward
 Morgan, Charlotte M.
 Morin, James†
 Morin, Jamie
 Morningstar, Richard L.
 Morris, Charles R.
 Morris, Frederic A.
 Morrison, J. Stephen
 Morrissey, Arthur C.
 Morse, Andrew L.

Morse, Edward L.
 Morse, Kenneth P.
 Morse, Stephen S.
 Mortimer, David H.
 Mosbacher, Robert A. Jr.
 Moseley, T. Michael
 Moser, Joel H.*
 Moses, Alfred H.
 Mosettig, Michael David
 Moskow, Michael H.
 Moss, Ambler H. Jr.
 Moss, Jeff*
 Mossman, James
 Motley, Joel W.
 Mottahedeh, Roy P.
 Motulsky, Daniel T.
 Mouat, Lucia
 Moyer, Homer E. Jr.
 Mroz, John Edwin
 Mudd, Daniel H.
 Mudd, Margaret F.
 Mujal-Leon, Eusebio
 Mulberger, Virginia A.
 Mulcahy, Anne M.
 Mulford, David C.
 Mullaney, Craig M.†
 Muller, Edward R.
 Muller, Steven
 Mundie, Craig James
 Muñoz, George
 Munroe, Alexandra
 Kneeland
 Munroe, George B.
 Munsch, Stuart B.
 Munyan, Winthrop R.
 Murase, Emily Moto
 Murdoch, Rupert
 Murdock, Deroy
 Murdy, William F.
 Murphy, Ewell E. Jr.
 Murphy, Richard W.
 Murray, Alan S.
 Murray, Douglas J.
 Murray, Ian P.
 Murray, Janice L.
 Murray, Lori Esposito
 Murray, Robert J.
 Muse, Martha Twitchell
 Musham, Bettye Martin
 Muthiah, Radha
 Mutua, Makau W.
 Muzinich, Justin George
 Myers, Richard B.
 Myerson, Roger B.*
 Myerson, Toby S.
 Myrow, Stephen A.

N
 Nachman, David Eli
 Nacht, Michael
 Nadiri, M. Ishaq
 Nagl, John A.
 Nagorski, Andrew
 Na'im, Moisés
 Nájera, Peter F.
 Nakhleh, Emile A.
 Napolitano, Janet A.
 Nash, William L.
 Nasr, Vali R.
 Nathan, James A.
 Nathanson, Marc B.
 Nathoo, Raffiq A.
 Nau, Henry R.
 Naughton, Barry J.
 Neal, Jeffrey C.
 Neal, Stephen L.
 Nealer, Kevin G.
 Nederlander, Robert Jr.
 Negroponte, Diana Villiers
 Negroponte, John D.
 Neier, Aryeh
 Nelson, Abigail
 Nelson, Anne
 Nelson, Daniel N.
 Nelson, Merlin E.
 Nelson, Richard D.*
 Nelson, Robert L. Jr.
 Nelson, Thomas C.*
 Nepomnyashchy, Catharine
 Theimer
 Nesbit, Lynn
 Neuberger, Anne
 Neuger, Win J.
 Neuman, Stephanie G.
 Neureiter, Norman P.
 Newberg, Esther R.
 Newburg, Andre
 Newcomb, Nancy S.
 Newhouse, John
 Newman, Jay H.
 Newman, Pamela J.
 Newman, Pauline
 Newman, Priscilla A.
 Newman, Richard T.
 Newton, M. Diana Helweg
 Nexon, Daniel H.
 Ney, Edward N.
 Nguyen, Tuan H.
 Nicholas, N. J. Jr.
 Nichols, Rodney W.
 Nicholson, Jan
 Nides, Thomas R.
 Niehuss, John M.

* Elected to membership in 2011.

† Elected to a five-year term membership in 2011.

Niehuss, Rosemary Neaher	O'Keefe, Daniel†	Oxnam, Robert B.	Paul, Roland A.
Nielsen, Nancy	Oliva, L. Jay	Oye, Kenneth A.	Paulson, Henry M. Jr.
Nielsen, Suzanne Christine	Oliver, April A.		Paulson, John*
Nilsson, Keith R.*	Oliver, Jack L. III*	<i>P</i>	Paulus, Judith K.
Nilsson, Kenneth A.	Ollivant, Douglas A.	Paal, Douglas Haines	Paumgarten, Nicholas
Nimetz, Matthew	Olson, Jane T.	Pachios, Harold C.	Biddle
Nimr, Amer N.*	Olson, Lyndon L. Jr.	Pachon, Harry P.	Pavel, Barry
Nitze, William A.	Olson, Ronald L.	Packard, George R.	Pearl, Frank H.
Noam, Eli M.	O'Malley, Cormac K.H.	Padrón, Eduardo J.	Pearlstine, Norman
Nogales, Luis G.	Omestad, Thomas E.	Page, Carter W.	Peckham, Gardner G.
Nolan, Janne Emilie	O'Neal, E. Stanley	Paine, George C. II	Pedersen, Richard Foote
Noland, Marcus	O'Neil, Kathleen A.	Paisner, Bruce Lawrence	Pederson, Rena M.
Nolte, William M.	O'Neil, Michael J.	Pakula, Hannah C.	Pelletreau, Robert H. Jr.
Nonacs, Eric Steven	O'Neil, Shannon K.	Palmer, Mark	Peña, Federico F.
Noonan, Peggy	O'Neill, Brian Deveraux	Palmer, Matthew A.	Penn, Lawrence Edward III
Nooter, Robert Harry	O'Neill, Mark	Palmer, Ronald D.	Penn, Mark Jeffrey
Norman, William S.	O'Neill, Matthew	Pan Sloane, Esther	Pereira, Dylan C.
Norquist, Grover Glenn	O'Neill, Michael J.	Pandith, Farah Anwar*	Perella, Joseph R.
Northup, Nancy J.	Onek, Joseph N.	Paperin, Stewart J.	Peretz, Don
Norton, Augustus Richard	Onyeagoro, Obinna A. Jr.	Pardee, Scott E.	Perez, Antonio F.
Norton, Eleanor Holmes	Oppenheimer, Andres M.	Pardes, Herbert	Perez, David
Norton, Patrick M.	Oppenheimer, Franz Martin	Pardew, James W.	Perez, Luis J.
Nossel, Suzanne F.	Oppenheimer, Michael F.	Parekh, Sanjay M.	Pérez-Stable, Marifeli
Noto, Lucio A.	O'Prey, Kevin P.	Parent, Louise M.	Perkin, Linda J.
Novack, Lynne Dominick	Orbach, Ashley†	Paris, Jonathan	Perkins, Edward J.
Novogratz, Jacqueline	Orbach, Benjamin†	Parker, Elizabeth Rindskopf	Perkins, Roswell B.
Novotny, Thomas E.	Ordway, John M.	Parker, Emily D.	Perkovich, George R.
Nuechterlein, Jeffrey D.	O'Reilly, David J.	Parker, Jay M.	Perlman, Janice Elaine
Nunn, Sam	Orentlicher, Diane	Parker, Michelle S.†	Perlmutter, Barbara S.
Nusratty, Timur	Orlins, Stephen A.	Parker, Penny L.	Perlmutter, Louis
Nussbaum, Bruce	Ornstein, Norman J.	Parker Feld, Karen	Perritt, Henry H. Jr.
Nye, J. Benjamin H.	O'Rourke, Patrick J.	Parkinson, Roger P.	Perry, Robert C.
Nye, Joseph S. Jr.	Orr, Robert C.	Parks, Michael Christopher	Perry, William J.
Nye, Seth†	Orrenius, Pia M.	Parsky, Gerald L.	Persico, Joseph E.
<i>O</i>	Orszag, Peter R.	Parsons, Richard D.	Peschka, Mary Porter
Oakley, Phyllis E.	Osborn, John E.	Pascal, Alexander J.	Peters, Mary Ann
Oberdorfer, Don	Osborne, Richard de J.	Pascual, Carlos E.	Peters, Michael P.
Ocampo, Juan	Osius, Margaret Elizabeth	Passer, Juliette M.	Petersen, Mathew Scott*
Ochoa-Brillembourg, Hilda	Osman, Hoda K.	Passman, Pamela S.	Peterson, Holly
O'Cleireacain, Carol	Osmer McQuade, Margaret	Paster, Howard G.	Peterson, Michael A.
Odeen, Philip A.	Osnos, Peter L.W.	Pastor, Robert A.	Peterson, Peter G.
Odell, John S.	Osnos, Susan Sherer	Patel, Ebrahim S.	Petraeus, David H.
Oettinger, Anthony G.	Osterholm, Michael T.	Patrick, Hugh T.	Petree, Richard W. Jr.
Offenheiser, Raymond C. Jr.	Osterling, Scott†	Patrick, Stewart M.	Petri, Thomas E.
Offit, Morris W.	Ostrander, F. Taylor	Patrick, Thomas Harold	Petro, James Benjamin
O'Flaherty, J. Daniel	O'Sullivan, Meghan L.	Patricof, Alan Joel	Pettibone, Peter J.
Oh, Kongdan	Otero, Maria	Patricof, Jonathan	Petty, John R.
O'Hanlon, Michael	O'Toole, Tara Jeanne	Patricof, Susan E.	Peyronnin, Joseph Felix
O'Hearn, Katherine I.	Otto, Eric H.	Patrikis, Ernest T.	Pfaltzgraff, Robert L. Jr.
Okata, Maritza U.	Ovitz, Michael S.	Patron, Michelle N.	Pfeiffer, Jane Cahill
Okawara, Merle Aiko	Owen, Henry David	Patterson, Eric D.	Pfeiffer, Leon K.
	Owen, Roberts Bishop	Patterson, Nicholas	Pfeiffer, Steven B.
	Owens, James W.	Patterson, Patricia M.	Pham, Minh-Thu Duong
	Owens, William A.	Patterson, Rebecca	Phan, Dang Tan
	Oxman, Bernard H.	Pattiz, Norman J.	Pharr, Susan J.
	Oxman, Stephen A.	Paul, Douglas L.	Phelan, John J. Jr.

* Elected to membership in 2011.

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Phelps, Edmund S.
Phillips, Cecil M.
Phillips, David L.
Phillips, Jeanne L.
Phillips, Katherine†
Phillips-Barrasso, Kate
Phu, Elizabeth M.
Pickering, Thomas R.
Pieczenik, Steve R.
Piedra, Alberto M. Jr.
Pierce, Eric
Pierce, Lawrence W.
Pierce, Ponchitta
Piercy, Jan
Pierre, Andrew J.
Pifer, Steven K.
Pigott, Charles M.
Pike, John E.
Pilgrim, Kathryn
Pillar, Paul R.
Pillsbury, Marnie S.
Pillsbury, Michael
Pincus, Walter H.
Pipes, Daniel
Pipes, Richard
Pisano, Anthony Robert
Pisar, Leah
Pitts, Joe W. III
Piverger, Jacques-Philippe
Pizzarello, Louis D.
Plaks, Livia B.
Plasencia, Jorge†
Platt, Alan A.
Platt, Alexander H.
Platt, Nicholas
Platt, Sheila Maynard
Plattner, Marc F.
Plepler, Richard L.
Plutzik, Jonathan
Poats, Rutherford M.
Pocalyko, Michael N.
Pogue, Richard W.
Poizner, Stephen L.
Pokempner, Dinah R.
Polk, William R.
Pollack, Carol A.
Pollack, Gerald A.
Pollack, Jonathan D.
Pollack, Kenneth
 Michael
Pollack, Lester
Pollock, Robert Lansing

Pond, Elizabeth
Poneman, Daniel Bruce
Pool-Eckert, Marquita J.
Popadiuk, Roman
Popkin, Anne B.
Popoff, Frank
Porat, Ruth*
Porges, Marisa L.†
Porter, Damon Shelby
Porter, John Edward
Portes, Richard
Porzecanski, Arturo C.
Posen, Adam S.
Posen, Barry R.
Posner, Michael
Poste, George H.
Postol, Theodore A.
Potter, William C.
Powell, Colin L.
Powell, Dina Habib
Powell, Jerome H.
Powell, Nancy J.
Powell Jobs, Laurene*
Powers, Averill L.
Powers, Thomas
Powers, Timothy E.
Pozen, Robert C.
Pranger, Robert J.
Prasso, Sheridan T.
Pregenzer, Arian L.
Press, William H.
Pressler, Larry
Preston, Stephen W.
Prewitt, Kenneth
Price, Bryan C.
Price, Daniel M.
Price, John R. Jr.
Price, Raymond K. Jr.
Price, Robert
Price, Steven
Priest, William W. Jr.
Prieto, Daniel B. III
Prince, Charles O. III
Pritzker, Penny S.
Pritzker, Thomas J.
Proenza, Luis M.
Prueher, Joseph Wilson
Pryce, Jeffrey F.
Puchala, Donald James
Puckett, Robert H.
Pulling, Edward L.
Pulling, Thomas L.
Purcell, Susan Kaufman
Puri, Shaifali
Pursley, Robert E.
Pustay, John S.

Putnam, Robert D.
Pyle, Kenneth B.
Pyle, Michael†

Q

Qalbani, Adeel†
Quainton, Anthony C.E.
Quam, Lois E.
Quandt, William B.
Quartel, Robert Jr.
Quelch, John Anthony
Quester, George H.
Quigley, Kevin F.F.
Quinn, Jane Bryant

R

Raab, Jennifer J.
Rabb, Bruce
Radtke, Robert W.
Rahman, Anika
Rahman, Zeenat
Raines, Franklin D.
Raisian, John
Ramakrishna, Kilaparti
Ramaswamy, Sangeetha†
Ramchandani, Sunny†
Ramer, Bruce M.
Ramer, Lawrence J.
Ramirez, Lilia L.
Ramo, Simon
Ramsay, Alston B.†
Ramsey, W. Russell
Rand, Dafna Hochman
Randall, Lisa
Randolph, R. Sean
Randt, Clark T. Jr.
Ranis, Gustav
Rankin, Clyde E. III
Raphel, Robin Lynn
Rapp, Edward J.*
Rappaport, Alan H.
Rascoff, Samuel James
Rashid, Hussein
Ratchford, J. Thomas
Rather, Dan
Ratner, Ely S.
Ratnesar, Romesh M.
Rattner, Steven L.
Rattray, Gregory John
Rauch, Rudolph S.
Raul, Alan Charles
Raustiala, Kal
Ravenal, Earl C.
Ravich, Samantha F.
Ravitch, Richard
Raymond, David A.

Raymond, Douglas A.
Raymond, Lee R.
Reade, Claire E.
Realuyo, Celina B.
Rebolledo, Iván C.
Reckford, Jonathan T.M.
Rediker, Douglas Alan
Reed, Charles B.
Reed, Jack
Reed, Joseph Verner
Reed, Lucy Ferguson
Reese, William Sears
Reffkin, Robert
Regan, Ned
Regan, Trish
Regens, James L.
Rehman, Asim
Reichert, William M.
Reid, Ogden
Reiling, Peter A.
Reilly, Saskia Shane
Reilly, William K.
Reimer, Dennis Joe
Reimers, Fernando Miguel
Reinhardt, John E.
Reinhart, Carmen M.
Reinharz, Jehuda
Reisman, William Michael
Reiss, Mitchell B.
Remache, Julie Ann
Remington, Thomas F.
Remnick, David J.
Renfrew, Charles Byron
Rennie, Milbrey
Rennie, Renate
Renuart, Victor Eugene Jr.
Reppert, John C.
Resnicoff, Arnold E.
Resor, Stanley R.
Ressel, Teresa M.
Rethmeier, Blain K.
Reuter, Timothy
Revere, Evans J.R.
Revesz, Richard L.
Revzin, Philip S.
Reynoso, Julissa
Rhodes, William R.
Ricardel, Mira R.
Rice, Condoleezza
Rice, Donald S.
Rice, Joseph A.
Rice, Joseph Lee III
Rice, Susan E.
Rich, John H. Jr.
Rich, Michael D.
Richard, Anne C.

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Richards, Paul G.
 Richards, Stephen H.
 Richardson, Frank E.
 Richardson, Henry J. III
 Richardson, William B.
 Richardson, William R.
 Richardson, Yolonda C.
 Richburg, Keith B.
 Richter, Anthony
 Riddell, Malcolm C.
 Ridgway, Rozanne L.
 Rieckhoff, Paul
 Rieff, David
 Rielly, John E.
 Riffat, Imran
 Rifkind, Robert S.
 Riordan, Michael L.
 Riotta, Giovanni
 Rishikof, Harvey
 Ritch, John B. III
 Rivkin, David B. Jr.
 Rivkin, David W.
 Rivlin, Alice M.
 Rizk, Nayla M.
 Roach, Stephen S.*
 Robb, Charles S.
 Robbins, Carla Anne
 Robbins, Elizabeth Jane
 Robbins, Rachel F.
 Robert, Joseph E. Jr.
 Robert, Stephen
 Roberts, Bradley H.
 Roberts, John J.
 Roberts, Walter R.
 Robinson, Barbara Paul
 Robinson, David Z.
 Robinson, Davis R.
 Robinson, James D. III
 Robinson, Linda
 Robinson, Pearl T.
 Robison, Olin C.
 Rocca, Christina B.
 Rocha, V. Manuel
 Roche, James G.
 Rockefeller, David
 Rockefeller, David Jr.
 Rockefeller, John D. IV
 Rockefeller, Nicholas
 Rockefeller, Steven C.
 Rockwell, Hays H.
 Rockwell, Keith McElroy
 Rodin, Judith
 Rodriguera, Sergio Jr.
 Rodriguez, Cristina Maria
 Rodriguez, Rita M.
 Rodriguez, Vincent A.
 Rodrik, Dani
 Roett, Riordan
 Rogers, Edward M. Jr.
 Rogers, James E.
 Rogers, John M.
 Roggero, Frederick F.
 Rogoff, Kenneth S.
 Rohan, Karen M.
 Rohatyn, Felix G.
 Rohlen, Thomas P.
 Rohlfing, Joan*
 Rokke, Ervin J.
 Roman, Nancy Ellen
 Romanowski, Alina L.
 Romberg, Alan D.
 Romer, Paul*
 Romero, Philip Joseph
 Romero-Barcelo, Carlos A.
 Rometty, Virginia M.
 Romig, Alton D. Jr.
 Rondeau, Ann E.
 Roosevelt, Theodore IV
 Rose, Charles Peete Jr.
 Rose, Daniel
 Rose, Elihu
 Rose, Gideon
 Rose, Joseph B.
 Rose, Marshall
 Roseboro, Brian C.*
 Rosecrance, Richard
 Rosen, Amy M.*
 Rosen, Arthur H.
 Rosen, Daniel H.
 Rosen, Gary
 Rosen, Jack
 Rosen, Jeffrey A.
 Rosen, Robert L.
 Rosenberg, Mark B.
 Rosenberg, Zeda F.*
 Rosenblatt, Lionel A.
 Rosenblatt, Peter R.
 Rosenblum, Mort L.
 Rosenfeld, Stephen S.
 Rosenfield, Patricia L.
 Rosenkranz, Robert
 Rosenstein, Scott A.
 Rosensweig, Jeffrey A.
 Rosenthal, Andrew M.
 Rosenthal, Douglas Eurico
 Rosenthal, Jack
 Rosenthal, Joel H.
 Rosenthal, Mitchell S.
 Rosenwald, E. John Jr.
 Rosenwald, Nina
 Rosenzweig, Robert M.
 Rosett, Claudia
 Rosner, Jeremy D.
 Rosovsky, Henry
 Ross, Christopher W.S.
 Ross, Dennis B.
 Ross, Gary N.
 Ross, Robert S.
 Ross, Thomas Jr.
 Rossabi, Morris
 Rosso, David J.
 Rossotti, Charles O.
 Rostow, Nicholas
 Rotberg, Robert I.
 Roth, Kenneth
 Roth, Stanley O.
 Roth, William M.
 Rothkopf, Adrean Scheid
 Rothkopf, David Jochanan
 Rottenberg, Linda D.
 Roumani, Nadia
 Route, Ronald A.
 Rovine, Arthur W.
 Rowen, Henry S.
 Rowny, Edward L.
 Roy, J. Stapleton
 Rubenstein, David M.
 Rubenstein, Leonard S.
 Rubin, Arthur Mark
 Rubin, Barnett R.
 Rubin, Gretchen C.
 Rubin, James P.
 Rubin, Nancy H.
 Rubin, Nilmini Gunaratne
 Rubin, Robert E.
 Rubin, Trudy S.
 Rudder, Philip C.
 Rudenstine, Neil L.
 Rudin, William C.
 Rudman, Warren B.
 Ruenitz, Robert M.
 Ruggie, John G.
 Ruggiero, Anthony II†
 Rugh, William A.
 Rughwani, Ashish B.
 Rumbaugh, Russell†
 Rumer, Eugene B.*
 Runge, Carlisle Ford
 Rupp, George
 Ryan, Arthur F.
 Ryan, Evan M.
 Ryan, John T. III
 Ryan, Jordan Dimock
 Ryan, Kevin P.
 Ryan, Mary C.
 Ryan, Patrick G. Jr.
 S
 Sacerdote, Peter M.
 Sachs, Jeffrey D.
 Sacks, Paul M.
 Sagan, Scott D.
 Sakoian, Carol Knuth
 Salacuse, Jeswald William
 Salazar, Ana Maria
 Salbi, Zainab
 Salem, George R.
 Salomon, Richard E.
 Salomon, William R.
 Salzman, Anthony David
 Samore, Gary
 Sample, Steven B.
 Samuels, Barbara Christie II
 Samuels, Michael A.
 Samuels, Richard J.
 Sanchez, Francisco J.*
 Sanchez, Miguel Antonio
 Sanchez, Orlando
 Sandalow, David
 Sandberg, Sheryl K.
 Sandel, Michael J.
 Sander, Alison B.
 Sanders, Barry A.
 Sanders, Marlene
 Sanderson, Steven E.
 Sands, Amy
 Sanger, David E.
 Sanok, Stephanie
 Sapiro, Miriam
 Sapolsky, Harvey M.
 Sapp Mancini, Angela*
 Sapra, Puneet†
 Sargeant, Stephen Thomas
 Sarotte, Mary Elise
 Sassen, Saskia
 Sasser, James R.
 Satcher, David
 Satloff, Robert B.
 Satter, Muneer A.
 Saujani, Reshma M.
 Saul, Ralph Southey
 Saunders, Elizabeth†
 Saunders, Harold H.
 Savitt, Jill A.*
 Sawoski, Mark
 Sawyer, Diane
 Scalapino, Robert A.
 Scarborough, Charles J.
 Schacht, Henry B.
 Schade, Karl M.†

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Schadlow, Nadia
Schaffer, Howard Bruner
Schaffer, Teresita C.
Schake, Kori
Schearer, S. Bruce
Schecter, Jerrold L.
Schecter, Kate S.
Scheffer, David J.
Scheinman, Lawrence
Schell, Orville Hickok
Schell, Theodore H.
Scher, Peter L.*
Schick, Thomas
Schieffer, Bob L.
Schifter, Richard
Schiller, Vivian L.
Schlesinger, David*
Schlesinger, James R.
Schlesinger, Leonard A.*
Schlesinger, Stephen C.
Schlickemaier, William†
Schlosser, Herbert S.
Schmemmann, Serge
Schmidt, Benno Jr.
Schmidt, Eric
Schmitt, Eric P.
Schmoke, Kurt L.
Schnabel, Rockwell A.
Schneider, Jan
Schneider, Kammerle
Schneider, Mark E.
Schneider, William
Schneider, William Jr.
Schneidman, Witney W.
Schneier, Arthur
Schoen, Douglas E.
Schoettle, Enid C.B.
Schrage, Elliot J.
Schrage, Steven Patrick
Schrager, Allison†
Schramm, Carl J.
Schreiber, Brian T.
Schroeder, Christopher
Matthew
Schubert, Richard Francis
Schuepbach, Martin A.
Schuker, Jill A.
Schulhof, Jonathan N.
Schulhof, Michael Peter
Schultz, Tammy S.
Schulz, Laura Abrahams
Schulz, William F.

Schumacher Matos,
Edward
Schwab, George D.
Schwab, Susan Carroll
Schwalbe, Nina Rebecca
Schwartz, Bernard L.
Schwartz, Daniel Ian*
Schwartz, Eric Paul
Schwartz, Norton A.
Schwartz, Peter
Schwarz, Adam
Schwarzer, William W.
Schwarzman, Stephen A.
Schwebel, Stephen M.
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Sciutto, James E.
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Scott, Jeannine B.
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Scowcroft, Brent
Scully, Timothy R.
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Sears, Jonathan E.
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Sedoy, Michael P.
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Seibold, Frederick C. Jr.
Seiple, Chris
Sekulow, Eugene A.
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Semetko, Holli A.*
Sender, Henny
Sennett, Richard
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Sewell, John W.
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Shafer, Jeffrey R.
Shah, Raj†
Shah, Smita
Shailor, Barbara
Shalala, Donna E.
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Elizabeth
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Slaughter, Richard A.

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 Sundiata, Ibrahim K.
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 Talbott, Strobe
 Talwar, Nick
 Talwar, Puneet
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 Tananbaum, Steven A.
 Tang, David K.Y.
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 Theros, Patrick N.
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 Thiessen, Marc Alexander
 Thoman, G. Richard
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 Tillman, Seth P.
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 Timothy, Kristen
 Timpson, Sarah Livingston
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 Tingle-Smith, Tanisha
 Tipson, Frederick S.
 Tirana, Amina
 Tisch, Andrew Herbert
 Tisch, James S.
 Tiven, Marjorie B.
 Todman, Terence A.
 Toft, Monica Duffy
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 Torano, Maria Elena
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 Townsend, Frances Fragos
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 Treadway, Stephen J.
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 Tsehai, Elizabeth G.
 Tsipis, Kosta
 Tucher, H. Anton
 Tucker, Cynthia A.
 Tucker, Jonathan B.
 Tucker, Nancy Bernkopf
 Tuggle, Clyde C.
 Tulbah, Ali H.
 Tuminez, Astrid S.
 Tung, Ko-Yung
 Tung, Savio Wai-Hok
 Tuohey, Brendan
 Turekian, Vaughan C.
 Turner, J. Michael
 Turner, James M.
 Turner, Robert F.
 Turner, Stansfield
 Tusiani, Michael D.
 Tuths, Donna M.
 Tyrrell, R. Emmett Jr.
 Tyson, Carole Henderson
 Tyson, Laura D'Andrea
- U
- Ubiñas, Luis A.*
 Udovitch, Abraham L.
 Uhlig, Mark
 Ullman, Richard H.
 Ulman, Cornelius M.
 Ulrich, Marybeth Peterson
 Ungar, Sanford J.
 Unger, David C.
 Unger, Noam Carl
 Unmacht, Julie Frances
 Untermeyer, Charles Graves
 Upham, Samuel Phineas
 Upton, Maureen T.
 Urben, Heidi
 Usher, William R.
 Ussery, Terdema L. II
 Utgoff, Victor A.
 Utley, Garrick
- V
- Vagts, Detlev F.
 Vaitheeswaran, Vijay V.
 Vaky, Viron P.
- Valenta, Jiri
 Valentine, Curtis C. †
 Valentine, Debra A.
 Valenzuela, Arturo A.
 van Agtmael, Antoine W.
 Vance, Elsie Nicoll
 Vande Berg, Marsha
 vanden Heuvel, Katrina
 vanden Heuvel, William J.
 van der Vink, Gregory E.
 Van Dusen, Michael H.
 Van Dyk, Ted
 Van Evera, Stephen
 Van Oudenaren, John
 van Vliet, Carina †
 Van Zandt, David Edgar
 Varela, Marta B.
 Varmus, Harold E.
 Vaughan, Patricia C.*
 Vecchi, Sesto E.
 Veit, Carol Michele
 Veit, Lawrence A.
 Veliotes, Nicholas A.
 Vendley, William F.
 Veneman, Ann M.
 Venkayya, Rajeev V.
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 Verma, Richard R.
 Verrastro, Frank Anthony
 Verstandig, Toni G.
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 Vick, Edward H.
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 Vlastic, Mark V.
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 von Eckartsberg, Gayle Rose
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von Mehren, Robert B.
Votaw, Carmen Delgado
Vradenburg, George III
Vuono, Carl E.

W

Wachner, Linda J.
Wachtel, Andrew Baruch
Wadsworth Darby, Mary
Wager, Todd K.
Waggoner, Robert C.
Wahba, Marcelle M.*
Wainstein, Kenneth L.*
Wais, Marshall I. Jr.
Wait, Jarett F.
Waldman, Adir G.
Waldron, Arthur
Wales, Jane M.
Walker, Charls E.
Walker, George R.
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Walker, John L.
Walker, Nancy J.
Walker-Huntley, Mary L.
Wall, Christopher R.
Wall Spitzer, Silda Alice
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Wallerstein, Celeste Ann
Wallerstein, Mitchel B.
Wallich, Christine I.
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Walsh, Ian K.
Walsh, Michaela
Walsh, Patrick M.
Walt, Stephen M.
Walters, Barbara
Walton, Anthony John
Walton, R. Keith
Waltz, Kenneth N.
Waltz, Michael
Wang, Fei-Ling
Wang, Tom
Wanger, Leah Zell
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Waxman, Sharon
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Wells, Louis T. Jr.
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West, Togo D. Jr.
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Westin, Sherrie Rollins
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Whitaker, Jennifer Seymour
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White, Maureen
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Whitman, Marina v.N.
Whitney, Craig R.
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Wirth, Timothy E.
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 Woodruff, Robert W.
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Y

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Z

Zabel, William D.
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 Zemmol, Jonathan I.
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 Zheng, Nan†
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 Zilkha, Ezra K.
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 Zimmerman, Peter D.
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 Zingher, Tally†
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 Zittrain, Jonathan L.
 Zoellick, Robert B.
 Zogby, James J.
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 BP p.l.c.
 CA Technologies
 Citi
 Credit Suisse
 eni
 Fortress Investment Group LLC
 GoldenTree Asset Management
 Guardsmark LLC
 HP
 Kingdon Capital Management

Kohlberg Kravis Roberts & Co.
 Korn/Ferry International
 Lazard
 Lockheed Martin Corporation
 Mars, Inc.
 MetLife
 The McGraw-Hill Companies
 Moody's Investors Service
 Morgan Stanley
 New Media Investments
 Parsons Corporation
 Omnicom Group Inc.
 Reliance Industries Limited
 Rio Tinto
 Shell Oil Company
 Soros Fund Management
 Standard Chartered Bank
 Toyota Motor North America, Inc.
 UBS AG
 Veritas Capital LLC
 Weiss Multi-Strategy Advisors, LLC

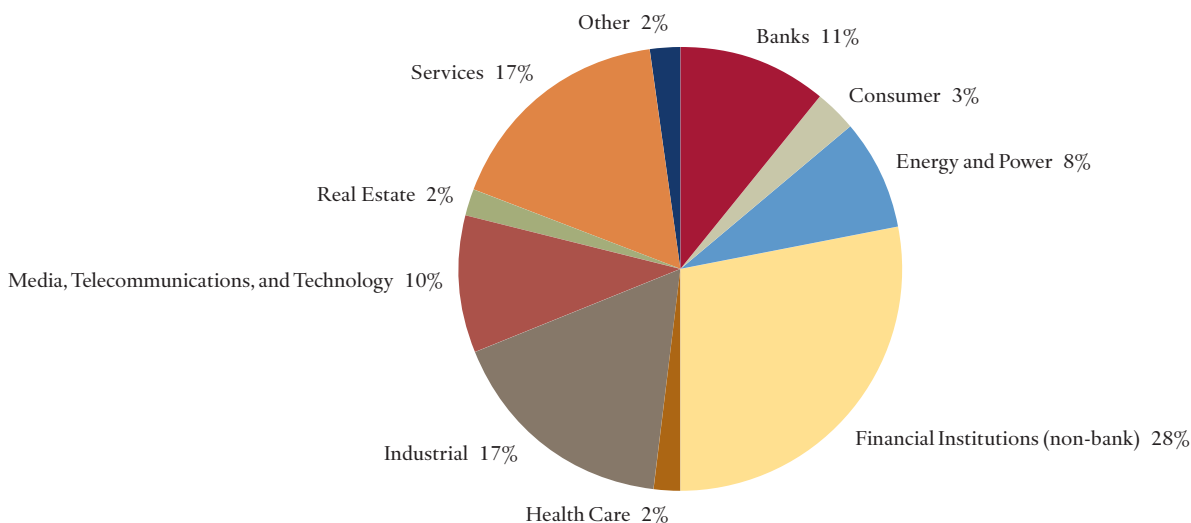
PREMIUM

ACE Limited
 AEA Investors LP
 Airbus Americas, Inc.

Allen & Overy LLP
 Allied World Assurance Company, Ltd.
 Apollo Management, LP
 Aramco Services Company
 AREVA Inc.
 Arnhold and S. Bleichroeder
 Holdings, Inc.
 Arnold & Porter LLP
 AT&T
 Baker Capital Corp.
 Baker, Nye Advisers, Inc.
 The Baldwin-Gottschalk Group
 Banco Mercantil
 The Bank of New York Mellon
 Corporation
 BASF Corporation
 BGR Group
 Bingham McCutchen LLP
 The Blackstone Group L.P.
 Bloomberg
 BNP Paribas
 The Boeing Company
 Booz Allen Hamilton Inc.
 Bunge Limited
 Canadian Imperial Bank of
 Commerce

CORPORATE PROGRAM MEMBERSHIP

SECTOR REPRESENTATION



Caterpillar Inc.	Mitsubishi Heavy Industries America, Inc.
Caxton Associates	Mitsubishi International Corporation
Chartis	Mitsui & Co. (U.S.A.), Inc.
Cisneros Group of Companies	Moore Capital Management LLC
CIT Group Inc.	New York Life Insurance Company
Clarium Capital Management, LLC	The News Corporation
Cleary Gottlieb Steen & Hamilton LLP	Northrop Grumman
CNA	NYSE Euronext
The Coca-Cola Company	Occidental Petroleum Corporation
ConocoPhillips Company	The Olayan Group
Continental Properties	PepsiCo, Inc.
Control Risks Group	Pfizer Inc.
Corsair Capital	PricewaterhouseCoopers LLP
Covington & Burling	Principal Financial Group
Craig Drill Capital Corporation	Prudential Financial
Crédit Agricole Corporate and Investment Bank	Raytheon Company
De Beers	Rho Capital Partners
Deere & Company	Rothschild North America, Inc.
Deloitte.	Sandalwood Securities, Inc.
Deutsche Bank AG	Siguler Guff & Company L.P.
Duke Energy Corporation	Silver Lake Partners
DynCorp International	Simpson Thacher & Bartlett LLP
Economist Intelligence Unit	Sony Corporation of America
Energy Intelligence Group, Inc.	Standard & Poor's
Equinox Partners, L.P.	Sullivan & Cromwell LLP
Estee Lauder Companies Inc.	T. Rowe Price Group
Federal Express Corporation	The Tata Group
Freeport-McMoRan Copper and Gold Inc.	Telefónica Internacional U.S.A.
Future Pipe Industries, Inc.	Thomson Reuters
General Atlantic LLC	Time Warner Inc.
General Electric Company	Tishman Speyer Properties, Inc.
Gibson, Dunn & Crutcher, LLP	TOTAL S.A.
GlaxoSmithKline	United Technologies Corporation
Google, Inc.	U.S. Chamber of Commerce
Granite Associates LP	Verizon Communications
Greenberg Traurig LLP	Visa Inc.
Harbinger Capital Partners	Volkswagen Group of America, Inc.
Hitachi, Ltd.	Vornado Realty Trust
IBM Corporation	Walmart
Indus Capital Partners, LLC	Warburg Pincus LLC
Intesa Sanpaolo	Wyoming Investment LLC
Invus Group, LLC	Xerox Corporation
ITOCHU International	Zephyr Management, L.P.
Jacobs Asset Management, LLC	Ziff Brothers Investments LLC
Kroll	
MacAndrews & Forbes Holdings Inc.	<i>ASSOCIATES</i>
Mannheim LLC	AARP
Marsh & McLennan Companies, Inc.	Banca d'Italia
Marubeni America Corporation	Hemispheric Partners
MBIA Insurance Corporation	Japan Bank for International Cooperation
MeadWestvaco Corporation	Oxford Analytica Inc.
Merck & Co., Inc.	Thunder II
Microsoft Corporation	Turkish Industrialists' and Businessmen's Association
Milbank, Tweed, Hadley & McCloy LLP	

Note: This list of Corporate members is current as of July 1, 2011.

For more information, please contact the Corporate Program at 212.434.9684 or corporate@cfr.org.

BENEFITS OF CORPORATE MEMBERSHIP

PREMIUM (\$30,000)

- Invitations for multiple executives to participate in more than three hundred events each year in New York, Washington, DC, and across the nation
- Participation in quarterly briefings by CFR's president
- Access to interactive, rapid-response briefings and analysis by CFR fellows on breaking crises and events
- One private briefing by a CFR fellow tailored to the company's interests
- Multiple executives may take part in the Corporate Conference, a yearly summit on geopolitical and geoeconomic challenges
- Executives and designated employees of your organization may log in to the members-only section of CFR.org, containing information on upcoming meetings, advance access to *Foreign Affairs*, conference call and meeting replays, research publications, and analysis by CFR fellows on contemporary policy issues
- Multiple subscriptions to *Foreign Affairs*, discounted individual subscriptions for all employees, bulk subscription discounts, and special shipping rates
- Member rates for rental of the Harold Pratt House meeting facilities in New York City, and the 1777 F Street building in Washington, DC
- Acknowledgment in CFR literature

PRESIDENT'S CIRCLE (\$60,000)

- All benefits of Premium membership
- Invitations for senior executives to attend two to three small, private events with world leaders
- Priority registration for high-level events
- One additional private briefing by a CFR fellow tailored to the company's interests
- Opportunities for executives to participate in select in-depth study groups and roundtables led by CFR fellows
- Invitations for executives to participate in at least one trip led by a member of CFR leadership (travel fees will apply)
- Invitations for senior executives to attend the annual fall dinner for the CFR Board of Directors
- Professional development opportunities for two rising executives to participate as "Corporate Leaders" in the CFR Term Member Program
- Special advertising rates in *Foreign Affairs*

FOUNDERS (\$100,000)

- All benefits of President's Circle and Premium memberships
- One additional private briefing by a CFR fellow tailored to the company's interests
- Invitations for executives to attend the CFR monthly roundtable series with fellows
- Invitations for senior executives to attend the annual winter dinner with CFR leadership
- Complimentary use of the prestigious Harold Pratt House ballroom and library for a single corporate event (based on availability)

Endowed and Named Chairs, Fellowships, and Lectureships

ENDOWED CHAIRS, 2010–2011

RALPH BUNCHE CHAIR IN AFRICA POLICY STUDIES

In 2003, the Council on Foreign Relations established the first endowed chair in Africa policy studies at any U.S. think tank or public policy school. This scholar addresses matters of economic and political development in Africa. The chair is held by **John Campbell**.

DOUGLAS DILLON FELLOWSHIP

Each year, the Council names one of its younger fellows the Dillon Fellow, in honor of former Council vice chairman Douglas Dillon. **Shannon K. O’Neil** is the current Dillon Fellow.

ENI ENRICO MATTEI CHAIR

IN MIDDLE EAST AND AFRICA STUDIES

This chair was established in 2009 through a generous gift from Eni and was named in honor of Eni’s founder, Enrico Mattei, who played a significant role in the transformation of Eni into a global energy company. **Robert Danin** became the first chair holder in June 2010.

MAURICE R. GREENBERG CHAIR, VICE PRESIDENT, DIRECTOR OF STUDIES

This chair was established in 1997 with contributions from the friends and colleagues of Maurice R. Greenberg in recognition of his commitment to developing new ideas for U.S. foreign policy and his outstanding leadership of the Council. The chair is held by **James M. Lindsay**.

MAURICE R. GREENBERG CHAIR IN CHINA STUDIES

This chair was established with a grant from the Starr Foundation and named for the Council’s honorary vice chairman, Maurice R. Greenberg, as a tribute to his many contributions to the Council and his long association with China.

GEORGE F. KENNAN CHAIR IN RUSSIAN AND EURASIAN STUDIES

This chair stands as a tribute to Ambassador Kennan’s notable contributions as a leading scholar and statesman and is currently held by **Stephen Sestanovich**.

JEANE J. KIRKPATRICK CHAIR IN NATIONAL SECURITY STUDIES

In 2002, the Council established an endowed senior fellowship in national security studies in honor of Jeane J. Kirkpatrick, long active in the Council and on its Board of Directors, in recognition of her special combination of scholarship, hardheadedness, and courage. **Max Boot** holds the chair.

HENRY A. KISSINGER CHAIR IN U.S. FOREIGN POLICY

This chair is named in honor of Dr. Kissinger, the fifty-sixth secretary of state of the United States and a member of the Council’s Board of Directors from 1977 to 1981, as a tribute to his contributions to the country and the Council. **Robert D. Blackwill** assumed the chair in fiscal year 2011.

PETER G. PETERSON CHAIR, EDITOR OF FOREIGN AFFAIRS

The chair is reserved for the editor of *Foreign Affairs* in recognition of Mr. Peterson’s extraordinary service to the Council as chairman of its Board of Directors from 1985 to 2007 and member since 1971. **Gideon Rose** assumed the chair in fiscal year 2011.

PHILIP D. REED CHAIR IN SCIENCE AND TECHNOLOGY

This chair was established in recognition of Mr. Reed’s contributions to the Council as a member of its Board of Directors. The chair was endowed by a gift from the Philip D. Reed Foundation with additional support provided by the Malcolm Hewitt Wiener Foundation.

NELSON AND DAVID ROCKEFELLER CHAIR IN LATIN AMERICA STUDIES

This chair honors two distinguished Americans who have been influential in the development of U.S. policy in the Western Hemisphere. The chair, held by **Julia E. Sweig**, was created to provide analysis of current developments in Latin America.

DAVID M. RUBENSTEIN CHAIR

IN ENERGY AND THE ENVIRONMENT

This chair was established in 2008 through a generous gift from Council Director David M. Rubenstein, cofounder and managing director of the Carlyle Group. **Michael A. Levi**, who directs the Council’s program on energy security and climate change, holds the chair.

HASIB J. SABBAGH CHAIR IN MIDDLE EAST STUDIES

This chair, held by **Steven A. Cook**, was established in 1994 to recognize Hasib Sabbagh’s many contributions to Middle Eastern peace efforts and to the advancement of interstate cooperation among different ethnic and religious groups.

WHITNEY H. SHEPARDSON FELLOWSHIP

The Shepardson Fellowship is periodically awarded to persons with experience and professional stature in public or academic affairs related to international relations. **Charles A. Kupchan** is the Shepardson Senior Fellow.

C. V. STARR CHAIR IN ASIA STUDIES

This chair, currently held by **Elizabeth C. Economy**, was created in 1985 through a grant from the Starr Foundation. Council members affiliated with the Starr Foundation, especially Maurice R. Greenberg, played a notable role in its establishment.

GENERAL JOHN W. VESSEY CHAIR IN CONFLICT PREVENTION

Established in honor of General Vessey, the former chairman of the Joint Chiefs of Staff, the chair was made possible by a generous gift from Council member Patrick M. Byrne, chairman of the board and president of Overstock.com, and his parents, John and Dorothy. Created to recognize the importance of conflict prevention, the chair is currently held by **Paul B. Stares**.

PAUL A. VOLCKER CHAIR IN INTERNATIONAL ECONOMICS

This chair was established in 1997 to honor Mr. Volcker, former chairman of the Board of Governors of the Federal Reserve and long active member of the Council's Board of Directors. The chair recognizes his accomplishments as an outstanding public servant and eminent international economist, and gives the Council a leading presence in international economics. The chair is held by **Sebastian Mallaby**.

SPECIAL FELLOWSHIPS

ROGER HERTOGE SENIOR FELLOWSHIP

The Hertog Fellowship was established in 2006 through a generous gift from Council member Roger Hertog, vice chairman emeritus of AllianceBernstein LP and a founder of Sanford C. Bernstein & Co., Inc. This fellowship is held by **Stephen Biddle**.

IRA A. LIPMAN SENIOR FELLOWSHIP

FOR COUNTERTERRORISM AND NATIONAL SECURITY STUDIES

The Lipman Senior Fellowship was established in 2008 through a gift from Ira Lipman, founder and chairman of Guardsmark, LLC. The chair is currently held by **Adam Segal**.

BERNARD L. SCHWARTZ SENIOR FELLOWSHIP

IN BUSINESS AND FOREIGN POLICY

This fellowship was established in 2002 with a gift from Bernard L. Schwartz and focuses on the global integration of financial markets and their significance for U.S. economic and foreign policy. The current Schwartz Fellow is **Edward Alden**.

VISITING FELLOWSHIPS

MILITARY FELLOWSHIPS

Every year, each military service nominates an outstanding candidate for a military fellowship. These fellowships enable officers to broaden their understanding of international affairs and U.S. foreign policy by spending a year in residence at the Council. This year's fellows were Colonel **Randy A. George**, U.S. Army; Colonel **Blaine D. Holt**, U.S. Air Force; Captain **Stacy A. Pedrozo**, U.S. Navy; and Colonel **Daniel D. Yoo**, U.S. Marine Corps.

EDWARD R. MURROW PRESS FELLOWSHIP

Named in honor of Edward R. Murrow and funded by the CBS Foundation, this fellowship offers a foreign correspondent or editor a period of nine months at the Council's headquarters in New York for sustained analysis and writing, free from the daily pressures that characterize journalistic life. The 2010–2011 Murrow Fellow was **Matt Pottinger**, former reporter, *Wall Street Journal*, and captain, U.S. Marine Corps in Iraq, Afghanistan, and Japan.

NATIONAL INTELLIGENCE FELLOWSHIP

This fellowship provides an opportunity for an outstanding person from the U.S. intelligence community to expand his or her knowledge of international relations through study, research, and reflection. It also offers the fellow the opportunity to participate in Council meetings and study groups. The 2010–2011 National Intelligence Fellow was **Sue M. Terry**.

STANTON NUCLEAR SECURITY FELLOWSHIP PROGRAM

Made possible by a generous grant from the Stanton Foundation, this fellowship offers promising scholars studying nuclear security issues the opportunity to spend a year in the David Rockefeller Studies Program at the Council conducting policy-relevant research. The 2010–2011 fellows were **Matthew Fuhrmann**, **Emma Belcher**, and **Jonathan Pearl**.

CYRUS R. VANCE FELLOWSHIP IN DIPLOMATIC STUDIES

This fellowship is offered to a U.S. Foreign Service officer nominated by the U.S. Department of State. The Vance Fellow spends about a year affiliated with the Council, reflecting on issues of foreign policy and participating in Council programs. The 2010–2011 Vance Fellow was **E. Candace Putnam**, former consul general in Peshawar, Pakistan.

ENDOWED AND SPECIALLY FUNDED PROGRAMS

Booz Allen Hamilton Series on Smart Power
ExxonMobil Women and Technology Series
Pieter A. Fisher Program, International Relations
Gulf Program, Middle East
W. Averell Harriman Program, Europe
HBO History Makers Series
Winston Lord Program, Asia
John J. McCloy Program, International Relations
C. Peter McColough Series on International Economics
McKinsey Executive Roundtable Series in International Economics
Thomas J. Watson Meetings Program

LECTURESHIPS AND OTHER PROGRAMMING

DARRYL G. BEHRMAN LECTURE ON AFRICA POLICY

Members of the Behrman family funded this lecture on Africa policy in memory of Darryl G. Behrman, who was originally from South Africa and had an abiding passion for Africa and international peace.

STEPHEN C. FREIDHEIM SYMPOSIUM ON GLOBAL ECONOMICS

This symposium, created to address the broad spectrum of issues affecting Wall Street and international economics,

was established through the generosity of a gift from Council member Stephen C. Freidheim, chief information officer and managing partner at Cyrus Capital Partners. This year's symposium featured **Lawrence Summers**, director of the National Economic Council and former secretary of the treasury.

ARTHUR C. HELTON MEMORIAL LECTURE

This lecture was established by the Council and the family of Council Senior Fellow Arthur C. Helton, who died in the August 2003 bombing of the UN headquarters in Baghdad. The lecture addresses pressing issues in the broad field of human rights. This year's lecture featured **Harold Koh**, legal adviser, U.S. Department of State.

JOHN B. HURFORD MEMORIAL LECTURE

Inaugurated in 2002 in memory of Council member John B. Hurford, this annual lecture features individuals who represent critical new thinking in foreign policy and international affairs. This year's lecture featured **A. Michael Spence**, Distinguished Visiting Fellow, CFR, and author of *The Next Convergence: The Future of Economic Growth in a Multispeed World*.

RUSSELL C. LEFFINGWELL LECTURE

Inaugurated in 1969, this lecture was named for Russell C. Leffingwell, a charter member of the Council who served as its president from 1944 to 1946 and as its chairman from 1946 to 1953. The lecture is given by a distinguished foreign official, who is invited to address Council members on a topic of major international significance. The lectureship was originally endowed by the Morgan Guaranty Trust Company and by Edward and Lucy Leffingwell Pulling, and more recently through the generosity of Thomas Leffingwell Pulling and his son Edward Leffingwell Pulling. This year's lecturer was **William Hague**, secretary of state for foreign and commonwealth affairs, United Kingdom.

*ROBERT B. MCKEON ENDOWED SERIES
ON MILITARY STRATEGY AND LEADERSHIP*

This series of meetings featuring prominent individuals from the military and intelligence communities has been endowed in perpetuity through a gift from Council member Robert B. McKeon, founder and president of Veritas Capital LLC. This year's lecture featured General **James Conway**, commandant, U.S. Marine Corps; General **George Casey**, chief of staff, U.S. Army; Admiral **Gary Roughead**, chief of naval operations, U.S. Navy; Admiral **Robert J. Papp Jr.**, commandant, U.S. Coast Guard; and General **Norton A. Schwartz**, chief of staff, U.S. Air Force.

DAVID A. MORSE LECTURE

Inaugurated in 1994, this lecture supports an annual meeting with a distinguished speaker. It honors the memory of lawyer, public servant, and internationalist David A. Morse, an active Council member for nearly thirty years. This year's lecturer was **Yukiya Amano**, director-general, International Atomic Energy Agency.

*KENNETH A. MOSKOW MEMORIAL LECTURE
ON HOMELAND SECURITY AND COUNTERTERRORISM*

This lecture honors the memory of longtime Council member Kenneth A. Moskow, who made this lectureship possible through a generous bequest. His intent was to establish an annual meeting to bring together the leaders of the intelligence community and promote discussion on critical issues in counterterrorism. This year's lecture featured a panel discussion on counterterrorism with **Jessica Stern**, writer and former director for Russian, Ukrainian, and Eurasian affairs, National Security Council; **Richard Falkenrath**, Shelby Cullom and Kathryn W. Davis Adjunct Senior Fellow for Counterterrorism and Homeland Security, Council on Foreign Relations; and **Leslie H. Gelb**, President Emeritus and Board Senior Fellow, Council on Foreign Relations.

DAVID ROCKEFELLER LECTURE

This lecture was endowed by the Rockefeller Foundation in 1985 for an annual African lecturer from either the governmental or the nongovernmental sector.

RUSSIA AND RUSSIAN-AMERICAN RELATIONS LECTURE

This lecture series was established in 2003 by Mikhail Fridman, chairman of the board of directors of Alfa Bank in Moscow, with the goal of helping establish a more secure footing for Russian-U.S. relations.

*BERNARD L. SCHWARTZ LECTURE
ON BUSINESS AND FOREIGN POLICY*

This lecture was established in 2002 and is funded by Bernard L. Schwartz, retired chairman and chief executive officer of Loral Space and Communications. The lecture focuses on the relationship between business and government in foreign policy. This year's lecturer was **Randall Stephenson**, chairman and chief operating officer, AT&T.

SORENSEN DISTINGUISHED LECTURE ON THE UNITED NATIONS

This lecture was established in 1996 by Theodore C. Sorensen to honor his wife, Gillian Martin Sorensen, and to commemorate her years of service to the United Nations. This year's lecture featured **Helen Clark**, administrator, United Nations Development Programme.

PAUL C. WARNKE LECTURE ON INTERNATIONAL SECURITY

This lecture, endowed by a number of Council members and the family and friends of Paul C. Warnke, commemorates his legacy of courageous service to the nation and international peace. This year's lecturer was Senator **Jack Reed** (D-RI).

International Affairs Fellowship Program

Launched in 1967, the International Affairs Fellowship (IAF) program seeks to bridge the gap between analysis and action in foreign policy by inviting individuals from the academic, business, government, media, and religious communities to engage in a variety of policy studies and actively participate in policymaking. The distinctive character of the program lies in the contrasting experiences it provides at the juncture of policy research and policy formulation. Academics and private-sector professionals spend fellowship tenures in public service or a policymaking setting, while government officials have the opportunity to study foreign policy issues in a scholarly atmosphere free from operational pressure. Generally, fellows are placed at institutions in New York and Washington, DC, for one year.

The Council on Foreign Relations also offers a country-specific fellowship that is open to U.S. citizens between the ages of twenty-seven and forty-five.

IAF in Japan, sponsored by Hitachi, Ltd., seeks to strengthen the U.S.-Japan relationship by expanding America's understanding of Japan and enhancing communication between Americans and Japanese on various common issues. Founded in 1997, the program provides fellows with the opportunity to carry out research for a period of up to one year while affiliated with an institution in Tokyo.

INTERNATIONAL AFFAIRS FELLOWS

2010–2011 PLACEMENTS

C. Spencer Abbot,* U.S. Navy. Placed at the Japan Institute for International Affairs, Tokyo.

David S. Abraham,* ClearWater Initiative. Placed at Tokyo University, Tokyo.

Travis L. Adkins, International Foundation for Electoral Systems. Placed at the U.S. Institute of Peace.

Peter M. Beck,* Stanford University. Placed at Keio University.

Joel D. Hirst, U.S. Agency for International Development. Placed at the Council on Foreign Relations.

Payton L. Knopf, U.S. Department of State. Placed at the Council on Foreign Relations.

Matthew H. Kroenig, Georgetown University. Placed at the U.S. Department of Defense.

Terra Lawson-Remer, The New School. Placed at the U.S. Department of the Treasury.

Kimberly M. McClure, U.S. Department of State. Placed at Global Kids, Inc.

Jeffrey Mankoff, Yale University. Placed at the U.S. Department of State.

Mark E. Manyin,* Library of Congress. Placed at the Japan Center for International Exchange, Tokyo.

Emily D. Parker, Asia Society. Placed at the U.S. Department of State.

Rebecca D. Patterson, U.S. Army. Placed at the Ewing Marion Kauffman Foundation and the World Bank.

Jessica Seddon, Institute for Financial and Management Research. Placed at the U.S. Environmental Protection Agency.

Richard M. Wrona, U.S. Army. Placed at the Center for Strategic and International Studies.

* International Affairs Fellow in Japan, sponsored by Hitachi, Ltd.

By-Laws of the Council

I. All members of the Council shall be elected by the Board of Directors. All members elected to the Council, other than those whose term of membership is limited by the conditions of their election, remain members until death, resignation, or action under the last paragraph of this By-Law.

The Board of Directors may elect honorary members with such membership rights, excluding the right to vote in Council affairs, as the Board may designate.

In any fiscal year, the Board is not constrained in the number of persons elected to five-year term membership so long as the total number of term members does not exceed 15 percent of the total membership. The terms and conditions of such membership shall be as prescribed by the Board, provided that those elected to such membership are between the ages of thirty and thirty-six on January 1 of the year in which their election would take place, and that so long as their term continues such members will have the full rights and privileges of Council membership.

The Board of Directors may establish such other special categories of membership having such rights and privileges, and subject to such conditions, as the Board may designate.

A New York Area member is one whose residence or principal place of business is within fifty miles of City Hall in the Borough of Manhattan, City of New York. A Washington, DC, Area member is one whose residence or principal place of business is within 50 miles of the Capitol in the District of Columbia. All other members are National. All members other than honorary members shall be citizens of the United States or permanent residents of the United States who have made application to become citizens.

A member may be dropped or suspended from membership for a period of six months or more only by a unanimous vote of those Directors attending a meeting of the Board at which a quorum is present and voting, for any violation of the By-Laws or rules or regulations of the Board of Directors, or for any conduct even though not in actual violation of a By-Law or rule that, in the opinion of the Board, is nevertheless prejudicial to the best interests, reputation, and proper functioning of the Council. A member's privileges may be suspended for a period of up to six months by action of the President subject to approval by the Chairman of the Board.

II. It is an express condition of membership in the Council, to which condition every member accedes by virtue of his or her membership, that members will observe such rules and regulations as may be prescribed from time to time by the Board of Directors concerning the conduct of Council meetings or the attribution of statements made therein, and that any disclosure, publication, or other action by a member in contravention thereof may be regarded by the Board of Directors in its sole discretion as ground for termination or suspension of membership pursuant to Article I of the By-Laws.

III. Members other than honorary members of the Council shall pay the following dues per annum:

	<i>BUSINESS</i>	<i>NONBUSINESS</i>
New York Area		
Under 40	\$1,745	\$415
40 and Over	3,390	760
Washington, DC, Area		
Under 40	\$1,480	\$355
40 and Over	2,880	645
National		
Under 40	\$ 945	\$230
40 and Over	1,830	415

For purposes of this By-Law, nonbusiness members are those who are regular members of the faculty of any accredited educational institution, who are in the public service, who are on the staff of a voluntary organization, or who are accredited writers, commentators, journalists, or other media correspondents. All other members, except honorary members, are business members.

All dues shall be paid annually or semiannually in equal installments in advance. Default in the payment of any dues for a period of sixty days may be deemed to be equivalent to resignation.

IV. A. There shall be a Board of not more than thirty-six Directors. The President of the corporation shall be a Director, ex officio, unless otherwise provided by resolution of the Board of Directors and agreed to by the President. The remaining members of the Board of Directors shall be divided into five equal classes, each class to serve for a term of five years and until their successors are elected and take office. Each class shall consist of three Directors elected directly by the membership at large and four Directors appointed by the Board. Following each Annual Election but prior to the commencement of the term of the new Directors, the Board shall appoint four Directors to serve in the same class as the three Directors elected at the Annual Election. Any Chairman or Vice Chairman of the Board elected on an interim basis pursuant to Article VII who is not a Director at the time of his or her election shall during the period of such interim service be a Director and, at the time of his or her election, shall be designated by the Board of Directors to occupy either (i) the position on the Board that would otherwise be occupied by the President, if the President is not then serving as a Director, ex officio, or (ii) any vacancy among the four Directors in each class subject to appointment by the Board.

B. At each Annual Election of the Council, three Directors shall be elected to replace the outgoing class of elected Directors. Terms of all Directors, both elected and appointed, shall commence on the first day of July next following their election or appointment or, in the case of any newly created directorships filled by action of the Board, to commence on such other date as may be approved by the Board. A Director, whether elected or appointed, who has served three years or more of a five-year term shall be eligible subsequently for election or appointment to a single consecutive term.

C. Directors are expected faithfully to attend Board and Board Committee meetings to which they are assigned. A Director who fails to attend two-thirds of all such regularly scheduled Board and Board Committee meetings in any two consecutive calendar years shall be deemed to have submitted his or her resignation to be accepted at the pleasure of the Chairman of the Board. The Board shall have the power to fill any vacancy in its membership. A Director appointed to fill a vacancy created by the retirement, resignation, or death of a Director previously elected by the membership at large shall be nominated by the Nominating and Governance Committee as the sole candidate in the next Annual Election to complete the balance of the unexpired term.

V. A. The Annual Meeting of Members shall be held in New York City as soon as practicable after the end of the fiscal year, as determined by the Chairman of the Board. At this meeting, the Board of Directors shall present a report of the activities of the Council during the past year, and such other business shall be considered as shall be brought forward by or with the sanction of the Board of Directors and that shall have been stated in the notice convening the meeting.

One-third of the voting members of the Council shall constitute a quorum for the transaction of business. Members may be represented by proxy.

B. The Annual Election of Directors of the Council shall be held at a meeting in New York City on a date set by the President or the Chairman of the Board within thirteen months of the preceding meeting at which Directors were elected. Directors shall be elected by ballot. Ballots will be made available to all members in advance of the Annual Election and may be cast in person or by proxy authorized in writing or by electronic transmission. The ballot shall contain (i) the name of each member who is nominated by the Nominating and Governance Committee as a candidate for the class of Directors scheduled for election in that year, (ii) the name of any member appointed to a vacancy in the Board and nominated by the Nominating and Governance Committee as the sole candidate to complete the balance of the unexpired term, (iii) the name of any member who is nominated in each class by a petition signed by not fewer than thirty members, and (iv) the name of any member who received not fewer than thirty write-in votes in the preceding election. For their ballots to be counted, members must cast one vote for each of as many candidates as there

are vacancies to be filled on the Board, and the candidates with the highest number of votes in each class will be declared elected as Directors. One-third of the voting members of the Council shall constitute a quorum at the Annual Election Meeting or any other meeting of the members. Notice of any meeting of the members may be written or electronic. Administrative details necessary to implement the Council's nomination and election procedures shall be as prescribed by the President in consultation with the Chairman of the Board.

VI. The Board shall constitute such Committees as may from time to time be appropriate, including an Executive Committee, a Committee on Finance and Budget, an Audit Committee, a Committee on Compensation, a Committee on Corporate Affairs, a Committee on Development, a Committee on Meetings, a Committee on Washington Programs, a Committee on National Programs, a Committee on Membership, a Nominating and Governance Committee, a Committee on *Foreign Affairs*, and a Committee on Studies. Elections of Board members to Committees shall be held at Annual Meetings of the Board, except that, on the nomination of the Chairman of the Board, a Director may be elected at any meeting of the Board to fill a Committee vacancy.

The Executive Committee shall be composed of the Chairman and Vice Chairmen of the Board, the Chairmen of the standing committees of the Board, and such other members of the Board as the Executive Committee Chairman deems appropriate. During intervals between meetings of the Board, the Committee may exercise the powers of the Board to the extent permitted by law.

The Committee on Finance and Budget shall be composed of no fewer than three members of the Board and such other members of the Board as the Committee Chairman deems appropriate. The Committee shall have the power to co-opt no fewer than ten additional members who shall not be members of the Board. The Committee shall have general supervision of the investment of the funds of the Council and of its financial affairs, and shall present the budget at the Spring meeting of the Board.

The Audit Committee shall be composed of no fewer than three members of the Board as the Committee Chairman deems appropriate. The Committee shall have the power to co-opt no fewer than two additional members who shall not be members of the Board. The Committee shall have general oversight of the annual audit of the Council and related matters as may be designated by the Board from time to time.

The Committee on Compensation shall be composed of the Chairman and Vice Chairmen of the Board, the Chairman of the Nominating and Governance Committee, the Chairman of the Committee on Finance and Budget, and such other members of the Board as the Committee Chairman deems appropriate. The Committee shall annually fix the compensation of the Officers and former Officers and of the Editor of *Foreign Affairs*.

The Committee on Development shall be composed of no fewer than three members of the Board and such other members of the Board as the Committee Chairman deems appropriate. The Committee shall have the power to co-opt no fewer than ten additional members who shall not be members of the Board. The Committee shall help to plan, implement, and oversee the Council's financial development programs.

The Committee on Corporate Affairs shall be composed of no fewer than three members of the Board and such other members of the Board as the Committee Chairman deems appropriate. The Committee shall have the power to co-opt no fewer than ten additional members who shall not be members of the Board. The Committee shall help to plan, implement, and oversee the Corporate Program.

The Committee on Meetings shall be composed of no fewer than three members of the Board and such other members of the Board as the Committee Chairman deems appropriate. The Committee shall have the power to co-opt no fewer than ten additional members who shall not be members of the Board. The Committee shall have responsibility for overseeing the Council's program of general meetings and institutional outreach activities involving electronic and other broadcast media.

The Committee on Washington Programs shall be composed of no fewer than three members of the Board and such other members of the Board as the Committee Chairman deems appropriate. The Committee shall have the power to co-opt no fewer than ten additional members who shall not be members of the Board. The Committee shall have responsibility for overseeing programs, activities, services, and other initiatives to enhance participation in the Council by members in Washington, DC.

The Committee on National Programs shall be composed of no fewer than three members of the Board and such other members of the Board as the Committee Chairman deems appropriate. The Committee shall have the power to co-opt no fewer than ten additional members who shall not be members of the Board. The Committee shall have the responsibility for overseeing programs, activities, services, and other initiatives to enhance participation in the Council by members in regions other than New York City and Washington, DC.

The Committee on Membership shall be composed of no fewer than three members of the Board and such other members of the Board as the Committee Chairman deems appropriate. The Committee shall co-opt two members who shall not be members of the Board and who shall be under the age of forty when co-opted, and shall have power to co-opt no fewer than eight additional members of any age who are not members of the Board. All names proposed for membership in the Council shall be referred to the Committee for its consideration, and the Committee shall submit to the Board its nominations for election to membership.

The Nominating and Governance Committee shall be composed of no fewer than three members of the Board. The Committee shall present names for Directors, Officers, and Committee members. For the purpose of nominating candidates to stand for election to the Board, the Committee shall co-opt ten additional members who shall not be members of the Board. The Chairman of the Nominating and Governance Committee shall be selected by the Chairman of the Board from among the Board members on the Committee. Neither the Chairman of the Board nor the President shall be an ex officio member of the Nominating and Governance Committee. Both in co-opting members to its own body and in nominating candidates for each year's Board election, the Nominating and Governance Committee is charged to keep in mind the need for diversity with regard to age, sex, race, geographical representation, and professional background. In nominating candidates for each year's Board election, the Committee is also charged (i) to solicit the entire membership for the names of possible candidates and (ii) except as provided in By-Law IV(C) to nominate twice as many candidates as there are directorships to be filled at the election by the membership at large.

The Committee on *Foreign Affairs* shall be composed of no fewer than three members of the Board and such other members of the Board as the Committee Chairman deems appropriate. The Committee shall have the power to co-opt no fewer than ten additional members who shall not be members of the Board. All matters relating to the oversight and management of the magazine shall be referred to the Committee.

The Committee on Studies shall be composed of no fewer than three members of the Board and such other members of the Board as the Committee Chairman deems appropriate. The Committee shall have the power to co-opt no fewer than ten additional members who shall not be members of the Board. All suggestions relating to matters of research shall be referred to it, and it shall be responsible for the initiation of research projects. The Committee on Studies shall submit regular reports of its activities to the Board.

Except as otherwise provided above, a co-opted Committee member shall serve for such term as the Committee co-opting him or her shall determine, and during such term shall have the same rights and obligations as other Committee members. One-third of the Directors and co-opted members, duly elected or appointed, shall constitute a quorum at any meeting of any Committee. Participation by conference telephone, or similar communication equipment allowing all persons participating in the meeting to hear one another at the same time, shall constitute presence in person at a meeting.

VII. The Officers of the corporation shall be a Chairman of the Board, one or more Vice Chairmen, a President, one or more Vice Presidents, a Secretary, a Treasurer, and such other Officers as in the Board's judgment may be required. In the event of the election of Co-Chairmen of the Board, each Co-Chairman shall be entitled to exercise all of the rights and privileges of the Chairman set forth in the By-Laws individually or jointly with the other Co-Chairman, and each reference in the By-Laws to the Chairman shall be deemed to refer to any Co-Chairman. The Chairman of the Board shall be elected for a term of five years and shall be eligible for reelection to a second term. The Chairman shall be eligible to complete any such term without regard to By-Law limitations on the number or tenure of Directors. Pending election of a Chairman to a five-year term and subject to the By-Law limitation on the number of Directors, for purposes of assuring an orderly

transition in governance, the Board may elect a Chairman and/or Vice Chairman to serve, on an interim basis, for one or more terms of up to twelve months each. The Chairman and any Vice Chairman shall be eligible for election to any such term, on an interim basis, without regard to By-Law limitations on the tenure of Directors or Officers. The other Officers of the corporation shall be elected annually by the Board of Directors.

The Chairman of the Board, or in his or her absence, a Vice Chairman designated by the Chairman, may call meetings of the Board and shall preside at all meetings of the Board of Directors.

The President, subject to the overall direction of the Board of Directors, shall be the Chief Executive Officer of the corporation.

The Vice Presidents in order of seniority shall discharge the duties of the President in his or her absence, and shall perform such other duties as from time to time shall be assigned them by the Board of Directors.

The Treasurer shall have custody of the funds of the corporation.

The Secretary shall conduct the correspondence of the corporation, and shall keep its records.

VIII. The Board shall appoint the Editor of *Foreign Affairs* and the Director of Studies, if any.

IX. The funds of the corporation shall be invested by the Committee on Finance and Budget or shall be deposited with trust companies or banking institutions designated by either the Board of Directors or the Committee on Finance and Budget. Disbursements shall be made only upon checks or vouchers approved by any one of the following for amounts up to \$5,000 and by any two of the following for amounts of \$5,000 and over: the President, any Vice President, the Treasurer, the Secretary, the Chief Financial Officer, the Editor of *Foreign Affairs*, and such other employees of the corporation as may from time to time be designated by the Committee on Finance and Budget.

X. The Annual Meeting of the Board shall be held as soon as practicable after the first day of September, as determined by the Chairman of the Board. One-third of the Directors in office shall constitute a quorum at any meeting of the Board.

XI. These By-Laws may be amended at any meeting of the Board of Directors, provided notice of the proposed amendment shall have been given at a previous meeting or circulated in writing to the members of the Board not less than five days in advance.

XII. Any person made, or threatened to be made, a party to any action or proceeding, whether civil or criminal, by reason of the fact that he or she, his or her testator or intestate, is or was a Director or Officer of the Council, shall be indemnified by the Council, and his or her expenses incurred in defending such an action or proceeding shall be advanced by the Council, to the full extent authorized or permitted by law.

Rules, Guidelines, and Practices

The following items describe important Rules, Guidelines, and Practices of the Council on Foreign Relations, with which members and staff should familiarize themselves.

RULE ON FOREIGN POLICY POSITIONS

The following has been the policy of the Council since its origin, reconfirmed by resolution of the Board of Directors on September 11, 1973:

“The Council shall not take any position on questions of foreign policy, and no person is authorized to speak, or purport to speak, for the Council on such matters.”

RULE ON NON-ATTRIBUTION

“The Council is a research and educational institution. Everyone who participates in a Council meeting is encouraged to use and disseminate ideas and information developed in the meeting. It is recognized, at the same time, that many Council guests and members are, by reason of their governmental or other institutional affiliations, subject to inevitable constraints upon their latitude to express opinions, take positions, or offer tentative judgments on public affairs issues if they are speaking in a public forum or if their statements will be later attributed to them in public media or a public forum.

“Full freedom of expression is encouraged at Council meetings. Participants are assured that they may speak openly, as it is the tradition of the Council that others will not attribute or characterize their statements in public media or forums or knowingly transmit them to persons who will. All participants are expected to honor that commitment.

“An appropriate officer of the Council may, however, by advance announcement declare this Rule inapplicable in whole or in part to any particular Council meeting, and the presentation portion of the meeting may be recorded and broadcast on electronic media and/or covered in the print media with the agreement of the speaker and advance announcement to other participants.

“Notwithstanding the above Rule, the Board of Directors may, from time to time, prescribe rules governing the subsequent release of any Council records.

“While the substance of the above Rule has been in effect since the formation of the Council, its present formulation was adopted by the Board of Directors on June 6, 1977, on the recommendation of a special Advisory Panel on the Non-Attribution Rule, and subsequently amended on June 7, 1994. The minutes of the June 1977 meeting contain the following explanatory comments about the Rule:

“The report recognizes that ‘media’ and ‘public forum’ are vague terms. But they can nevertheless be rationally interpreted in the light of the purpose of the Rule. For example, the reformulation would make it legitimate for a U.S. governmental official to report by memo to his colleagues and superiors what he learned at a Council meeting. Similarly, the reformulation recognizes that a lawyer may give such a memo to his partners, or a corporate officer to other corporate officers. It would not be in compliance with the reformulated Rule, however, for any meeting participant (i) to publish a speaker’s statement in attributed form in a newspaper; (ii) to repeat it on television or radio, or on a speaker’s platform, or in a classroom; or (iii) to go beyond a memo of limited circulation, by distributing the attributed statement in a company or government agency newsletter. The language of the Rule also goes out of its way to make it clear that a meeting participant is forbidden knowingly to transmit the attributed statement to a newspaper reporter or other such person who is likely to publish it in a public medium. The essence of the Rule as reformulated is simple enough: participants in Council meetings should not pass along an attributed statement in circumstances where there is substantial risk that it will promptly be widely circulated or published.”

GUIDELINES ON MEETINGS

By resolution adopted on February 28, 1972, as subsequently amended, the Board of Directors has prescribed the following Guidelines governing Council meetings:

“The purpose of meetings sponsored by the Council on Foreign Relations is to promote understanding of international affairs through the free interchange of ideas among participants.

“In order to encourage to the fullest a free, frank, and open exchange of ideas in Council meetings, the Board of Directors has prescribed, in addition to the Non-Attribution Rule, the following Guidelines. All participants in Council meetings are expected to be familiar with and adhere to these Guidelines.

“1. Since the Council invites guests representing many different viewpoints, since it selects topics regardless of, or because of, their controversiality, and since there is a wide divergence of viewpoints among members, it is to be expected that Council meetings will sometimes be marked by sharp dispute.

“2. Meetings chairmen are expected to stimulate open expression of opinion by all participants and should not attempt to mute controversy or stifle differences of viewpoint where they exist. To this end, it is the responsibility of chairmen to see to it that all viewpoints expressed are treated with respect and that parliamentary decorum is maintained.

“3. Principal speakers should expect to be questioned vigorously on any point relevant to their intellectual interest, experience, or expertise in international affairs. It is recognized, however, that some speakers, particularly those holding official positions, may not feel free to answer some questions, and, in such case, their declination will be respected.”

Apart from the traditional meetings for spouses and for sons and daughters of the members, occasional meetings are also open to guests of members. Guest privileges are for those who have special expertise or experience that relates directly to the meeting, as well as the general qualifications of potential candidates for Council membership. Members bringing guests should secure the permission of the Council department organizing the meeting and acquaint their guests with the Council’s Non-Attribution Rule governing what is said at meetings.

POLICY ON CONFLICTS OF INTEREST

By resolution of the Council’s Board of Directors, adopted June 9, 2005, the following policy concerning actual or potential conflicts of interest was approved:

“The Directors, Officers, and staff of the Council on Foreign Relations (the ‘Council’) owe a duty of loyalty to the Council, which requires that in their positions, they act in the interest of the Council and not in their personal interests. Directors, Officers, and staff members may not use their positions or nonpublic information about the Council they obtain through their positions in a manner that allows them to secure a significant economic benefit, either directly or indirectly, for themselves or their immediate family. In sum, it is the policy of the Council that its Directors, Officers, and staff have the obligation to avoid ethical, legal, financial, or other conflicts of interest, and the appearance thereof, and to ensure that their activities and interests do not conflict with their obligations to the Council or to its welfare.

“A conflict of interest or the appearance thereof may exist but is not limited to a circumstance when any Director, Officer or staff member, or member of his or her immediate family (defined for these purposes as a spouse or domestic partner, parents, children, siblings, and in-laws) or an affiliated entity, would have a significant economic interest, directly or indirectly, in a transaction with the Council or any other matter that may come before the Board or a Board Committee.

“Conflicts of interest or appearances thereof are not limited to financial interests, but include affiliations or other divided loyalties which may influence a decision or appear to cause favoritism in a matter involving the Council.

“All conflicts shall be fully disclosed in writing to the Chair of the Nominating and Governance Committee, or to the Vice President, Human Resources and Administration, in the case of staff members who are not Officers. After receipt of such notice, the Board may authorize the transaction at issue, provided that (i) it does not violate the law and (ii) the Director or Officer having such conflict refrains from voting or otherwise attempting to influence the decision thereon. The minutes of the meeting shall reflect such disclosure and abstention.

“In the case of a staff member who is not an Officer, after disclosure by the Vice President, Human Resources and Administration, to the Chief Financial and Administrative Officer and the

President, those Officers may choose to submit the question to the Board or an appropriate Committee of the Board for a decision or to proceed with the transaction at issue, provided that proceeding does not violate the law.

“When there is doubt as to whether a conflict of interest exists, the matter shall be resolved by a vote of the Board, excluding the person concerned.

“Nothing herein shall prevent the Council from the payment of salary and other compensation or the reimbursement of expenses for personal services which are reasonable and necessary to carrying out the purpose of the Council, provided such payments or reimbursements are reasonable and not excessive.

“A copy of this policy shall be furnished to each Director at the time of his or her election or appointment to the Board and any renewal thereof, to each Officer who is a staff member annually at the time of their appointment at the fall meeting of the Board, and to other key staff members at the time of hire. As a condition of service, the Council shall require each Director, Officer, and key staff member to sign the conflict of interest disclosure statement annually.”

ARCHIVAL PRACTICE

By resolution of the Council’s Board of Directors, adopted June 3, 1999, all substantive records of the Council more than twenty-five years old are open for reference use during library hours at the Seeley G. Mudd Manuscript Library at Princeton University, subject to the following proviso:

“As a condition of use, the Officers of the Council shall require each user of Council records to execute a prior written commitment that he or she will not directly or indirectly attribute to any living person any assertion of fact or opinion based upon any Council record without first obtaining from such person his or her written consent thereto.”

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Note: Staff shown as of June 30, 2011.

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Zoe Liberman	<i>Research Associate</i>		

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Corporate Affairs*
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Administration and Relations*
Helen Belmont *Deputy Director, Corporate
Programming*
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Affairs*
Matthew Foerster *Assistant Director, Corporate
Member Relations*
Roma Kaundal *Assistant Director, International*
Julie Jenkins *Business Manager, Membership
and Corporate Affairs*
Emily Jagger *Program Associate, Corporate
Affairs*
Megan Lynch *Program Associate, Membership
Affairs*
Tanya Shpiniova *Business Development Associate,
Corporate Program*
Jessica Wirth *Program Associate, Corporate
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Alanya Green *Program Assistant*

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Leigh-Ann Krapf Hess *Deputy Director*
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Nidhi Sinha *Assistant Director*
Sarah Doolin *Communications Coordinator*
Lucy Dunderdale *Communications Coordinator*
Madeleine Gray *Special Assistant for Research*

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Betsy R. Gude *Director of Development*
Sharon R. Herbst *Director, Special Projects*
Courtney G. Lobel *Assistant Director, Foundation
Relations*
Lena Moy *Gifts Administrator*
Sophia Greenhouse *Development Coordinator*
Christopher
Brancaccio *Development Associate*

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and Publisher*
Katie Sedgwick *Business Administrator, Office
of the Chief Information Officer
and Publisher*

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Deepak Trivedi *Deputy Director, Information
Services Operations*
Richard Wawzycki *Deputy Director, Information
Technology*
Sadia Bhatti *Senior Network Engineer*
Roberto Osoria *Senior Programmer Analyst*
Chris Sierra *LAN Administrator and Manager
of Desktop Services*
Virginia Rolston *Database Manager and Technical
Trainer*
Parrott *Help Desk Technician*
Robert Allende *Help Desk Technician*
Simon Lee *Assistant to the Chief Technology
Officer*
Alice McLoughlin

WEB MANAGEMENT AND DEVELOPMENT

Tom Davey *Director*
Cree Frappier *Deputy Director*
Joan McGrath *Senior Web Producer, Audience
Development*
Geddes Munson *Web Applications Manager*
Andrew Qualls *Web Producer*
Thomas Katavic *Associate Producer, User Experience*
Emily Gosselin *Web Support Associate*

LIBRARY AND RESEARCH SERVICES

Lilita V. Gusts *Director, Library and Research
Services*
Marcia L. Sprules *Deputy Director*
Michelle Baute *Associate Director, Web Research
Sources*
Connie M. Stagnaro *Assistant Director, Archives and
Intranet Development*
Laura Puls *Research and Collections Services
Librarian*
Nicholaos Fokas *Library Assistant*
Barbara K. Miller *Consulting Archivist*

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Officer*
Jan Mowder Hughes *Vice President, Human Resources
and Administration*
Fiona
Korwin-Pawlowski *Special Assistant, Executive Office*
Madeline Lagatutta *Special Assistant, Executive Office*

FINANCE

Jennifer Perez *Director*
Jean-Michel Oriol *Deputy Director*
Sigi Silvani *Accounting Manager*
Latoya Singleton *Senior Accountant, Financial
Analysis*
Evanda Butler *Staff Accountant*
Linda Copeland *Accounting Associate*

Vera Langley	<i>Accounting Associate</i>	Jayson Frum	<i>Director of Operations and Project Management</i>
Anisa Leka	<i>Accounting Associate</i>	Rachel Peterson	<i>Director, Event Management and Special Events</i>
Katherine Howell	<i>Administrator</i>	Eric Voss	<i>Deputy Director of Facility Operations</i>
Betty Mak	<i>Accounts Payable Associate</i>	Vanessa Robertson	<i>Office Manager</i>
<i>SPECIAL EVENTS</i>		Maureen Hughes	<i>Assistant Event Manager</i>
Valerie Post	<i>Director</i>	Amber Kirtley	<i>Special Events Coordinator</i>
Beth Harris	<i>Event Sales Coordinator</i>	David De La Fleur	<i>Facility Operations Assistant</i>
Madison Meyer	<i>Special Events Assistant</i>	Karen Garnick	<i>Event Assistant</i>
<i>HUMAN RESOURCES</i>		James Johnson	<i>Facility Operations Assistant</i>
Margot Morey	<i>Director</i>	Rafael Magana	<i>Event Operations Waiter</i>
Nancy Cho	<i>Deputy Director</i>	Felipe Vaquerano	<i>Facility Operations Assistant</i>
Ethel Baril	<i>Assistant Director</i>	Kimi Xaisanasy-Baylon	<i>Assistant to the Director of Operations and Project Management</i>
Linda Madueme	<i>Assistant Director, Benefits and Compensation</i>		
Angela Yturri	<i>Assistant Director</i>		
Barrett Austin	<i>Human Resources Associate</i>		
Sasha Gordon	<i>Human Resources Assistant</i>		
Amy Cunningham	<i>Interdepartmental Program Associate</i>		
Nellie Dunderdale	<i>Interdepartmental Program Associate</i>		
Mohamed Jallow	<i>Interdepartmental Program Associate</i>		
<i>RECEPTION SERVICES</i>			
Radmila Jackovich	<i>Manager</i>		
Melanie Neergaard	<i>Manager</i>		
Patrice Sullivan	<i>Reception Services Coordinator and Human Resources Assistant</i>		
<i>FACILITY AND EVENT OPERATIONS</i>			
Neftali Frank Alvarez	<i>Director, Facility, Event, and Security Management</i>		
<i>New York</i>			
Ian Noray	<i>Deputy Director, Facility Operations</i>		
William Cornell	<i>Associate Director, Event Operations</i>		
Edwin Santiago	<i>Facility Operations Manager</i>		
Justin Bilski	<i>Assistant Event Manager</i>		
Robert Prinzi	<i>Assistant Event Manager</i>		
Julissa Sarabia	<i>Assistant Manager</i>		
Jose Vargas	<i>Assistant Building Engineer</i>		
Edgar Rivera	<i>Facility and Event Operations Associate</i>		
Christopher Bostick	<i>Facility Operations Assistant</i>		
Trent Caldwell	<i>Event Operations Waiter</i>		
Dwitte Campbell	<i>Evening Facility Operations Assistant</i>		
Carlos Correa	<i>Facility Operations Assistant</i>		
Gilbert Falcon	<i>Evening Facility Operations Assistant</i>		
Herbert McLaughlin	<i>Facility Operations Assistant</i>		
Marcos Velazquez	<i>Facility Operations Assistant</i>		
Glen Goldman	<i>Audio Visual Technician</i>		

Financial Statements

STATEMENT OF FINANCIAL POSITION

AS OF JUNE 30, 2011 (WITH COMPARATIVE TOTALS FOR JUNE 30, 2010)

	2011	2010
Assets		
Cash and cash equivalents	\$ 17,835,000	\$ 20,516,000
Accounts receivable, net, and prepaid expenses	1,848,200	2,124,300
Grants and contributions receivable, net	12,115,900	12,219,100
Contributions receivable for endowment, net	19,363,900	17,167,200
Inventory	94,800	127,600
Investments	303,830,700	263,488,700
Land, buildings and building improvements, and equipment, net	80,224,700	81,089,300
Deferred financing costs, net	2,924,700	3,034,600
Total assets	\$438,237,900	\$399,766,800
Liabilities		
Accounts payable and accrued expenses	\$ 5,507,500	\$ 6,679,900
Deferred revenue	3,331,600	3,332,900
Accrued postretirement benefits	4,352,000	3,780,000
Interest rate swap agreement	5,195,800	5,490,500
Bonds payable	62,680,000	62,680,000
Total liabilities	81,066,900	81,963,300
Net assets		
Unrestricted	129,810,500	112,270,400
Temporarily restricted	61,953,300	53,613,500
Permanently restricted	165,407,200	151,919,600
Total net assets	357,171,000	317,803,500
Total liabilities and net assets	\$438,237,900	\$399,766,800

Please [click here](#) to view the full 2011 Financial Statements.

STATEMENT OF ACTIVITIES

FOR THE YEAR ENDED JUNE 30, 2011 (WITH COMPARATIVE TOTALS FOR JUNE 30, 2010)

	UNRESTRICTED	TEMPORARILY RESTRICTED	PERMANENTLY RESTRICTED	2011 TOTAL	2010 TOTAL
Operating revenue and support					
Membership dues	\$ 5,199,400	\$ —	\$ —	\$ 5,199,400	\$ 4,654,800
Annual giving	6,739,900	—	—	6,739,900	6,504,900
Corporate memberships and related income	6,695,000	—	—	6,695,000	6,482,100
NY meetings	14,100	137,100	—	151,200	131,200
Grants and contributions	210,300	15,163,400	—	15,373,700	8,563,100
Foreign Affairs publications	7,106,800	—	—	7,106,800	6,468,100
Book publications	35,000	—	—	35,000	36,100
Investment return used for current operations	8,359,300	3,655,300	—	12,014,600	10,223,200
Rental income	1,866,300	—	—	1,866,300	1,765,900
Miscellaneous	69,600	—	—	69,600	66,200
Net assets released from restrictions	13,489,900	(13,489,900)	—	—	—
Total operating revenue and support	49,785,600	5,465,900	—	55,251,500	44,895,600
Operating expenses					
Program expenses:					
Studies Program	18,958,600	—	—	18,958,600	18,401,800
Task Force	687,400	—	—	687,400	591,200
NY Meetings	1,229,200	—	—	1,229,200	1,212,000
DC programs	2,187,000	—	—	2,187,000	2,681,900
Term member	405,400	—	—	405,400	263,100
Special Events	962,700	—	—	962,700	879,400
Foreign Affairs publications	7,633,200	—	—	7,633,200	7,504,500
Book publications	473,800	—	—	473,800	391,900
National Program	854,300	—	—	854,300	826,900
Outreach Program	653,800	—	—	653,800	605,900
Websites	2,619,300	—	—	2,619,300	2,177,500
Communications	1,749,800	—	—	1,749,800	1,485,300
Total program expenses	38,414,500	—	—	38,414,500	37,021,400
Supporting services:					
Fundraising:					
Development	1,392,000	—	—	1,392,000	1,177,000
Corporate Program	1,763,400	—	—	1,763,400	1,482,800
Total fundraising	3,155,400	—	—	3,155,400	2,659,800
Management and general	7,000,200	—	—	7,000,200	7,304,600
Membership	942,300	—	—	942,300	790,100
Total supporting services	11,097,900	—	—	11,097,900	10,754,500
Total operating expenses	49,512,400	—	—	49,512,400	47,775,900
Excess of operating revenue and support over (under) operating expenses	273,200	5,465,900	—	5,739,100	(2,880,300)
Nonoperating revenue (loss)					
Investment gain/(loss) in excess of spending rate	17,480,900	5,984,100	(8,000)	23,457,000	22,226,400
Endowment contributions	—	—	13,495,600	13,495,600	1,549,500
Gain on interest rate swap agreement	294,700	—	—	294,700	(2,949,800)
Gain on sale of fixed asset	4,300	—	—	4,300	—
Write-off of uncollectible contributions	—	(3,110,200)	—	(3,110,200)	—
Total nonoperating revenue (loss)	17,779,900	2,873,900	13,487,600	34,141,400	20,826,100
Change in net assets before postretirement changes other than net periodic costs	18,053,100	8,339,800	13,487,600	39,880,500	17,945,800
Postretirement changes other than net periodic costs	(513,000)	—	—	(513,000)	(502,000)
Change in net assets	17,540,100	8,339,800	13,487,600	39,367,500	17,443,800
Net assets, beginning of year	112,270,400	53,613,500	151,919,600	317,803,500	300,359,700
Net assets, end of year	\$129,810,500	\$ 61,953,300	\$165,407,200	\$357,171,000	\$317,803,500

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PHOTOS

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