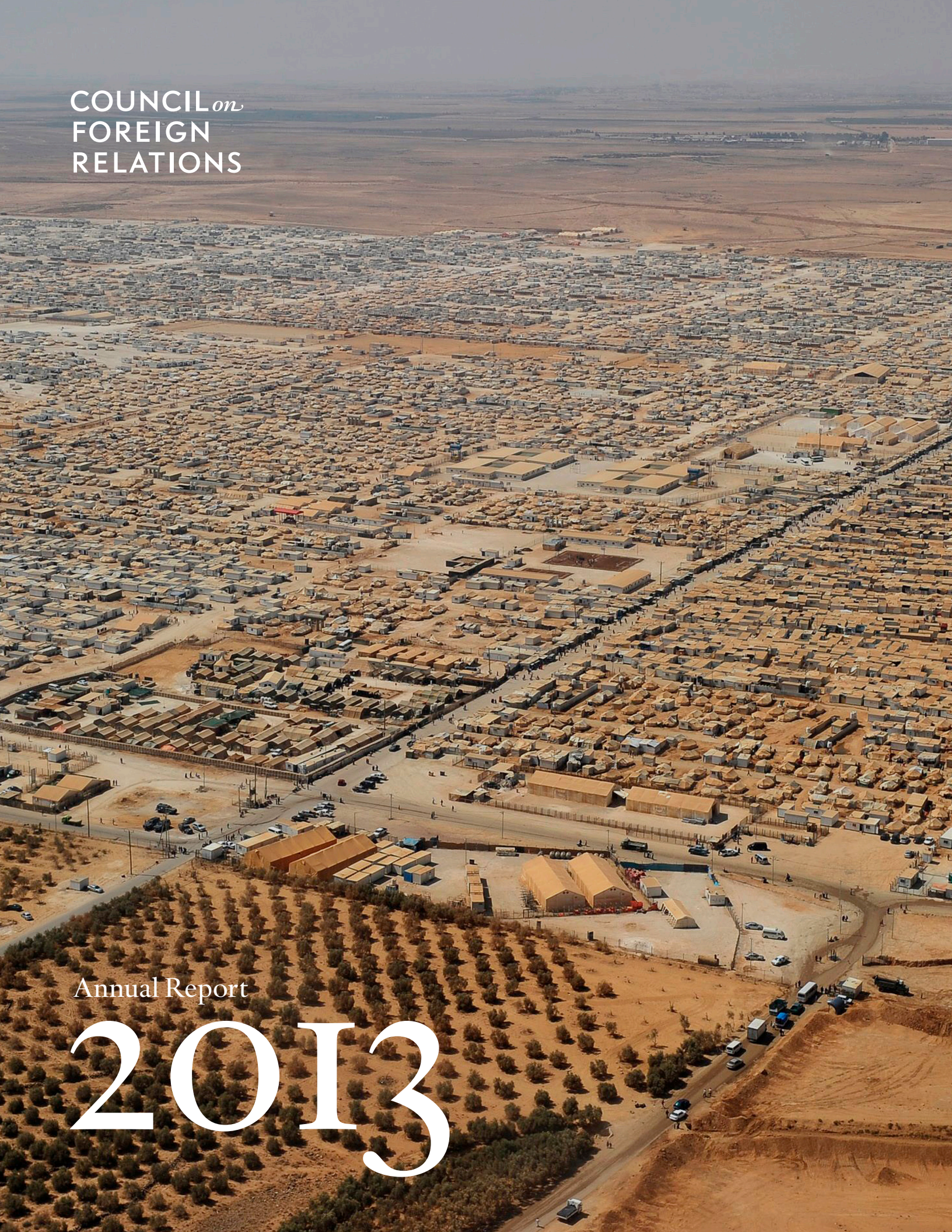


COUNCIL *on*  
FOREIGN  
RELATIONS

Annual Report

2013



COUNCIL *on*  
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Annual Report

2013

# Annual Report

July 1, 2012–June 30, 2013

## Council on Foreign Relations

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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

Since 1921, the Council on Foreign Relations has sought, in the words of its founders, to “afford a continuous conference on international questions affecting the United States, by bringing together experts on statecraft, finance, industry, education, and science.” Under the leadership of Senior Vice President James M. Lindsay, CFR’s [David Rockefeller Studies Program](#) has expanded its intellectual agenda to stay true to its guiding principles and ahead of emerging international issues. In keeping with CFR’s mission, the think tank has evolved into a twenty-first-century incubator of ideas poised to address the most significant challenges facing the United States and the world today.

More than seventy full-time, visiting, and adjunct fellows cover major geographical regions and issues. CFR scholars provide fresh thinking and concrete recommendations to officials at all levels of government, who consistently turn to CFR to inform their decision-making.

CFR’s [International Institutions and Global Governance \(IIGG\)](#) program, directed by Senior Fellow Stewart M. Patrick, exemplifies the kind of intellectual innovation that is central to sustaining CFR’s mission. The work of IIGG, which analyzes the strengths and weaknesses of existing multilateral institutions, is informed by the recognition that the system of international governance established in 1945 reflects the world as it existed then, not the geopolitical realities of today. For example, increasingly segmented food and pharmaceutical supply chains have facilitated the global spread of counterfeit and unsafe food and medicine. IIGG launched a new project this year that considers ways to establish international standards in order to ensure a safe supply of both.

IIGG produces work in a variety of formats, including the [Global Governance Monitor](#), an award-winning interactive tool that tracks, maps, and evaluates multilateral efforts to tackle transnational threats. This year, the program unveiled its [Global Governance Report Cards](#)—annual assessments of international performance in six areas: nuclear weapons proliferation, terrorism, climate change, armed conflict, financial instability, and global health.

Directed by Sebastian Mallaby, Paul A. Volcker senior fellow for international economics, the [Maurice R. Greenberg Center for Geoeconomic Studies \(CGS\)](#) produces rigorous analysis at the intersection of economic and political affairs. As the world considers fluctuating markets and interest rates, austerity measures, and currency crises, CGS has developed engaging new ways to deliver its work on these issues and more. In June, CGS introduced “[Global Economics Monthly](#),” a report and electronic newsletter in which Robert Kahn, CFR’s Steven A. Tananbaum senior fellow for international economics, delves into the macroeconomic issues he covers on his blog, [Macro and Markets](#). [Geo-Graphics](#), another CGS blog, led by Benn Steil, senior fellow and director of international economics, explains complex economic issues from central banking to U.S. fiscal policy through charts and graphs generated by CFR experts.

With the aim of preventing or resolving violent conflicts around the world, the [Center for Preventive Action \(CPA\)](#) engages leaders from the



Co-Chairman Carla A. Hills



Co-Chairman Robert E. Rubin

public and private sectors. The center’s Contingency Planning Memoranda target plausible conflict scenarios with potential impact on U.S. interests and propose measures to prevent and mitigate them. Recent CPA endeavors examined political instability in Jordan, a Sino-Japanese clash in the East China Sea, electoral violence in Kenya, and political unrest in Venezuela. An executive branch official touted the program, led by General John W. Vessey Senior Fellow for Conflict Prevention Paul B. Stares, as “rich and thought provoking,” adding that it was “impressive to hear the frank discussion and fresh ideas.”

The Civil Society, Markets, and Democracy (CSM&D) initiative is continuously challenging established notions of how to secure sustainable, meaningful development across the world. Under the direction of Senior Fellow Isobel Coleman, CSM&D organizes its work into three programs: Markets and Democracy in the 21st Century, Combating Extremism Through Civil Society, and Women and Foreign Policy. For the collection Pathways to Freedom: Political and Economic Lessons From Democratic Transitions, Coleman and Fellow Terra Lawson-Remer edited case studies by CFR and outside scholars, identifying seven lessons critical to democratization, and the Women and Foreign Policy program released a report, Ending Child Marriage, by Fellow Rachel Vogelstein.

The Studies Program publishes over a dozen expert blogs, counts thirty-three scholars active on Twitter, and has a strong presence on Facebook and other social media channels. It produces a range of interactive tools and infographics, including the Nigeria Security Tracker, edited by CFR Senior Fellow for Africa Policy Studies John Campbell, which uses maps and graphs to document violence and unrest across Nigeria; the Vaccine-Preventable Outbreaks Map, from Senior Fellow for Global Health Laurie Garrett, which plots instances of diseases that are mostly preventable by inexpensive vaccines; and the Insurgency Tracker, which draws on Senior Fellow Max Boot’s most recent book, Invisible Armies, to present a visual history of more than two thousand years of guerilla warfare. Boot’s book was one of eleven published or edited by scholars or staff this year, part of the strong intellectual culture that endures here. The output of the David Rockefeller Studies Program is remarkable, in quality and quantity alike, demonstrating the ways in which the think tank has expanded its agenda to stay ahead of emerging issues, while adapting to new forces, including the explosive growth of social media, that have changed the way CFR delivers its work to the public.

The world has changed since 1921, and through the work of the Studies Program, CFR has changed with it. And yet, for all of the organization’s innovation, CFR has forged its success—as a membership organization, a publisher, and a think tank—by adhering to the principles and characteristics that have always set this institution apart: serious, authoritative analysis of the highest standard that is thoughtful and relevant to policy. We are grateful to CFR Vice Chairman David M. Rubenstein and outgoing vice chairman Richard E. Salomon for their many contributions to the organization. We thank our colleagues on the Board of Directors for their work throughout the year.

Finally, we congratulate Richard N. Haass on his tenth anniversary as president, and thank him for all that he has done to preserve CFR’s legacy while overseeing the expansion of its work, reach, and influence.

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



Vice Chairman David M. Rubenstein



Vice Chairman Richard E. Salomon

# President's Message: Continuity and Change

I am fortunate to have been president of the Council on Foreign Relations for a decade now. I am proud of our progress and excited about our future. Though the past ten years have been marked by change and modernization, the traditional mission of CFR endures: to be a resource to help our membership and others better understand the world and the foreign policy challenges facing the United States.

We are at our core a membership organization. Since 2003, CFR membership has grown by 15 percent—from 4,100 to just under 4,800—and has become more diversified in gender, ethnicity, professional background, location, and expertise. Term members (individuals elected between the ages of thirty and thirty-six to serve five years) are an even more diverse group, which suggests a positive trajectory for the future of the organization.

Economic challenges since 2008 have tested all nonprofits, and CFR is no exception. We have maintained a strong financial position by exercising smart financial management, all the while continuing to grow. The caretakers of CFR's finances—the Board of Directors' Investment Subcommittee, and both the Finance and Budget and the Audit committees—have been extraordinary custodians. Over the past ten years, both our budget and our endowment have doubled, and we have developed existing revenue streams and added new ones to keep pace. It takes resources to be a resource, and I and we are grateful to the community of members, corporations, foundations, and others that supports CFR.

*Foreign Affairs*, the preeminent magazine of international affairs and U.S. foreign policy, has evolved both in its look and in the range of authors it publishes and topics it covers. Under the able leadership of Editor Gideon Rose, Publisher Lynda Hammes, and their predecessors, James F. Hoge Jr. and David Kellogg, the magazine is reaching new audiences through a steady stream of digital products available on mobile devices, ereaders, and other platforms. [ForeignAffairs.com](http://ForeignAffairs.com) is a robust, timely source that now publishes more original content than the print edition.

The David Rockefeller Studies Program has added more scholar-practitioners with relevant work experience in government, business, nongovernmental organizations, media, and academia. Notable recent additions to the think tank include former U.S. treasury secretary Timothy F. Geithner, former national security adviser Thomas E. Donilon, international economics expert Robert Kahn, and Nobel Prize-winning economist A. Michael Spence.

For nearly a century, CFR scholarship has covered traditional foreign policy topics, such as national security, trade, and diplomatic relations, along with the most important and, in many cases, most volatile regions and countries. We continue to study these issues, but we have also expanded our intellectual agenda to address matters such as child marriage; girls' education; cybersecurity; the domestic underpinnings of U.S. power, including debt and deficits, immigration, infrastructure,



President Richard N. Haass



and education; global health, including noncommunicable diseases; and much more.

As our Board co-chairs address in their accompanying essay, the intellectual output of the David Rockefeller Studies Program is exceptional. Over the past ten years, the think tank and its fellows have published more than one hundred books, three hundred reports, and more than four thousand op-eds and articles. And in recent years, they have embraced the full range of new media. Fellows provide real-time analysis on [CFR.org](#)'s topical [blogs](#) and through their [Twitter](#) feeds, offer expert commentary to award-winning interactive [Crisis Guides](#), and participate in the [Ask CFR Experts](#) question-and-answer series.

The CFR-sponsored [Independent Task Force Program](#) has overseen the release of twenty reports in the past decade, on matters ranging from terrorism and climate change to immigration policy and trade. The most recent, *Defending an Open, Global, Secure, and Resilient Internet*, focused on Internet governance, cybersecurity, and the free flow of information.

We strive to be creative and innovative in what we do. Two years ago, we launched the [Council of Councils](#), a unique international network connecting leading foreign policy institutes from around the world in a discussion of issues concerning global governance and multilateral cooperation. Roughly tracking the membership of the G20, the Council of Councils is intended to foster high-level, candid dialogue among policy experts from established and emerging nations through regional conferences, augmented by year-round videoconferencing and online exchanges.

We also created the [Global Board of Advisers](#) (GBA), a select group of prominent individuals, including business leaders, noted academics, and former government officials from developed and emerging-market countries. Led by CFR Board Vice Chairman David M. Rubenstein, the

*Though the past ten years have been marked by change, the traditional mission of CFR endures: to help our membership and others better understand the world and the foreign policy challenges facing the United States.*



Former U.S. secretary of state Henry A. Kissinger greets former U.S. treasury secretary and CFR Co-Chairman Robert E. Rubin at the tenth annual Corporate Conference.



aim of the GBA is to strengthen our understanding of international perspectives while also enhancing the dialogue between U.S. leaders and their counterparts in other countries.

The Council's website, [CFR.org](http://CFR.org), has evolved to be the preeminent resource for analysis of and information on U.S. foreign policy and America's role in the world. The site publishes large amounts of original content, but also includes curated material from authoritative sources and voices from around the United States and the world. We have explored new mediums, including interactive maps, infographics, videos, and award-winning multimedia guides.

To connect with interested citizens whose voices are increasingly important to the foreign policy debate, we have actively engaged students, teachers, religious and congregational leaders, and state and local officials with programming and material tailored to their interests and concerns. In the coming years, we will be ramping up our work in education with an enhanced online destination for students, teachers, and professors.

As important as it is to broaden CFR's reach, it is also essential that we focus on our impact on U.S. foreign policy decision-making. We are shaping not only the debate, but also the country's future leadership and

*Above:* The Global Board of Advisers, a select group of prominent individuals, includes business leaders, noted academics, and former government officials from developed and emerging-market countries.

policy agenda. To that end, CFR is a training ground for the next generation of foreign policy leaders through its international affairs fellowships, military fellowships, and programs for other visiting fellows. These fellowships offer professional development that individuals would not have access to otherwise, and participants find their experiences highly formative. Former U.S. ambassador to NATO Ivo H. Daalder has described his time at CFR as “a career-changing experience.” Fellows have had invaluable experiences in government and academia in the United States, Japan, South Korea, and India, while roughly one-third of CFR’s visiting military fellows go on to be admirals or generals.

As an organization, we also strive to be environmentally and socially conscious. Completed five years ago, our LEED Gold–certified office building in Washington, DC, is just steps from the White House and has transformed the organization’s presence in our nation’s capital. In addition to investments in our infrastructure, we are also investing in the well-being of CFR employees, our human capital. We have promoted an active lifestyle for our staff by establishing a health and wellness program that has lowered health-care costs, reduced absenteeism, and fostered a healthier workforce.

Although these accomplishments are considerable, we cannot rest on our laurels. The marketplace of ideas is increasingly competitive. In today’s era of narrowcasting and partisanship, CFR’s role as a truly non-partisan, independent think tank with a broad intellectual agenda is more valuable than ever.

We have many reasons to be confident in the Council’s future. CFR’s reputation as a trusted, authoritative resource on U.S. foreign policy endures. I am proud of what this institution has achieved over the past ten years, and I look forward to helping to lead the Council on Foreign Relations in the years ahead.

I want to thank Co-Chairs Carla A. Hills and Robert E. Rubin, as well as their predecessor Peter G. Peterson, and mine, Leslie H. Gelb, for their many contributions. I also thank Vice Chairs David M. Rubenstein and Richard E. Salomon, and all of the members of the Board of Directors, for their service and dedication to this institution year in and year out. Moreover, all that we have accomplished over the past decade would not be possible without the extraordinary hard work of CFR staff in New York and Washington, DC, for which I am most grateful.

Richard N. Haass  
*President*

# 2013 Highlights



*Top:* President Richard N. Haass introduces Hillary Rodham Clinton at CFR in Washington, DC, at the end of January. Clinton delivered her final remarks as U.S. secretary of state.

*Lower left to right:* Harrison Ford, vice chair of Conservation International; Aung San Suu Kyi, chairperson and general secretary of Myanmar's National League for Democracy and Nobel laureate; and interim president of Libya Mohammed Magariaf all participated in CFR events.

## Meetings

One of CFR's main functions is to provide a nonpartisan forum for informed foreign policy debate, convening meetings where senior government officials, members of Congress, global leaders, and prominent thinkers come together with CFR members to discuss and debate major international issues.

This year, more than two hundred general meetings were convened in New York and Washington, DC. The programming year opened on the eve of the U.S. presidential election, and CFR hosted representatives from both campaigns to discuss the foreign policy challenges facing the candidates. CFR also welcomed international and domestic observers, including the U.S. and Washington bureau chiefs of several leading foreign news agencies, to comment on the potential implications of the candidates' policies abroad.

As is the case nearly every year, the UN General Assembly brought dignitaries from across the world to New York City and to CFR. In the midst of continued upheavals in the greater Middle East, members met with interim Tunisian president Moncef Marzouki, King Abdullah II of Jordan, interim Libyan president Mohammed Magariaf, Pakistani foreign minister Hina Rabbani Khar, and Iranian foreign minister Ali Akbar Salehi.

That same week, Polish president Bronislaw Komorowski, Italian prime minister Mario Monti, Liberian president Ellen Johnson Sirleaf, Mexican president Felipe Calderón, and Nobel Peace Prize winner and Burmese opposition leader Aung San Suu Kyi also met with members in New York and Washington, DC. Leaders from international organizations, including NATO secretary-general Anders Fogh Rasmussen and International Criminal Court prosecutor Fatou Bensouda, came to CFR as well.

Other dignitaries to visit CFR during the programming year included Crown Prince of Bahrain Salman bin Hamad al-Khalifa, Icelandic president Ólafur Grímsson, Canadian prime minister Stephen Harper, Australian prime minister Kevin Rudd, and German finance minister Wolfgang Schäuble.

CFR welcomed influential international officials throughout the year, including UN secretary-general Ban Ki-moon, who delivered the Sorensen Distinguished Lecture on the challenges and responsibilities facing the international community, and UN Development Program administrator Helen Clark, who discussed the agency's 2013 Human



Development Report. Global thought leaders, including Grameen Bank managing director and CEO Muhammad Yunus, who delivered the David A. Morse Lecture, also addressed the membership.

U.S. officials, including former secretary of state, treasury, and labor George P. Shultz, came to CFR to offer their insights on world events. Thomas Frieden, director of the Centers for Disease Control and Prevention, spoke about the threat posed by noncommunicable diseases, and the military service chiefs convened for the Robert McKeon Endowed Series on Military Strategy and Leadership. In Washington, Hillary Rodham Clinton delivered her final public remarks as secretary of state.

Following the 2012 election, CFR launched a meeting series, the Presidential Inbox, to address the major issues confronting the Obama administration in the president's second term.

An ongoing special meeting series, HBO History Makers, which focuses on the contributions of a prominent individual, featured former secretary of state Madeleine K. Albright, former special envoy for Middle East peace George Mitchell, and former chairman of the Federal Reserve Paul A. Volcker.

The Lessons Learned series featured speakers, including former ambassadors Thomas R. Pickering and Frank G. Wisner and American Express CEO Kenneth I. Chenault, who reflected on critical moments in their careers in meetings with term and younger life members.

Examining issues ranging from the eurozone crisis to U.S. financial regulation, the C. Peter McColough Series on International Economics brings the world's foremost economic policymakers to CFR. Featured speakers included director general of the Italian treasury Vittorio Grilli, former U.S. secretary of the treasury Lawrence H. Summers, and Jeremy C. Stein, professor of mathematics and member of the board of governors of the Federal Reserve.

Meetings in the World Economic Update series featured economists from federal agencies, the U.S. Treasury, banks, and public corporations, with discussions moderated by Sebastian Mallaby, Paul A. Volcker senior fellow for international economics and director of the Maurice R. Greenberg Center for Goeconomic Studies.

In addition to its general meetings and meetings series, CFR was pleased to cohost a symposium with Conservation International this year on ties between economic and security interests and global resource



*Left:* Moncef Marzouki, interim president of Tunisia

*Right:* Fatou Bensouda, prosecutor of the International Criminal Court

*Previous page, left:* Hina Rabbani Khar, minister of foreign affairs, Islamic Republic of Pakistan

*Previous page, right:* Foreign Minister of Iran Ali Akbar Salehi



scarcities. The event convened intelligence officials, development economists, defense experts, conservation biologists, and corporate executives.

Every two years, the Congress and U.S. Foreign Policy program hosts a Congressional Staff Conference designed to inform the debate on Capitol Hill and position CFR as an essential resource and forum for incoming lawmakers and their staffs. The nearly one hundred participants in the 2013 conference ranged from legislative assistants working for newly elected representatives to senior committee staff members and leadership. Throughout the year, the Congress and U.S. Foreign Policy program holds weekly roundtables with senior foreign policy aides, as well as sessions that connect new members of Congress with CFR experts for discussion of issues chosen by legislators.

The Stephen M. Kellen Term Member Program invites promising young leaders in their thirties to interact with seasoned foreign policy experts through programming designed specifically for them. This year, term members, who are elected for a five-year period, participated in excursions to the World Bank, ABC News, the New York City Police Department, and Fort Benning, Georgia, as well as a longer trip through Brazil. More than three hundred term members from around the country and the world met at their annual conference for sessions with former national security adviser Zbigniew Brzezinski and CFR President Richard N. Haass on foreign policy issues facing the Obama administration; with former U.S. ambassador to Afghanistan and Iraq Ryan C. Crocker on the Arab uprisings; and on the U.S. policy pivot toward Asia. The term members also participated in a team debate on the future of U.S. primacy.

*Above left:* Felipe Calderón, president of Mexico

*Above right:* Former secretary of state George Shultz

## Task Forces

CFR sponsored one Independent Task Force report this year, *Defending an Open, Global, Secure, and Resilient Internet*, which was chaired by John D. Negroponte, former deputy secretary of state and director of national intelligence, and Samuel J. Palmisano, former chairman of the board and chief executive officer of IBM. It was directed by Adam Segal, CFR's Maurice R. Greenberg senior fellow for China studies.

The Task Force report, endorsed by its two dozen members, finds that as more people and services become interconnected and dependent on the Internet, societies are becoming increasingly vulnerable to cyber-attacks. To support security, innovation, growth, and the free flow of information, the Task Force recommends that the United States and its partners work to build a cyber alliance, make the free flow of information a part of all future trade agreements, and articulate an inclusive and robust vision of Internet governance.



Above: Christopher Padilla, vice president, governmental programs at IBM Corporation; Adam Segal, senior fellow for China studies; Samuel Palmisano, former chairman of the board and CEO of IBM Corporation; John Negroponte, former deputy secretary of state and director of national intelligence; and Anya Schmemmann, director of the Task Force Program, at a meeting of the Independent Task Force on U.S. policy in the digital age.



## National Program

Programming for National members—the more than one-third of CFR members who live outside of New York and Washington, DC—includes on-the-ground events, livestreaming and teleconferences of CFR meetings, and the annual National Conference in June.

The National Conference, underwritten by a grant in memory of Peter E. Haas from the Mimi and Peter Haas Fund, drew members from thirty-eight states and nine countries this year.

Conference highlights included sessions with Secretary of Homeland Security Janet Napolitano, Assistant to the President for Homeland Security and Counterterrorism Lisa O. Monaco, and a dinner program at the American Museum of Natural History on presidential leadership featuring CFR Board members Tom Brokaw and Joseph S. Nye Jr. Other plenary topics included U.S. digital policy, American grand strategy, the global economy, China, and immigration policy. Eighteen breakout sessions covered regions around the globe and topics as diverse as climate change and currency wars, while Saturday town hall sessions focused on the future of U.S. energy and the changing nature of warfare.





*Left:* Mayor of New York City Michael R. Bloomberg speaks with Hakeem Belo-Osagie of Etisalat Nigeria at a reception for the Global Board of Advisers.

*Below:* Senior Vice President and Director of Studies James M. Lindsay and high school educators discuss teaching foreign policy in the classroom.

*Previous page:* Richard N. Haass, Isobel Coleman, Elizabeth C. Economy, and Shannon K. O'Neil speak at CFR's second annual Educators Workshop for college and university professors.



## Corporate Program



*Top:* IBM chairman and CEO Ginny Rometty discusses “big data” at the tenth annual Corporate Conference.

*Above:* JPMorgan Chase’s Jamie Dimon speaks at an event in Washington, DC.

*Following page:* Distinguished Fellow Timothy F. Geithner speaks with military fellows after his session on the U.S. economy at the tenth annual Corporate Conference.

The Corporate Program celebrated its sixtieth anniversary this year. Founded in 1953 with 25 corporate members, the program has since expanded to include approximately 170 companies from various sectors and regions of the world. Seven of the original corporate member companies, including Exxon Mobil and JPMorgan Chase & Co., remain active participants in the program.

This year, several member companies increased their support of CFR and upgraded to higher corporate membership tiers: PepsiCo, Inc., to the Founders level, our highest corporate member tier; and the Coca-Cola Company, Deutsche Bank AG, and DynCorp International to the President’s Circle level. We also welcomed the following new members: Bennett Jones LLP; Cigna; Depository Trust & Clearing Corporation (DTCC); Edelman; Expedia, Inc.; Northern Trust; NRG Energy; Palantir Technologies; salesforce.com, inc.; Western Union; White & Case LLP; WPP; and Zurich.

Headliners for this year’s CEO Speaker series were Jim McNerney of the Boeing Company, Jamie Dimon of JPMorgan Chase & Co., Ray Dalio of Bridgewater Associates, John S. Watson of Chevron Corporation, Michael Duke of Walmart, and CFR Board member Muhtar Kent of the Coca-Cola Company. The tenth annual Corporate Conference featured Evercore Partners founder and executive chairman Roger C. Altman, former U.S. secretary of state Henry A. Kissinger, IBM chairman and chief executive officer Ginni Rometty, and CFR Vice Chairman and Carlyle Group cofounder and co-chief executive officer David M. Rubenstein, among others. More than three hundred executives from nearly one hundred corporate member companies attended the conference.



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*CFR is committed to forging connections with an array of constituencies: educators and students, religious and congregational leaders, and state and local officials and their staffs.*



## Outreach

CFR is committed to forging connections with an array of constituencies, particularly those whose voices are increasingly important to the foreign policy debate: educators and students, religious and congregational leaders, and state and local officials and their staffs. Among other activities, the Outreach program hosts events and teleconferences for these communities and provides access to CFR resources on topics of interest, including publications and live-streamed meetings.

The 2012 Religion and Foreign Policy Summer Workshop was a highlight of Outreach programming. Rabbi Elliot Cosgrove of the Park Avenue Synagogue gave a moving invocation, and this year's workshop had the highest attendance to date, with 125 participants representing more than 22 denominations.

The Academic Initiative, which seeks to introduce university and high school educators and students to CFR resources and to foster relationships between CFR and the academic community, continues to grow thanks to the generous support of CFR Vice Chairman David M. Rubenstein. This year, the Academic Initiative's Back-to-School Event offered students the opportunity to meet CFR scholars and explore employment opportunities at the organization. CFR reached professors working in fields related to foreign policy and international affairs through the College and University Educators Workshop, where professors gave feedback on CFR's classroom resources and heard substantive briefings from CFR experts. The High School Educators Workshop introduced secondary-school teachers to CFR resources useful for research and in preparing lesson plans. CFR also hosted college and university presidents for the Higher Education Working Group, a forum through which these professionals, joined by select foundation heads, explore the role of institutions of higher learning in meeting challenges posed by global issues. The group convened in March for briefings on global governance, energy security, and the politics and economics of the Middle East and Asia. Lastly, CFR continued to strengthen its partnership with the National Forensic League debate society, whose 120,000 high school participants regularly cite CFR resources in their competitions.



*Above:* A term member speaks at the seventeenth annual Term Member Conference, held at CFR's office in Washington, DC, on November 8 and 9.

*Previous page:* Audience members listen at the Religion and Foreign Policy Summer Workshop.

*CFR's multimedia explainers continue to garner accolades, including the Crisis Guide series' third Emmy Award.*

## *CFR Online*

CFR continues to embrace new technologies and multimedia as a way to communicate with its members and an increasingly international audience.

In 2013, public meetings began streaming on YouTube, increasing the reach of CFR's on-the-record events, including a [meeting sponsored by the Corporate Program](#) and featuring Bridgewater Associates founder Ray Dalio, which has been viewed more than one hundred thousand times.

The institution also launched a free [iPhone app](#), which offers timely posts from more than a dozen expert blogs, daily briefs on world events, breaking analysis from the think tank, and videos and transcripts of CFR events—all in a mobile-ready format.

[CFR.org](#)'s editorial team introduced video issue primers this year. The first in the series featured Senior Fellow for Latin America Studies Shannon K. O'Neil and Senior Fellow and Director of the International Institutions and Global Governance Program Stewart M. Patrick on [Mexico's drug war](#); it has been viewed nearly thirty thousand times on YouTube since its release.

Another video series, *Three Things to Know*, breaks down complex issues to their most important components in less than four minutes. Recent topics include [child marriage](#), [sequestration](#), and [potential intervention in Syria](#).

CFR.org also launched a new daily feature to increase interaction with the public. [Ask CFR Experts](#) invites visitors to the website to submit questions to the think tank. Responses are featured on the homepage and shared through social media. Earlier in the year, CFR.org covered the foreign policy dimensions of the presidential election with a blog, [Campaign 2012](#), and an accompanying series of [Issue Trackers](#), features that were among the most viewed on the website in 2012.

CFR's multimedia explainers continue to garner accolades. "[Crisis Guide: Iran](#)" won the series' third Emmy Award, in the category of New Approaches to News & Documentary Programming. "This award underscores the need not only for quality scholarship and analysis," President Richard N. Haass said at the time, "but also for it to be presented in an accessible and engaging way, through the use of the most advanced media technologies."

*Following page:* Senior Fellow Edward Alden testified before the Senate Committee on Homeland Security and Governmental Affairs on ways Congress and the Obama administration can use data to improve border enforcement.

## Books Published by CFR Scholars and Staff

CFR's most recent book, released in June, is *Pathways to Freedom: Political and Economic Lessons From Democratic Transitions*, which was edited by Senior Fellow Isobel Coleman, director of the Civil Society, Markets, and Democracy (CSM&D) initiative and the Women and Foreign Policy program, and Fellow for CSM&D Terra Lawson-Remer.

Other books published this year include:

*Tested by Zion: The Bush Administration and the Israeli-Palestinian Conflict* by Senior Fellow for Middle Eastern Studies Elliott Abrams

*"The definitive history of the last Republican president's considerable accomplishments in the Levant."*—Wall Street Journal

*Why Growth Matters: How Economic Growth in India Reduced Poverty and the Lessons for Other Developing Countries* by Senior Fellow for International Economics Jagdish N. Bhagwati and Columbia University professor Arvind Panagariya

*"Almost a manifesto for policymakers."*—Economist

*Invisible Armies: An Epic History of Guerilla Warfare from Ancient Times to the Present* by Senior Fellow for National Security Studies Max Boot

*"A sweeping panorama that ranges over a vast terrain . . . thoughtful, smart, fluent, with an eye for the good story."*—New York Times





*Foreign Policy Begins at Home: The Case for Putting America's House in Order* by President Richard N. Haass

*"[Haass's] call for getting America's domestic house in order should be listened to."*—New York Times

*Governing Health in Contemporary China* by Senior Fellow for Global Health Yanzhong Huang

*"A valuable contribution . . . insightful in its analysis."*—Scholar and professor Minxin Pei, Claremont McKenna College

*Democracy in Retreat: The Revolt of the Middle Class and the Worldwide Decline of Representative Government* by Senior Fellow for Southeast Asia Joshua Kurlantzick

*"Removes the blinders so we can move forward in ways that promote democracy more effectively."*—Global Times

*The Power Surge: Energy, Opportunity, and the Battle for America's Future* by David M. Rubenstein Senior Fellow for Energy and the Environment Michael A. Levi

*"One of the best things you'll read about the ongoing oil and gas boom in the United States."*—Washington Post

*Two Nations Indivisible: Mexico, the United States, and the Road Ahead* by Senior Fellow for Latin America Studies Shannon K. O'Neil

*"Groundbreaking."*—San Antonio Express-News

*North Korea in Transition: Politics, Economy, and Society* edited by Senior Fellow for Korea Studies Scott A. Snyder and the University of British Columbia's Kyung-Ae Park

*"Timely . . . with a sweep that is rarely seen in the English-language analysis of the country."*—Wall Street Journal

*The Battle of Bretton Woods: John Maynard Keynes, Harry Dexter White, and the Making of a New World Order* by Senior Fellow and Director of International Economics Benn Steil

*"A triumph of economic and diplomatic history."*—Financial Times

# Foreign Affairs

This past year was one of continued success and evolution for *Foreign Affairs* as the magazine strove to uphold and enhance the quality and appeal of its flagship print edition while embracing the onrushing digital future. Halfway through the year, for example, we debuted a striking print redesign, featuring a photo cover, a clean, crisp look inside, and some new editorial features (such as a regular lead interview with a prominent global figure). As summer approached, we began preparations for a comprehensive complementary redesign of the website, [ForeignAffairs.com](http://ForeignAffairs.com), intended to bring our digital publication offerings up to best current practices in the field.

The July/August 2012 issue of the magazine led with Kenneth Waltz's provocative article, "Why Iran Should Get the Bomb." In what would sadly prove to be his last contribution to the field, the late distinguished international relations theorist argued that because deterrence has proven robust, Tehran's acquisition of a nuclear capability would be a stabilizing factor in regional security. (At the end of August, we created an ebook featuring Waltz's piece and a dozen and a half other recent offerings. *Iran and the Bomb* provides a comprehensive look at the origins of the Iranian nuclear problem and the options for handling it.) The issue also featured a review essay by Robert Keohane of new books on the course of American hegemony, and Graham Allison rounded out the international relations trifecta with a fiftieth-anniversary look at the contemporary lessons of the Cuban Missile Crisis. Other major pieces included a provocative analysis of "Environmental Alarmism, Then and Now" by Bjorn Lomborg, suggestions on how to exit the Afghan war from the bipartisan team of Stephen Hadley and John Podesta, an examination of India's slowdown by Pratab Bhanu Mehta, and a guide to financial reform from Gillian Tett.

The September/October issue led with an essay on "How China Sees America" by Andrew Nathan and Andrew Scobell, and a look at a potential alternative U.S.-China policy by Aaron Friedberg. A three-part package on the crisis in Europe included essays by Timothy Garton Ash, C. Fred Bergsten, and Adam Tooze. An exploration of U.S. fiscal policy in comparative perspective by MIT political scientist Andrea Louise Campbell attracted a lot of attention, as did a searing review by Jeffrey Sachs of a recent, much-touted book by Darren Acemoglu and James Robinson. Other highlights included a report by Daniel Byman and Natan Sachs on the rise of terrorism among Israeli settlers, a study by Mikhail Dmitriev and Daniel Treisman of Russian attitudes toward anti-Putin protestors, and a survey by Ray Suarez of the political views of Hispanic Americans.

The last issue of the calendar year, November/December, opened with an article by Ruchir Sharma on "The Demise of the Rest," making the case that the progress of the so-called BRIC countries (Brazil, Russia, India, and China) was stalling and that the advanced industrial and developing worlds were not close to converging economically. In "How to Make Almost Anything," MIT physicist Neil Gershenfeld offered an introduction to the digital fabrication revolution sweeping the economy.



*Foreign Affairs* Editor Gideon Rose



Fareed Zakaria and Gideon Rose unveil the cover of the *Foreign Affairs* March/April issue.

Other articles included Megan MacKenzie’s argument for ending the combat exclusion ban on women in the U.S. military (a policy shift the Obama administration enacted months later), Andrew Krepinevich’s recommending a post-austerity defense posture, Grover Norquist’s and Andrea Campbell’s debating whether taxes were too high, and Britain’s chief rabbi Lord Jonathan Sacks reviewing Michael Walzer’s new book on the politics of the Bible.

The first issue of 2013 led with a package featuring Fareed Zakaria’s look at long-term U.S. fiscal problems and Roger Altman’s argument for why the U.S. economy will emerge from the recession stronger than ever. This biggest-ever issue of the magazine—in both editorial content and advertising—also featured debates on whether the Chinese Communist Party can survive, whether the Arab Spring was a historical turning point, and whether U.S. grand strategy should pull back or lean forward. Other contents included an interview with Turkish president Abdullah Gül, the beginning of a discussion on the future of Republican foreign policy, and examinations of the careers of Ehud Barak and Paul Volcker.

The March/April issue led with an article by economic historian Jerry Muller, “Capitalism and Inequality,” that traced the connections between free markets and social outcomes from the industrial revolution through the present. An interview with retired general Stanley McChrystal and an essay by Max Boot explored irregular wars, present and past. Articles by Kevin Rudd and Hussein Haqqani looked at the dynamics of two of Washington’s crucial bilateral relationships, with China and with Pakistan. Other highlights of the issue included Benn Steil on Harry Dexter White’s secret life as a Soviet mole, Shannon O’Neil’s portrait of a rising Mexico, Aluf Benn’s critique of Israeli militarism, and Bret Stephens’s take on the future of Republican foreign policy.

The magazine continued to shine a spotlight on the major trends shaping the contemporary world by beginning the May/June issue with a discussion of “The Rise of Big Data” by Kenneth Cukier and Viktor Mayer-Schoenberger—staying ahead of what would soon become breaking news revelations of the NSA’s widespread communications surveillance. Richard Haass’s essay, “The Irony of American Strategy,” analyzed the context and challenges of the Obama administration’s rebalancing of attention from the Middle East to Asia. An interview with Polish foreign minister Radek Sikorski touched on Europe’s present and future, and a scathing critique of economic austerity policies by Mark Blyth lamented that Europe’s failed recent economic policies might be crossing the Atlantic. Other articles explored Africa’s economic boom, Hillary Clinton’s tenure as secretary of state, American energy policies, and the future of the U.S. Army.

More than half of all *Foreign Affairs* content is now published daily and online-only, contributing to the impressive growth in traffic on [ForeignAffairs.com](http://ForeignAffairs.com), which posted steady year-on-year gains each season and rose to all-time highs in April, attracting nearly 2.3 million page views during 1.14 million visits by nearly 0.8 million visitors. Our social media presence has also continued to grow: the magazine now boasts more than 180,000 [Twitter](https://twitter.com/ForeignAffairs) followers and 150,000 [Facebook](https://www.facebook.com/ForeignAffairs) fans.

Defying industry trends, meanwhile, total paid *Foreign Affairs* circulation is at an all-time high of 182,000. Under the leadership of our new publisher, Lynda Hammes, the magazine continues to innovate across all platforms. Last November, we launched an [iPad app](#) showcasing each issue of the magazine along with ebooks and special thematic collections, integrating interactive features such as video, Twitter feeds, and real-time user comments. More than 31,000 users so far have downloaded the app, which allows new audiences to subscribe through iTunes and existing subscribers to gain access by logging in with their subscriber credentials. The magazine is available on all tablet and ereader devices globally through both our digital subscription product and affiliate partnerships with Apple, Amazon, and Google. One-fifth of our paid audience is now finding us through digital platforms.

*Foreign Affairs* achieved extraordinary performance in newsstand sales over the past year as well, increasing 2.5 percent in copies and 15 percent in revenues in the face of strong industry-wide headwinds. In March, we raised the magazine’s cover price by 30 percent to \$12.99 but saw only a minimal drop in sales; this translates to long-term increased profitability.

Although the bulk of our revenue comes from subscriptions and single-copy sales, advertising and ancillary products are increasingly important. Advertising revenue is up 16 percent over the past year, thanks to aggressive sales of traditional print advertising as well as increases in digital campaigns and sponsored events. Efforts to elevate the magazine’s media profile and to professionalize our marketing collateral have also paid off in positioning the brand to potential sponsors.

Gideon Rose  
*Editor, Foreign Affairs*

*More than half of all  
Foreign Affairs content is  
now published daily and  
online-only.*

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Note: Committee listing shown as of  
June 30, 2013.

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Frances Fragos Townsend  
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Vin Weber

† Ex officio

# 2013 Board Election and Appointments

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, 2013, were Alan S. Blinder, J. Tomilson Hill, Alberto Ibarguen, Shirley Ann Jackson, Joseph S. Nye Jr., George Rupp, and Richard E. Salomon.

The Nominating and Governance Committee was composed of Mary McInnis Boies (Chair), Madeleine K. Albright, David G. Bradley, Anne M. Finucane, Nancy A. Jarvis, Kenneth I. Juster, Maria Elena Lagomasino, Edward J. Mathias, Jami Miscik, Pamela S. Passman, Theodore Roosevelt IV, Stanley S. Shuman, G. Richard Thoman, R. Keith Walton, and Christine Todd Whitman. On December 3, 2012, the Chair invited the Council membership to propose possible candidates. The Nominating and Governance Committee met on February 25, 2013, 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 2018: Byrone Auguste, Zoë Baird, Evan Bayh, Alan S. Blinder, R. Nicholas Burns, and Cesar Conde. On April 3, 2013, 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 sent to all Council members on May 1, 2013.

The Annual Meeting, at which votes would be cast for the election, was originally scheduled for June 4, 2013. As participation by members in the election was low, a quorum would not have been met on June 4, so the Chair of the Nominating Committee authorized an extension of the voting and adjourned the Annual Meeting to June 10, 2013. At the meeting on that day, 1,715 members participated in person or by proxy, fulfilling the quorum required by By-Law V, though at 36.7 percent participation, turnout remained low. No name was written on thirty or more ballots cast at the meeting, and, therefore, no one was nominated for the 2014 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, 2013, and expiring June 30, 2018: Zoë Baird, Alan S. Blinder, and R. Nicholas Burns.

At its June 13 meeting, the Board appointed four Council members to serve five-year terms as Directors in the Class of 2018, beginning July 1, 2013, and expiring June 30, 2018: Laurence D. Fink, J. Tomilson Hill, Shirley Ann Jackson, and Ruth Porat. The Board also appointed Steven A. Denning to the Class of 2016 to fill a vacancy created by Board member Penny Pritzker stepping down.

# 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                 | Joseph S. Nye Jr.            | 2004–2013 | <i>VICE CHAIRMEN<br/>OF THE BOARD</i> |                     |
| James R. Houghton      | 1992–96                 | Fareed Zakaria               | 2004–     |                                       |                     |
| Charlayne Hunter-Gault | 1992–98                 | Peter Ackerman               | 2005–     | Grayson Kirk                          | 1971–73             |
| Donna E. Shalala       | 1992–93                 | Charlene Barshefsky          | 2005–2010 | Cyrus R. Vance                        | 1973–76,<br>1985–87 |
| Paul A. Allaire        | 1993–2002               | Stephen W. Bosworth          | 2005–2009 | Douglas Dillon                        | 1976–78             |
| Robert E. Allen        | 1993–96                 | Tom Brokaw                   | 2005–     | Carroll L. Wilson                     | 1978–79             |
| Richard N. Cooper      | 1993–94                 | David M. Rubenstein          | 2005–     | Warren Christopher                    | 1987–91             |
| E. Gerald Corrigan     | 1993–95                 | Frank J. Caufield            | 2006–2010 | Harold Brown                          | 1991–92             |
| Alton Frye             | 1993                    | Ann M. Fudge                 | 2006–     | B. R. Inman                           | 1992–93             |
| Leslie H. Gelb         | 1993–2001,<br>2002–2003 | Alberto Ibargüen             | 2006–2013 | Jeane J. Kirkpatrick                  | 1993–94             |
| Rita E. Hauser         | 1993–97                 | Henry R. Kravis              | 2006–2012 | Maurice R. Greenberg                  | 1994–2002           |
| Theodore C. Sorensen   | 1993–2004               | James W. Owens               | 2006–     | Carla A. Hills                        | 2001–2007           |
| Garrick Utley          | 1993–2003               | Colin M. Powell              | 2006–     | William J. McDonough                  | 2002–2003           |
| Carla A. Hills         | 1994–                   | Christine Todd Whitman       | 2006–     | Robert E. Rubin                       | 2003–2007           |
| Helene L. Kaplan       | 1994–96                 | Sylvia Mathews Burwell       | 2007–2013 | Richard E. Salomon                    | 2007–2013           |
| Frank G. Zarb          | 1994–96                 | Stephen Friedman             | 2007–     | David M. Rubenstein                   | 2012–               |
| Robert B. Zoellick     | 1994–2001               | Jami Miscik                  | 2007–     |                                       |                     |
| Les Aspin              | 1995                    | Alan S. Blinder              | 2008–     | <i>HONORARY<br/>VICE CHAIRMAN</i>     |                     |
| Mario L. Baeza         | 1995–2001               | J. Tomilson Hill             | 2008–     | Maurice R. Greenberg                  | 2002–               |
| Peggy Dulany           | 1995–2003               | Shirley Ann Jackson          | 2008–     |                                       |                     |
| Jessica P. Einhorn     | 1995–2005               | George Rupp                  | 2008–2013 | <i>PRESIDENTS</i>                     |                     |
| Louis V. Gerstner Jr.  | 1995–2005               | David G. Bradley             | 2009–     | John W. Davis                         | 1921–33             |
| Hannah Holborn Gray    | 1995–2005               | Donna J. Hrinak              | 2009–     | George W. Wickersham                  | 1933–36             |
| William J. McDonough   | 1995–98                 | Penny S. Pritzker            | 2009–2013 | Norman H. Davis                       | 1936–44             |
| George J. Mitchell     | 1995–2004               | Frederick W. Smith           | 2009–     | Russell C. Leffingwell                | 1944–46             |
| Frank Savage           | 1995–2005               | John P. Abizaid              | 2010–     | Allen W. Dulles                       | 1946–50             |
| George Soros           | 1995–2002               | Mary McInnis Boies           | 2010–     | Henry M. Wriston                      | 1951–64             |
| Lee Cullum             | 1995–2004               | Pamela Brooks Gann           | 2010–     | Grayson Kirk                          | 1964–71             |
| Vincent A. Mai         | 1995–2006               | Pamela Brooks Gann           | 2010–     | Bayless Manning                       | 1971–77             |
| Warren B. Rudman       | 1996–2006               | Thomas H. Glocer             | 2011–     | Winston Lord                          | 1977–85             |
| Laura D'Andrea Tyson   | 1996–2006               | Thomas H. Glocer             | 2011–     | John Temple Swing*                    | 1985–86             |
| Roone Arledge          | 1997–2003               | Eduardo J. Padrón            | 2011–     | Peter Tarnoff                         | 1986–93             |
| Martin S. Feldstein    | 1997–2005               | Eduardo J. Padrón            | 2011–     | Alton Frye                            | 1993                |
|                        | 1997–2007               | Peter B. Henry               | 2012–     | Leslie H. Gelb                        | 1993–2003           |
|                        | 1997–2007               | Muhtar Kent                  | 2012–     | Richard N. Haass                      | 2003–               |
|                        | 1998–2002               | Margaret G. Warner           | 2012–     |                                       |                     |
|                        | 1998–2008,<br>2009–     | Zoë Baird                    | 2013–     | <i>PRESIDENT EMERITUS</i>             |                     |
|                        | 1998–2003               | R. Nicholas Burns            | 2013–     | Leslie H. Gelb                        | 2003–               |
| Bette Bao Lord         | 1998–2003               | Steven A. Denning            | 2013–     |                                       |                     |
| Michael H. Moskow      | 1998–2008               | Laurence D. Fink             | 2013–     |                                       |                     |
| Diane Sawyer           | 1998–99                 | Ruth Porat                   | 2013–     |                                       |                     |
| John Deutch            | 1999–2004               |                              |           |                                       |                     |
| Robert E. Rubin        | 2000–                   | <i>CHAIRMEN OF THE BOARD</i> |           |                                       |                     |
| Andrew Young           | 2000–2005               | Russell C. Leffingwell       | 1946–53   |                                       |                     |
| Henry S. Bienen        | 2001–2011               | John J. McCloy               | 1953–70   | <i>HONORARY PRESIDENTS</i>            |                     |
| Kenneth M. Duberstein  | 2001–2012               | David Rockefeller            | 1970–85   | Elihu Root                            | 1921–37             |
| Joan E. Spero          | 2001–2011               | Peter G. Peterson            | 1985–2007 | Henry M. Wriston                      | 1964–78             |
| Vin Weber              | 2001–2011,<br>2012–     | Carla A. Hills               |           |                                       |                     |
|                        | 2012–                   | ( <i>Co-Chairman</i> )       | 2007–     | <i>EXECUTIVE<br/>VICE PRESIDENTS</i>  |                     |
| Fouad Ajami            | 2002–2012               | Robert E. Rubin              |           | John Temple Swing                     | 1986–93             |
| Jeffrey L. Bewkes      | 2002–2006               | ( <i>Co-Chairman</i> )       | 2007–     | Michael P. Peters                     | 2002–2005           |
| Ronald L. Olson        | 2002–2010               |                              |           | Keith Olson                           | 2012–               |
| Thomas R. Pickering    | 2002–2007               | <i>CHAIRMAN EMERITUS</i>     |           |                                       |                     |
| Helene D. Gayle        | 2002–2007               | Peter G. Peterson            | 2007–     |                                       |                     |
| Richard N. Haass       | 2003–                   |                              |           | <i>CHIEF FINANCIAL OFFICERS</i>       |                     |
| Richard E. Salomon     | 2003–2013               | <i>HONORARY CHAIRMEN</i>     |           | Kenneth Castiglia                     | 2009–2011           |
| Anne-Marie Slaughter   | 2003–2009               | John J. McCloy               | 1970–1989 | Keith Olson                           | 2012–               |
| Madeleine K. Albright  | 2004–                   | David Rockefeller            | 1985–     |                                       |                     |
| Richard N. Foster      | 2004–2009               |                              |           |                                       |                     |

\* pro tempore

|                               |           |                                   |           |                              |                                   |
|-------------------------------|-----------|-----------------------------------|-----------|------------------------------|-----------------------------------|
| <i>CHIEF INFORMATION</i>      |           | Gary Samore                       | 2006–2009 | Abraham F. Lowenthal         | 1976–77                           |
| <i>OFFICER AND PUBLISHER</i>  |           | Kay King                          | 2007–2011 | John C. Campbell             | 1977–78                           |
| David Kellogg                 | 2010–2012 | L. Camille Massey                 | 2008–     | Paul H. Kreisberg            | 1981–87                           |
| <i>SENIOR VICE PRESIDENTS</i> |           | Jan Mowder Hughes                 | 2010–     | William H. Gleysteen Jr.     | 1987–89                           |
| Alton Frye                    | 1993–98   | <i>EXECUTIVE DIRECTORS</i>        |           | Nicholas X. Rizopoulos       | 1989–94                           |
| Kenneth H. Keller             | 1993–95   | Hamilton Fish                     |           | Kenneth H. Keller*           | 1994–95                           |
| Larry L. Fabian               | 1994–95   | Armstrong                         | 1922–28   | Ethan B. Kapstein            | 1995–96                           |
| Michael P. Peters             | 1995–2002 | Malcolm W. Davis                  | 1925–27   | Kenneth R. Maxwell           | 1996                              |
| Paula Dobriansky              | 2001      | Walter H. Mallory                 | 1927–59   | Gary C. Hufbauer             | 1997–98                           |
| Charles G. Boyd               | 2001–2002 | George S. Franklin                | 1953–71   | Lawrence J. Korb             | 1998–2002                         |
| David Kellogg                 | 2002–2010 | <i>SECRETARIES</i>                |           | Michael P. Peters            | 2002–2003                         |
| Janice L. Murray              | 2002–2009 | Edwin F. Gay                      | 1921–33   | James M. Lindsay             | 2003–2006,<br>2009–               |
| James M. Lindsay              | 2009–     | Allen W. Dulles                   | 1933–44   | Gary Samore                  | 2006–2009                         |
| <i>VICE PRESIDENTS</i>        |           | Frank Altschul                    | 1944–72   | <i>DIRECTORS OF MEETINGS</i> |                                   |
| Paul D. Cravath               | 1921–33   | John Temple Swing                 | 1972–87   | George S. Franklin           | 1949–50                           |
| Norman H. Davis               | 1933–36   | Judith Gustafson                  | 1987–2000 | William Henderson            | 1952–54,<br>1955–56               |
| Edwin F. Gay                  | 1933–40   | Lilita V. Gusts                   | 2000–2010 | Melvin Conant                | 1954–55,*<br>1956–57,*<br>1957–59 |
| Frank L. Polk                 | 1940–43   | Jeffrey A. Reinke                 | 2010–     | George V.H. Moseley III      | 1959–62                           |
| Russell C. Leffingwell        | 1943–44   | <i>HONORARY SECRETARY</i>         |           | Harry Boardman               | 1962–69                           |
| Allen W. Dulles               | 1944–46   | Frank Altschul                    | 1972–81   | Zygmunt Nagorski Jr.         | 1969–78                           |
| Isaiah Bowman                 | 1945–49   | <i>TREASURERS</i>                 |           | Marilyn Berger               | 1978–79                           |
| David Rockefeller             | 1950–70   | Edwin F. Gay                      | 1921–33   | Margaret                     |                                   |
| Henry M. Wriston              | 1950–51   | Whitney H. Shepardson             | 1933–42   | Osmer-McQuade                | 1979–93                           |
| Frank Altschul                | 1951–71   | Clarence E. Hunter                | 1942–51   | Karen M. Sughrue             | 1993–98                           |
| Devereux C. Josephs           | 1951–52   | Devereux C. Josephs               | 1951–52   | Anne R. Luzzatto             | 1998–2005                         |
| David W. MacEachron           | 1972–74   | Elliott V. Bell                   | 1952–64   | Nancy D. Bodurtha            | 2005–                             |
| John Temple Swing             | 1972–86   | Gabriel Hauge                     | 1964–81   |                              |                                   |
| Alton Frye                    | 1987–93   | Peter G. Peterson                 | 1981–85   |                              |                                   |
| William H. Gleysteen Jr.      | 1987–89   | C. Peter McColough                | 1985–87   |                              |                                   |
| John A. Millington            | 1987–96   | Lewis T. Preston                  | 1987–88   |                              |                                   |
| Margaret                      |           | James E. Burke                    | 1988–89   |                              |                                   |
| Osmer-McQuade                 | 1987–93   | David Woodbridge                  | 1989–94   |                              |                                   |
| Nicholas X. Rizopoulos        | 1989–94   | Janice L. Murray                  | 1994–2009 |                              |                                   |
| Karen M. Sughrue              | 1993–98   | Kenneth Castiglia                 | 2010–2011 |                              |                                   |
| Ethan B. Kapstein             | 1995–96   | Keith Olson                       | 2012–     |                              |                                   |
| Abraham F. Lowenthal          | 1995–2005 | <i>EDITORS OF FOREIGN AFFAIRS</i> |           |                              |                                   |
| Janice L. Murray              | 1995–2002 | Archibald Cary                    |           |                              |                                   |
| David J. Vidal                | 1995–97   | Coolidge                          | 1922–28   |                              |                                   |
| Frederick C. Broda            | 1996–97   | Hamilton Fish                     |           |                              |                                   |
| Kenneth R. Maxwell            | 1996      | Armstrong                         | 1928–72   |                              |                                   |
| Paula J. Dobriansky           | 1997–2001 | William P. Bundy                  | 1972–84   |                              |                                   |
| Gary C. Hufbauer              | 1997–98   | William G. Hyland                 | 1984–92   |                              |                                   |
| David Kellogg                 | 1997–2002 | James F. Hoge Jr.                 | 1992–2010 |                              |                                   |
| Lawrence J. Korb              | 1998–2002 | Gideon Rose                       | 2010–     |                              |                                   |
| Anne R. Luzzatto              | 1998–2005 | <i>DIRECTORS OF STUDIES</i>       |           |                              |                                   |
| Elise Carlson Lewis           | 1999–2008 | Percy W. Bidwell                  | 1937–53   |                              |                                   |
| Irina A. Faskianos            | 2002–     | Philip E. Mosely                  | 1955–63   |                              |                                   |
| Robert C. Orr                 | 2002–2003 | Richard H. Ullman                 | 1973–76   |                              |                                   |
| James M. Lindsay              | 2003–2006 |                                   |           |                              |                                   |
| Lisa Shields                  | 2003–     |                                   |           |                              |                                   |
| Nancy E. Roman                | 2004–2007 |                                   |           |                              |                                   |
| Nancy D. Bodurtha             | 2005–     |                                   |           |                              |                                   |
| Suzanne E. Helm               | 2005–     |                                   |           |                              |                                   |

\* pro tempore

# Membership

## *MEMBERSHIP*

The Council on Foreign Relations is first and foremost a membership organization. With more than 4,700 members, CFR's ranks include many of the most prominent leaders in the foreign policy arena. CFR's roster includes top government officials, renowned scholars, business executives, acclaimed journalists, prominent lawyers, and distinguished nonprofit professionals. The membership is divided almost equally among those living in New York, Washington, DC, and across the country and abroad, and it is a group unmatched in accomplishment and diversity in the field of international affairs.

Members have in-person access to world leaders, senior government officials, members of Congress, and prominent thinkers and practitioners in academia, policy, and business, many of whom are members themselves. CFR members participate in nearly one thousand events each year, including history-maker interviews, CEO forums, expert panel discussions, symposia, town halls, and film screenings.

## *STEPHEN M. KELLEN TERM MEMBER PROGRAM*

The Stephen M. Kellen Term Member Program, established in 1970 to cultivate the next generation of foreign policy leaders, encourages promising young women and men 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. Term members enjoy a full range of activities, including events with high-profile speakers, an annual Term Member Conference, roundtables, trips to various sites, including military bases, international organizations, and U.S. governmental agencies, and one weeklong study trip abroad every two years.

The Term Member Program has grown considerably since it was established more than forty years ago; the number of term members is now indexed at up to 15 percent of the total CFR membership.

*For more information on the Term Member Program, please visit [www.cfr.org/about/term-member-program](http://www.cfr.org/about/term-member-program).*

## *APPLYING FOR MEMBERSHIP*

The Council seeks quality, diversity, and balance in its membership. Criteria for membership include intellectual achievement and expertise; degree of experience, interest, and current involvement in international affairs; promise of future achievement and service in foreign relations; potential contributions to CFR's work; desire and ability to participate in CFR activities; and standing among peers. New members are named twice a year by the Board of Directors, which invites select women and men to join based on the recommendations of the Committee on Membership.

## *ELIGIBILITY REQUIREMENTS*

Candidates for membership must be nominated in writing by a current CFR member and seconded by three (maximum of four) other individuals. To be considered for term membership, candidates must be nominated by a current CFR member and seconded by two (maximum of three) other individuals.

Membership is restricted to U.S. citizens (native born or naturalized) and permanent residents who have applied to become citizens. If foreign born, a candidate must submit a statement that he or she has been naturalized or is a permanent resident who has made formal application for citizenship.

Candidates for term membership must be between the ages of thirty and thirty-six on January 1 of the year in which they apply.

*TO APPLY*

Candidates should email [applications@cfrr.org](mailto:applications@cfrr.org) to request the online application for membership. All materials, including nominating and seconding letters, must be submitted using the online application. The email should include the following information:

- full name
- title and affiliation
- date of birth
- citizenship status (see Eligibility Requirements)
- type of membership for which the candidate is applying
- date or dates of any previous applications for membership, if applicable
- email address to which the hyperlink to the online application should be sent

*For more information on the membership application process, please visit [www.cfr.org/about/membership](http://www.cfr.org/about/membership).*

*NOMINATING AND SECONDING 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 nominate or second qualified prospects for membership. Membership development efforts are focused on identifying and attracting diverse leaders in international affairs across all sectors.

Candidates are responsible for securing their nominators and seconders. The roster of members is listed in the following section and is regularly updated at [www.cfr.org/about/membership/roster.html](http://www.cfr.org/about/membership/roster.html). All letter writers are advised to commit themselves to supporting only those candidates they know personally. The first paragraph of nominating and seconding letters must include a clear and comprehensive statement about the nature of the relationship between the candidate and the letter writer. Thoughtful, candid, and succinct comments are far more important than formal endorsements. The Committee on Membership advises members to write no more than two letters per round (either one nominating and one seconding letter or two seconding letters) and members are encouraged to make comparative judgments about candidates when appropriate. It is recommended that at least one letter come from a current or former professional colleague.

*NOMINATING LETTERS*

Candidates must be nominated by a CFR member. Nominating letters should be no more than five hundred words and should address the following criteria, which have always been central to the committee's consideration of membership candidates:

- 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 peers.

*SECONDING LETTERS*

Seconding letters need not be as comprehensive (no more than three hundred words) and are not required to come from current CFR members, though this is strongly recommended. Writers are encouraged to state why the candidate should be considered for CFR membership based on the above criteria with an emphasis on "standing among peers." Seconding letters should also provide relevant information that might not be included in a candidate's CV or nominating letter.

### ADDITIONAL RULES AND REGULATIONS TO CONSIDER

- 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.
- Members of the Subcommittee on Term Membership are precluded from nominating or writing seconding letters on behalf of candidates for term membership.
- A spouse, close relative (e.g., parent, sibling, cousin, or the like), or near in-law of a candidate may not formally nominate or second that candidate for CFR membership, and members should refrain from writing on behalf of clients.
- CFR visiting fellows are prohibited from applying for membership until they have completed their fellowship tenure.
- All CFR members are required to fulfill annual dues requirements, which can be found online at [www.cfr.org/memberdues](http://www.cfr.org/memberdues).

### DEADLINES, CANDIDATE NOTIFICATION, AND REACTIVATION

Applications not completed by the deadlines will not be considered. To apply for a future deadline, candidates must request and complete a new application. All membership candidates and their letter writers will receive notification of the committee's decisions according to the schedule below.

|                 | APPLICATION<br>DEADLINE | NOTIFICATION |
|-----------------|-------------------------|--------------|
| Membership      | March 1                 | late June    |
|                 | October 1               | mid-February |
| Term Membership | January 6               | late June    |

### APPLICATION REACTIVATION REQUIREMENTS

A candidate who is not elected in any given application round will have his or her file held over. The candidate may choose to reactivate an application for future consideration. To do so, he or she must email [applications@cfr.org](mailto:applications@cfr.org) and specify the date or dates of previous applications, as well as the type of membership for which he or she is reapplying. The candidate is required to complete an updated CV through a new online application. The new CV should specify any significant changes since the previous application. The candidate must secure a minimum of one and a maximum of three additional seconding letters; additional letters should provide new insights that would be helpful in the selection process. It is not required that seconding letters come from current CFR members, but it is strongly recommended. The original nominating letter as well as seconding letters submitted in previous applications will remain on file for a period of ten years. Previous letter writers may provide new letters only when new content is included.

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

For more information on nominating a candidate or to learn more about applying for membership, please contact Nancy D. Bodurtha, vice president, meetings and membership, at 212.434.9487 or [applications@cfr.org](mailto:applications@cfr.org).

*PROFILE OF THE MEMBERSHIP*

Since July 2012, CFR membership has grown by 1.88 percent, from 4,681 to 4,769 members. Member records are maintained by CFR at 58 East 68th Street, New York, NY 10065.

|  | <i>NUMBER<br/>OF MEMBERS</i> | <i>PERCENTAGE<br/>OF MEMBERSHIP</i> |
|--|------------------------------|-------------------------------------|
| Location                                     |                              |                                     |
| New York Area                                | 1,539                        | 32                                  |
| Washington, DC, Area                         | 1,484                        | 31                                  |
| National/International                       | 1,746                        | 37                                  |
| Total  | 4,769                        | 100                                 |
| Vocation                                     |                              |                                     |
| Business                                     | 1,530                        | 32                                  |
| Professors, Fellows,<br>and Researchers      | 888                          | 19                                  |
| Nonprofit and<br>International Organizations | 680                          | 14                                  |
| Government                                   | 475                          | 10                                  |
| Law  | 249                          | 5                                   |
| University and College<br>Administrators     | 255                          | 5                                   |
| Journalists, Correspondents,<br>and Editors  | 211                          | 5                                   |
| Other  | 481                          | 10                                  |
| Total  | 4,769                        | 100                                 |

# Membership Roster

## A

Aaron, David L.  
 Abbot, C. Spencer  
 Abbot, Charles S.  
 Abbot, Laura Winthrop  
 Abboud, A. Robert  
 Abboud, Labeeb M.  
 Abdalla, Alyce  
 Abell, Keith W.  
 Abercrombie-Winstanley,  
   Gina K.  
 Abernethy, Robert John  
 Abeywardena, Penny†  
 Abizaid, John P.  
 Aboelnaga Kanaan, Mona  
 Abrahams, Tara Balmaceda  
 Abrahams, Max†  
 Abramowitz, Michael J.  
 Abramowitz, Morton I.  
 Abrams, Elliott  
 Abrams, Stacey Y.\*  
 Abrams, William M.  
 Abshire, David M.  
 Abuaf, Niso  
 Aburdene, Odeh F.  
 Ackerman, Elliot L.  
 Ackerman, Peter  
 Ackerman, Xanthe†  
 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.  
 Adelman, David\*  
 Adkerson, Richard C.  
 Adler, Allen R.

Adler, Stephen J.  
 Afkhami, Amir Arsalan  
 Agarwal, Sara R.  
 Agarwal, Sumit  
 Aggarwal, Vinod K.  
 Agostinelli, Robert F.  
 Aguiar, Eric  
 Agus, David B.\*  
 Ahern, Stephanie R.  
 Ahmed, Salman S.  
 Ahuja, Sanjiv  
 Aidinoff, M. Bernard  
 Akhavi, Negar  
 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.  
 Allen, Dan  
 Allen, Jodie T.  
 Allen, John R.  
 Allen, Jonathan William  
 Allen, Richard V.  
 Allen, Thad W.  
 Allibhoy, Faheen  
 Allison, Graham T.  
 Allison Marshall, Cara L.†  
 Almond, Michael A.  
 Alonzo, Anne L.  
 Alpha, Avery M.†  
 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.  
 Amir-Mokri, Cyrus  
 Ammori, Marvin

Amos, Deborah Susan  
 Anand, Manpreet Singh  
 Andelman, David A.  
 Andersen, Harold W.  
 Anderson, Craig B.  
 Anderson, Desaix  
 Anderson, Edward G. III  
 Anderson, Gloria B.  
 Anderson, John B.  
 Anderson, Lisa  
 Anderson, Mark A.  
 Anderson, Paul F.  
 Anderson, Wendy R.  
 Andreas, Terry Lynn  
 Andrews, Brian†  
 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.  
 Arbess, Daniel J.  
 Arcos, Cresencio S.  
 Arend, Anthony Clark  
 Argov, Gideon  
 Arkin, Stanley S.  
 Armacost, Michael H.  
 Armstrong, Charles  
   Michael  
 Armstrong, Lloyd Jr.  
 Arnaboldi, Nicole\*  
 Arnhold, Henry H.  
 Aron, Adam Maximilian  
 Arons, Melinda S.  
 Aronson, Bernard W.  
 Aronson, Jonathan David  
 Arora, Gabo†  
 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  
 Atkinson, Holly G.\*  
 Atwood, J. Brian  
 Auer, James E.  
 Auerbach, Michael B.  
 Auerbach, Paul S.  
 Aufhauser, David D.  
 Auguste, Byron Gerald  
 Augustine, Norman R.  
 Auspitz, Josiah Lee  
 Austin, Lloyd J. III\*  
 Ausubel, Jesse H.  
 Avedon, John F.  
 Avery, John E.  
 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, Eileen F.  
 Babbitt, Harriet C.  
 Babcock-Lumish, Brian C.†  
 Babcock-Lumish, Terry  
 Bacchus, James L.  
 Bacevich, Andrew J.  
 Bacha, Julia  
 Bader, Christine  
 Bader, William B.  
 Baer, Donald A.  
 Bagley, Bruce M.  
 Bagley, Elizabeth Frawley  
 Bailey, Ronald Lewis  
 Bains, Leslie E.  
 Baird, Peter W.  
 Baird, Zoë  
 Bajaj, Monisha†

\* Elected to membership in 2013.

† Elected to a five-year term membership in 2013.

Note: Membership shown as of July 1, 2013.

Baker, Amy  
 Baker, Arnold B.  
 Baker, Audrey H.  
 Baker, Howard H. Jr.  
 Baker, James A. III  
 Baker, James H.  
 Baker, John R.  
 Baker, Pauline Halpern  
 Baker, Stewart A.  
 Baker, Thurbert E.  
 Bakhash, Shaul  
 Bakstansky, Peter  
 Balaran, Paul  
 Baldwin, David A.  
 Baldwin, Sherman  
 Baldwin Moody, Carol  
 Bales, Carter F.  
 Balick, Kenneth  
 Baliles, Gerald L.  
 Ballou-Aares, Daniella  
 Balstad, Roberta  
 Band, Laurence M.  
 Bandler, Donald K.  
 Banga, Ajaypal Singh  
 Bansal, Preeti D.  
 Baquiran, Les II†  
 Barany, Zoltan  
 Barbacci, Francesco Carlo  
 Barber, Benjamin R.  
 Barbour, Haley  
 Barcott, Rye  
 Bardel, William G.  
 Barger, Teresa C.  
 Barkan, Joel D.  
 Barkey, Henri J.  
 Barlick, Robert T. Jr.  
 Barnes, Michael D.  
 Barnett, F. William  
 Barnett, Michael Nathan  
 Barnett, Robert B.  
 Barno, David William  
 Barrett, Barbara McConnell  
 Barrett, John Adams  
 Barron, Michael J.  
 Barry, Grace  
 Barry, John L.  
 Barry, Lisa B.  
 Barry, Nancy M.  
 Barry, Thomas Corcoran  
 Barshay, Jill  
 Barshefsky, Charlene  
 Bartiromo, Maria S.  
 Bartlett, Joseph W.  
 Bartlett, Richard Allen  
 Bartlett, Timothy J.  
 Bartley, Edith Lynn  
 Bartsch, David A.  
 Basek, John T.  
 Basora, Adrian A.  
 Bass, Gary J.  
 Bass, Peter E.  
 Bass, Warren  
 Basu, Pat  
 Batkin, Alan R.  
 Bator, Francis M.  
 Battaglia, Charles C.  
 Bausano, Barry\*  
 Baxter, Randolph  
 Bayh, Evan  
 Bean, Frank D.  
 Bearg, Nancy J.  
 Beattie, Richard I.  
 Beatty, Warren  
 Beck, Douglas A.\*  
 Becker, Elizabeth H.  
 Beckler, David Z.  
 Beckmann, David  
 Bedrosian, Gregory R.  
 Beehner, Lionel  
 Beeman, Richard E.  
 Behringer, Michael P.  
 Beim, David O.  
 Beim, Nicholas F.  
 Bekavac, Nancy Yavor  
 Belfer, Robert A.  
 Belford, Brandon M.†  
 Beliveau, Emmett S.†  
 Bell, Alexandra F.  
 Bell, Burwell B. III  
 Bell, Gordon P.  
 Bell, Joseph C.  
 Bell, Peter Dexter  
 Bell, Robert G.  
 Bell, Ruth Greenspan  
 Bell, Steve  
 Bell, Thomas D. Jr.  
 Bellamy, Carol  
 Bellinger, John B. III  
 Bellows, Ben  
 Bell-Rose, Stephanie K.  
 Belsky, Leah  
 Benaim, Daniel†  
 Bender, Gerald J.  
 Bender, Lawrence  
 Benedict, Keith W.  
 Benedict, Kennette M.  
 Benioff, Marc Russell  
 Bennet, Douglas J.  
 Bennett, Andrew Owen  
 Bennett, Christina A.  
 Benshoof, Janet  
 Benson, Lucy Wilson  
 Bereuter, Douglas K.  
 Bergen, Peter Lampert  
 Berger, Joshua Adam  
 Berger, Samuel R.  
 Berger, Suzanne  
 Bergeron, Douglas\*  
 Berggruen, Nicolas  
 Bergman, Lowell A.  
 Bergsten, C. Fred  
 Berkley, Seth F.  
 Berkowitz, Bruce  
 Berkowitz, Elana  
 Berkowitz, Howard P.  
 Berman, Howard L.  
 Berman, Jonathan E.  
 Bernard, Kenneth W.  
 Berndt, John E.  
 Bernstein, David Scott  
 Bernstein, Peter W.  
 Bernstein, Robert L.  
 Bernstein, Tom A.  
 Berresford, Susan Vail  
 Berris, Jan  
 Bersin, Alan D.  
 Bert, Melissa\*  
 Bertini, Catherine Ann  
 Bertsch, Gary K.  
 Bery, Priya  
 Beshar, Peter J.  
 Beshara, Adam  
 Bestani, Robert M.  
 Bestor, Theodore C.  
 Betru, Aron  
 Betts, Richard K.  
 Beutner, Austin M.  
 Bewkes, Jeffrey  
 Beyzavi, Kian  
 Bhala, Raj  
 Bhargava, Anurima  
 Bhidé, Amar V.  
 Bialkin, Kenneth J.  
 Bialos, Jeffrey P.  
 Bickford, Jewelle  
 Biddle, George C.  
 Biegun, Stephen Edward  
 Biel, Eric R.  
 Biemann, Betsy  
 Bienen, Henry S.  
 Bierley, John C.  
 Biersteker, Thomas J.  
 Biggs, John H.  
 Biggs, Marcia Polk Fuller  
 Biglari, Hamid  
 Billingsley, Lucy C.  
 Bilmes, Linda J.  
 Bindenagel, James D.  
 Binkley, Nicholas Burns  
 Binnendijk, Anika Locke  
 Binnendijk, Hans  
 Birdsall, Nancy  
 Birkelund, John P.  
 Bissell, Richard E.  
 Black, Cathleen P.  
 Black, Leon D.  
 Black, Shirley Temple  
 Black, Stanley Warren III  
 Blacker, Coit D.  
 Blackwell, Blair  
 Blackwell, J. Kenneth  
 Blackwill, Robert D.  
 Blake, Robert O.  
 Blanc, Jarrett N.  
 Blank, Jonah  
 Blank, Stephen  
 Blankfein, Lloyd C.  
 Blanton, Sharie A.  
 Blechman, Barry M.  
 Bleek, Philipp C.  
 Bleich, Jeffrey L.  
 Bleier, Edward  
 Blendon, Robert Jay  
 Blinder, Alan S.  
 Blinderman, Eric H.  
 Blinken, Alan John  
 Blinken, Antony J.  
 Blinken, Donald  
 Bloch, Julia Chang  
 Bloom, Evan T.  
 Bloomberg, Michael R.  
 Bloomgarden, Kathy Finn  
 Blum, Richard C.  
 Blumenthal, Sidney S.  
 Blumenthal, W. Michael  
 Blumling, Mark  
 Blumrosen, Alexander B.  
 Blyth, Mark M.  
 Boas, Katherine†  
 Bob, Daniel E.  
 Bobbitt, Philip Chase  
 Bodansky, Daniel M.  
 Bodea, Andy S.  
 Bodnar, Seth A.  
 Bogan, Leisel†  
 Bogert, Carroll R.  
 Bohlen, Avis T.  
 Bohn, John A.  
 Boies, David\*  
 Boies, Mary McInnis

\* Elected to membership in 2013.

† Elected to a five-year term membership in 2013.



Bolling, Landrum R.  
 Bollinger, Lee C.  
 Bolton, John R.  
 Bond, Robert D.  
 Bondurant, Amy L.  
 Bonime-Blanc, Andrea  
 Bonine, David  
 Bonner, Robert C.  
 Bonney, J. Dennis  
 Booth, Carter  
 Borden, William B.  
 Bordoff, Jason Eric  
 Boren, David L.  
 Borgerson, Scott G.\*  
 Bork, Ellen  
 Boschwitz, Rudy  
 Bosworth, Stephen W.  
 Botts, John C.  
 Boufford, Jo Ivey  
 Boughner, Devry S.  
 Bouis, Antonina W.  
 Boulware-Miller, Kay  
 Bourkoff, Aryeh B.\*  
 Boustany, Charles W. Jr.  
 Bouton, Marshall M.  
 Bovin, Denis A.  
 Bower, Joseph Lyon  
 Bower, Whitney  
 Bowles, Erskine B.  
 Bown, Chad P.\*  
 Boyd, Charles Graham  
 Boyer, Spencer Phipps  
 Bracken, Paul  
 Bradbury, Darcy E.  
 Braddock, Richard S.  
 Brademas, John  
 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.  
 Brennan, Margaret Mary†  
 Brenner, Kieran  
 Brenner, Lee J.  
 Breslauer, George William  
 Brewer, John D.  
 Breyer, Chloe A.\*  
 Breyer, Jim\*  
 Breyer, Stephen G.  
 Briger, Peter L. Jr.  
 Brigety, Reuben Earl II  
 Brigham, Lawson W.\*  
 Brill, Steven D.  
 Brillembourg, Clara E.  
 Brilliant, Larry  
 Brimley, Shawn William  
 Brimmer, Esther Diane  
 Brinker, Nancy Goodman  
 Brinkley, Douglas G.  
 Brinkley, Paul A.\*  
 Brister, Paul D.†  
 Britell, Jenne K.  
 Britt, David V.B.  
 Britt, Glenn A.  
 Broad, Molly Corbett\*  
 Broad, Robin  
 Broadman, Harry G.  
 Brock, Steven Vernon  
 Brockmann, Heidi A.  
 Broda, Frederick C.  
 Brodsky, William J.  
 Brody, Christopher W.  
 Brody, Kenneth D.  
 Brokaw, Tom  
 Bronfman, Edgar Jr.  
 Bronfman, Edgar M.  
 Bronin, Luke A.†  
 Bronner, Ethan S.  
 Bronson, Rachel  
 Brookins, Carole L.  
 Brose, Christian  
 Brosens, Frank P.  
 Broughton, Christopher  
   Nicholas  
 Brower, Charles N.  
 Brown, Alice Lynn  
 Brown, Bartram S.  
 Brown, Binta Niambi\*  
 Brown, Caroline E.†  
 Brown, Frances Z.†  
 Brown, Frederic J.  
 Brown, Gwendolyn A.  
 Brown, Harold

Brown, Jonathan A.C.  
 Brown, Katherine A.  
 Brown, Katherine A.  
 Brown, Kathleen  
 Brown, Leon Carl  
 Brown, Lester R.  
 Brown, Michael  
 Brown, Michael E.  
 Brown, Neil R.†  
 Brown, Richard P. Jr.  
 Brown, Seyom  
 Browning, David S.  
 Brown Weiss, Edith  
 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  
 Buchanan, Scott C.  
 Buchman, Mark Edward  
 Bucknam, Mark A.  
 Budinger, William  
 Bueno de Mesquita, Bruce  
 Buergenthal, Thomas  
 Buffone, Steven P.\*  
 Bukowski, Raven M.†  
 Bullock, Mary Brown  
 Bumpas, Stuart Maryman  
 Bunzel, Jeffrey H.  
 Burand, Deborah K.  
 Burgess, John A.  
 Burke-White, William W.  
 Burks, Jonathan W.  
 Burnett, Dale A.  
 Burnham, Christopher  
   Bancroft  
 Burns, Patrick Owen  
 Burns, R. Nicholas  
 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  
 Bushell, Andrew  
 Bussey, John C.  
 Butler, Paul W.

Butler, Samuel C.  
 Butler, William J.  
 Buultjens, Ralph  
 Buxbaum, Richard M.  
 Buyske, Gail  
 Byrne, Patrick M.  
 Byrnes, Maureen K.

C

Cabrera, Ángel  
 Cáceres, Diane Alleva  
 Caesar, Camille M.  
 Caggins, Myles Barry III  
 Cahill, Kevin M.  
 Cahn, Jonathan D.  
 Calabria, Dawn Tennant  
 Calabria, F. Christopher  
 Calabresi, Massimo F.T.  
 Calder, Kent Eyring  
 Caldera, Louis E.  
 Caldwell, Dan Edward  
 Caldwell, William B. IV  
 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.  
 Cammack, Perry A.\*  
 Camp, Roderic Ai  
 Campbell, Carolyn  
   Margaret  
 Campbell, Colin G.  
 Campbell, Elizabeth C.  
 Campbell, F. Gregory  
 Campbell, Kurt M.  
 Campbell, Thomas J.  
 Canavan, Terence Chris\*  
 Cannella, Margaret  
 Canton, Mikki  
 Caperton, William  
   Gaston III  
 Cappello, Alexander L.  
 Cappello, Juan Carlos  
 Capus, Stephen A.  
 Caputo, David A.  
 Caputo, Lisa M.  
 Carbonell, Néstor T.  
 Cárdenas, José A.  
 Carey, John  
 Cari, Joseph A. Jr.  
 Carlson, Neal David  
 Carlson, Scott A.  
 Carlucci, Frank C.

\* Elected to membership in 2013.

† Elected to a five-year term membership in 2013.

|                             |                             |                            |                           |
|-----------------------------|-----------------------------|----------------------------|---------------------------|
| Carmichael, William D.      | Chang, Gareth C.C.          | Cirincione, Joe            | Coleman, John W.†         |
| Carnahan, John Russell      | Chang, Joyce                | Cisneros, Adriana M.       | Coleman, Lewis W.         |
| Carnesale, Albert           | Chang, Juju                 | Clancy, Lauren†            | Coleman, William T. Jr.   |
| Carothers, Thomas           | Chanin, Clifford            | Clapp, Priscilla A.        | Coles, Julius E.          |
| Carpenter, R. Charli        | Chanis, Jonathan A.         | Clarida, Richard H.        | Coles Tull, Carmen        |
| Carpenter, Scott            | Chao, Angela A.             | Clark, Dick                | Coll, Alberto R.          |
| Carpenter, Ted Galen        | Chao, Elaine L.             | Clark, J. H. Cullum        | Collazo, Ernest J.        |
| Carr, Earl Alexander Jr.    | Chapin, Edith C.*           | Clark, John Stephen Jr.    | Collins, Jay              |
| Carr, John W.               | Charap, Samuel              | Clark, Mark Edmond         | Collins, Joseph J.        |
| Carrington, Walter C.       | Charles, Robert Bruce       | Clark, Mayree C.           | Collins, Mark M. Jr.      |
| Carroll, J. Speed           | Charlet, Katherine Phillips | Clark, Noreen M.           | Collins, Nancy Walbridge  |
| Carruth, Reba Anne          | Charney, Craig R.*          | Clark, Ronald              | Collins, Susan M.*        |
| Carson, Charles William Jr. | Charnovitz, Steve           | Clark, Wesley K.           | Collins, Timothy C.       |
| Carson, Johnnie             | Chartener, Robert           | Clarke, Donald C.          | Collins, Wayne Dale       |
| Carswell, Robert            | Chase, Anthony R.           | Clarke, Teresa Hillary     | Colwell, Rita R.          |
| Carter, Ashton B.           | Chase, Michael              | Clark-Johnson, Susan J.    | Comstock, Philip E. Jr.   |
| Carter, Barry E.            | Chatterjee, Purnendu        | Claure, Raul Marcelo       | Conde, Cesar R.           |
| Carter, James Earl          | Chatterji, Aaron K.         | Claussen, Eileen B.        | Cone, Sydney M. III       |
| Carter, James H.            | Chaudhary, Shamila          | Clement, Peter A.          | Conley, Dalton            |
| Carter, Mark Andrew         | Chaves, Robert J.           | Cleveland, Peter Matthews  | Conley, Jill G.           |
| Carter, Marshall Nichols    | Chavez, Rebecca Bill*       | Clifford, Donald K. Jr.    | Connelly, William Patrick |
| Carter, Phillip             | Chayes, Antonia Handler     | Clifford, Mark Lambert     | Connors, Leila Anne       |
| Cartwright, James P. II     | Chayes, Sarah P.*           | Cline, William R.          | Connolly, Gerald E.       |
| Caruso-Cabrera, Michelle    | Checki, Terrence J.         | Clinton, Chelsea           | Connor, John T. Jr.       |
| Casellas, Gilbert F.*       | Chen, John S.               | Clinton, William Jefferson | Connors, Celeste          |
| Casey, Claire               | Chen, Kimball C.            | Cloherty, Patricia M.      | Considine, Jill M.        |
| Cashin, Stephen D.          | Chen, Lincoln C.            | Cloonan, Edward T.         | Constable, Pamela         |
| Casper, Gerhard             | Chenault, Kenneth I.        | Clooney, George            | Conway, Jill              |
| Cassel, Douglass W. Jr.     | Cheney, Richard B.          | Coatsworth, John H.        | Cook, Charles*            |
| Cassell, Gail H.            | Cheney, Stephen A.          | Cobb, Charles E. Jr.       | Cook, Frances D.          |
| Cattarulla, Elliot R.       | Cherian, Saj                | Cobb, Sue McCourt          | Cook, Gary M.             |
| Caufield, Frank J.          | Chesler, Ellen              | Cochran, Barbara S.        | Cook, Steven A.*          |
| Caulfield, Matthew P.       | Cheston, Sheila C.          | Coffey, C. Shelby III      | Cooke, Goodwin            |
| Cavanagh, Richard Edward    | Chewning, Eric Dwight       | Cogan, Charles G.          | Cooke, John F.            |
| Cavanaugh, Carey            | Chiarelli, Peter W.         | Coggins, Bridget L.†       | Cooley, Thomas F.         |
| Cave, Ray Charles           | Chickering, A. Lawrence     | Cohan, William David       | Coombe, George            |
| Caverley, Jonathan D.       | Chin, Sally Portia          | Cohen, Abby Joseph         | William Jr.               |
| CdeBaca, Luis               | Chira, Susan D.             | Cohen, Ariel               | Coon, Jane Abell          |
| Celeste, Richard F.         | Cho, Albert H.              | Cohen, Benjamin J.         | Cooney, Joan Ganz         |
| Cha, Victor D.              | Choffnes, Eileen R.         | Cohen, Betsy               | Cooper, Ann K.            |
| Chadda, Maya                | Choi, Audrey                | Cohen, Eliot A.            | Cooper, Christian         |
| Chai, Chuckra               | Chollet, Derek H.           | Cohen, Herman J.           | Harley                    |
| Chalasani Grennan, Rekha    | Chon, Julie                 | Cohen, Jared†              | Cooper, James H.S.        |
| Chamberlain, Robert M.†     | Choubey, Deepti             | Cohen, Jerome Alan         | Cooper, John Milton Jr.   |
| Chambers, Anne Cox          | Choucri, Nazli              | Cohen, Joel E.             | Cooper, Kathleen B.       |
| Chambers, Reggie            | Chowdhry, Aysha Afzal       | Cohen, Richard M.          | Cooper, Kerry             |
| Chamie, Joseph              | Christensen, Guillermo      | Cohen, Roberta Jane        | Cooper, Richard N.        |
| Chan, Gerald L.             | Santiago                    | Cohen, Stephen Bruce       | Cooper, Walter            |
| Chan, Julie L.              | Christensen, Stanley F.     | Cohen, Stephen F.          | Corbett, Bryan N.         |
| Chan, Ronnie C.             | Christensen, Thomas J.      | Cohen, Stephen S.          | Corcoran, Andrea M.       |
| Chan, Sewell                | Christenson, Michael J.     | Cohen, Warren I.           | Corcoran, Carole A.       |
| Chang, David C.             | Christianson, Geryld B.     | Cohen, William S.          | Cornell, Henry            |
|                             | Christman, Daniel William   | Colby, Elbridge A.         | Corsell, Peter L.         |
|                             | Churchill, Bruce B.         | Colby, Jonathan E.         | Cortez, Christopher       |
|                             | Cicerone, Ralph J.          | Cole, Jonathan R.          | Cosgrove, Elliot J.*      |
|                             | Ciorciari, John David       | Coleman, Isobel            | Cott, Suzanne             |

\* Elected to membership in 2013.

† Elected to a five-year term membership in 2013.

Cotter, William R.  
 Couric, Katherine A.  
 Courtney, Alexandra Marie  
 Courtney, Brooke  
 Courtney, William  
     Harrison  
 Cousens, Elizabeth M.  
 Covey, Jock  
 Cowal, Sally Grooms  
 Cowan, Geoffrey  
 Cowell, Janet\*  
 Cowhey, Peter F.  
 Cox, Berry R.  
 Cox, Edward F.  
 Cox, Howard E. Jr.  
 Cox, Jessica Lynn  
 Coy, Craig P.  
 Craddock, Bantz J.  
 Crahan, Margaret E.  
 Crain, Alan R. Jr.\*  
 Crandall, Russell C.  
 Craner, Lorne W.  
 Crawford, John F.  
 Crebo-Rediker, Heidi E.  
 Creed, Alexandra Wallace  
 Creekmore, Marion V. Jr.  
 Creighton, James L.  
 Crichton, Kyle  
 Crippen, Dan L.  
 Crittenden, Ann  
 Crnkovich, Mirko L.  
 Crocker, Bathsheba N.  
 Crocker, Chester A.  
 Crocker, Ryan C.  
 Croft, Helima L.  
 Cromwell, Adelaide  
     McGuinn  
 Cronin, Audrey Kurth  
 Cross, Devon G.  
 Cross, June V.  
 Cross, Mary S.  
 Cross, Sam Y.  
 Crossette, Barbara  
 Crovitz, L. Gordon  
 Crow, Michael M.  
 Crowhurst, Tim J.  
 Crowley, Monica Elizabeth  
 Crown, Lester  
 Cruise, Daniel  
 Crumpton, Henry A.  
 Cruz, Ginger M.  
 Crystal, Lester M.

Cuellar,  
     Mariano-Florentino  
 Cukier, Kenneth N.  
 Cullum, Lee  
 Culora, Thomas J.  
 Cumming, Alfred  
 Cumming, Christine M.  
 Cummings, Alexander B. Jr.  
 Cuneo, Donald  
 Cunningham, James B.  
 Cunningham, Nelson W.  
 Cuomo, Scott A.  
 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.  
 Dach, Leslie A.\*  
 Dady, Teresa Gail  
 Dahan, Elizabeth  
 Dahm, Evelyn Pignatari  
 Dailey, Brian D.  
 Dakin, Brett  
 Dal Bello, Michael Anthony  
 Dale, Catherine M.  
 Dale, Helle  
 Dale, Nan  
 Daley, William M.  
 Dalio, Ray\*  
 Dallara, Charles H.  
 Dalley, George Albert  
 Dallmeyer, Dorinda G.  
 Dalton, James E.  
 Dalton, Melissa Griffin  
 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.  
 Danly, James P.†  
 Danner, Mark D.  
 Daschle, Thomas Andrew  
 Dash, Somesh†  
 Da Silva, Joseph V.

DaSilva, Russell J.  
 Daulaire, Nils M.  
 David, Danny  
 David, Jack  
 Davidson, Amy S.  
 Davidson, Janine Anne  
 Davidson, Peter W.  
 Davis, Bradford  
 Davis, Florence A.  
 Davis, Geoffrey Clark  
 Davis, Jacquelyn K.  
 Davis, Jerome  
 Davis, Kim Gordon  
 Davis, Lynn E.  
 Davis, Marion Thomas  
 Davis, Stephen B.  
 Davis, Susan M.  
 Davis, William Keith  
 Davison, Kristina Perkin  
 Dawisha, Karen Lea  
 Dawson, Christine L.  
 Dawson, Horace G. Jr.  
 Dawson Carr, Marion M.  
 Day, Arthur R.  
 Days, Drew Saunders III  
 Deagle, Edwin A. Jr.  
 Deahl, Jessica†  
 Deal, Jacqueline Newmyer  
 Dean, Robert W.  
 Dear, Alice M.  
 Deason, Jennifer  
 Debevoise, Eli Whitney II  
 de Borchgrave, Arnaud  
 Debs, Barbara Knowles  
 Debs, Richard A.  
 DeBusk, F. Amanda  
 De Coster, Jamie Lynn†  
 DeCotis, Deborah A.\*  
 DeCrane, Alfred C. Jr.  
 Decyk, Roxanne J.  
 Deffenbaugh, Ralston H. Jr.  
 DeGioia, John J.  
 de Habsburgo, Inmaculada  
 de la Cruz, Carlos M. Sr.  
 de Lasa, Jose M.  
 Del Rosso, Stephen J.  
 DeLaMater, Robert G.  
 Delaney, Kevin J.\*  
 Delph, Walter  
 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.  
 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  
 Derham, Michael T.†  
 de Rothschild, Lynn  
     Forester  
 Derrick, James V. Jr.  
 Derryck, Vivian Lowery  
 Desai, Anand  
 Desai, Mihir  
 Desai, Padma  
 Desai, Rohit M.  
 Desai, Vishakha N.  
 Desch, Michael C.  
 DeShazer, MacArthur Sr.  
 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  
 Dewey, Taylor B.†  
 DeYoung, Karen J.  
 Diamond, Larry J.  
 Diamond, Michael W.  
 Diamond, Robert E.  
 Diaz, Charley L.  
 Dickey, Christopher S.  
 Dicks, Norman D.  
 Dickson-Horton, Valerie L.  
 Didion, Joan  
 Diehl, Jackson K.  
 di Giovanni, Janine\*  
 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.

\* Elected to membership in 2013.

† Elected to a five-year term membership in 2013.

Diuk, Nadia  
 Djerejian, Edward P.  
 Dobbins, James F.  
 Dobriansky, Paula J.  
 Doctoroff, Daniel L.  
 Dodd, Christopher J.  
 Dodin, Reema†  
 Doebele, Justin W.  
 Doerge, David J.  
 Doggett, Martha Lyn  
 Dogo, Harun†  
 Doherty, Brendan H.†  
 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  
 Donilon, Thomas E.  
 Donohoe, Charles  
 Donohue, Laura K.  
 Donohue, Thomas J. Sr.  
 Donovan, Michael†  
 Doran, Charles F.  
 Doran, Michael Scott  
 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.  
 Douraghy, Ali†  
 Dowling, John Nicholas  
 Downie, Richard D.  
 Doyle, Michael W.  
 Doyle, Noreen  
 Dozier, Kimberly\*  
 Draper, William H. III  
 Drayton, William  
 Dreier, David T.  
 Drew, Elizabeth  
 Dreyfuss, Joel  
 Dreyfuss, Richard S.  
 Drezner, Daniel W.

Drobnick, Richard Lee  
 Drozdiak, William M.  
 Drucker, Joy E.  
 Drucker, Richard A.  
 Druyan, Ann  
 Dryden, Sam  
 Duberstein, Kenneth M.  
 Dubik, James Michael  
 DuBois, Maurice A.  
 Dudley, William C.  
 Duelfer, Charles A.  
 Duersten, Althea L.  
 Duffey, Joseph D.  
 Duffie, David A.  
 Duffy, Gloria Charmian  
 Duffy, James H.  
 DuGan, Gordon F.  
 Duggan, Timothy E.  
 Duke, Robin Chandler  
 Dulá, Sonia L.\*  
 Dulany, Peggy  
 Dunbar, Charles F.  
 Duncan, Charles William Jr.  
 Duncan, Graham A.  
 Dunigan, Patrick Andrew  
 Dunkerley, Craig G.  
 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  
 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  
 Ederle, Brendan G.  
 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.  
 Effron, Blair  
 Efros, Laura L.  
 Egan, Julie M.  
 Eggers, Thomas E.  
 Ehrenkranz, Joel S.  
 Eichengreen, Barry J.  
 Eichensehr, Kristen E.†  
 Eikenberry, Karl W.  
 Einaudi, Luigi Roberto  
 Einhorn, Jessica P.  
 Einhorn, Robert J.  
 Eisendrath, Charles R.  
 Eizenstat, Stuart E.  
 Elden, Richard  
 Elders, Christopher C.  
 Elias, Christopher J.  
 Ellick, Adam B.  
 Elliott, Dorinda  
 Elliott, Inger McCabe  
 Ellis, James Reed  
 Ellis, Mark S.  
 Ellis, Patricia  
 Ellis, Rodney  
 Ellison, Keith\*  
 Ellison, Keith Paty  
 Ellsberg, Daniel  
 El-Shazli, Heba F.  
 Elson, Edward E.  
 Ely-Raphel, Nancy Halliday  
 Emanuel, Ezekiel Jonathan  
 Embree, Ainslie Thomas  
 Emehelu, Chinonso T.†  
 Emerson, John B.  
 Emmert, Mark A.  
 Eng, Na S.  
 Engelberg, Stephen\*  
 Ensor, David B.  
 Entwistle, L. Brooks  
 Epstein, Jason  
 Epstein, Joshua M.  
 Erb, Guy F.  
 Erb, Richard D.  
 Erbsen, Claude E.  
 Erck, Dara F.  
 Ercklentz, Alexander T.  
 Erdmann, Andrew P.N.  
 Erickson, Andrew S.†  
 Erikson, Daniel  
 Ervin, Clark K.

Escrogima, Ana A.  
 Esfandiari, Haleh  
 Esper, Mark T.  
 Esserman, Susan G.  
 Esty, Daniel C.  
 Etzioni, Amitai  
 Evans, Gail H.  
 Evans, Harold M.  
 Evans, Peter C.  
 Exum, Andrew

*F*

Factor, Mallory  
 Fair, C. Christine  
 Fairman, David M.  
 Falco, Mathea  
 Falk, Pamela S.  
 Falk, Richard A.  
 Fallon, Robert E.  
 Fallows, James  
 Fanton, Jonathan Foster  
 Faraci, John V. Jr.\*  
 Farer, Tom J.  
 Farkas, Evelyn N.  
 Farman-Farmaian, Alexander M.\*  
 Farmer, Thomas L.  
 Farnum, Andrew  
 Farokhi, Amir†  
 Farooqui, Rafay H.†  
 Farrar, Jay C.  
 Farrar, Stephen Prescott  
 Farrell, Diana  
 Faskianos, Irina A.  
 Fawaz, Leila  
 Fazili, Yousra†  
 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, Alexander C.\*  
 Feldman, Daniel F.  
 Feldman, Mark B.  
 Feldstein, Martin S.  
 Feldstein, Steven  
 Felix, Donald  
 Fenton, David  
 Fenzel, Michael R.  
 Ferguson, Charles H.  
 Ferguson, James L.

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Ferguson, Roger W. Jr.  
 Ferguson, Tim W.  
 Fernandez, Jose W.  
 Fernholz, Mauricio  
 Ferrari, Bernard Thomas  
 Ferrari, Mario B.  
 Ferré, Helen Aguirre  
 Ferré, Maurice A.  
 Ferré Ramirez,  
     Antonio Luis  
 Ferrell, Lisa Carolyn  
 Ferrell, Robert S.  
 Fesharaki, Fereidun  
 Fessenden, Hart  
 Fetter, Steve  
 Fiedler, Jeffrey L.  
 Field, Jennifer †  
 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.  
 Fink, Laurence D.  
 Fink, Sheri L.  
 Finkelstein, Lawrence S.  
 Finn, Edwin A. Jr.  
 Finnemore, Martha  
 Fino, Steven  
 Finucane, Anne M.  
 Firestone, Charles M.  
 Fisch, Jacob  
 Fisch, Mark  
 Fischer, Stanley  
 Fischer Martin, Betsy  
 Fisher, Julie Ann  
 Fisher, Peter R.  
 Fisher, Richard W.  
 Fisher, Todd A. \*  
 Fishlow, Albert  
 Fishman, Brian Howes  
 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.  
 Fleischmann, Alan H.  
 Fleming, Gregory James  
 Fletcher, Denise K.  
 Fletcher, Phillip Douglas  
 Flournoy, Michèle A.  
 Fly, Jamie M.  
 Flynn, Carol  
 Flynn, George J.  
 Flynn, John Stratton  
 Flynn, John Stratton  
 Flynn, Mary Laurence  
 Flynn, Stephen E.  
 Fn'Piere, Patrick John  
 Foggo, James G. III  
 Fogleman, Ronald R.  
 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, Katie  
 Ford, Paul B. Jr.  
 Fore, Henrietta Holsman  
 Forgacs, Andras  
 Forman, Shepard L.  
 Foroohar, Rana A.  
 Forsythe, Rosemarie  
 Fosler, Gail D.  
 Foss, Michelle Michot  
 Foster, Brenda Lei  
 Foster, Charles C.  
 Foster, Kathleen Aldworth  
 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 Davison  
 Foxman, Abraham H.  
 Fraga Neto, Arminio  
 Francke, Albert  
 Frank, Andrew D.  
 Frank, Charles R. Jr.  
 Frank, Richard A.

Frankel, Adam Bynoe  
 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.  
 Freeman, Bennett  
 Freeman, Constance J.  
 Freidheim, Cyrus F.  
 Freidheim, Scott J.  
 Freidheim, Stephen C.  
 Freifeld, Daniel  
 Freire, Maria C.  
 Freyer, Dana H.  
 Fribourg, Paul J.  
 Friedberg, Aaron Louis  
 Friedberg, Barry S.  
 Friedman, Alexander  
     Stephen  
 Friedman, Alison Kiehl  
 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.  
 Fromkin, David  
 Frost, Ellen L.  
 Fry, Earl H.  
 Fryday, Josh †  
 Frye, Alton  
 Frye, Timothy Michael  
 Fuchs, Michael H. †  
 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 David  
 Futter, Ellen V.

**G**  
 Gacek, Stanley Arthur  
 Gaddis, John Lewis  
 Gadiesh, Orit B.  
 Gaer, Felice D.  
 Gaghan, Stephen W.  
 Gaines, James R.  
 Gaither, Kendra  
 Galbraith, James K.  
 Galbraith, Jean  
 Galbraith, Peter W.  
 Gallagher, Kelly Sims  
 Gallo, Alexander Michael  
 Gallogly, Mark T. \*  
 Gallucci, Robert L.  
 Galvis, Sergio J.  
 Gamble, David Hardt Jr. †  
 Gandhi, Sajit †  
 Ganguly, Sumit  
 Gann, Pamela Brooks  
 Gannon, John C.  
 Ganoe, Charles S.  
 Garber, Larry A.  
 Gard, Robert G. Jr.  
 Gardels, Nathan P.  
 Gardner, Anthony Luzzatto  
 Gardner, James A.  
 Gardner, Nina Luzzatto  
 Gardner, Richard N.  
 Garment, Suzanne R.  
 Garnett, Sherman  
 Garrett, Geoffrey M.  
 Garrett, Laurie  
 Garriott de Cayeux,  
     Laetitia †  
 Garten, Jeffrey E.  
 Garwin, Richard L.  
 Garza, Antonio Oscar Jr.  
 Gaston, Erica L.  
 Gates, Henry Louis Jr.  
 Gates, Robert M.  
 Gati, Charles  
 Gati, Toby Trister  
 Gaudiani, Claire L.  
 Gause, F. Gregory III  
 Gavin, Francis J.  
 Gavrillis, James A.  
 Gay, Catherine  
 Gayle, Helene D.  
 Gedmin, V. Jeffrey  
 Geier, Philip O.  
 Geithner, Peter F.

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Geithner, Timothy F.  
Gelb, Bruce S.  
Gelb, Leslie H.  
Gellert, Michael E.  
Gellman, Barton  
Gell-Mann, Murray  
Gelpern, Anna  
Genser, Jared\*  
George, Robert P.  
Georgescu, Peter Andrew  
Gephardt, Richard A.  
Gerber, Burton L.  
Gerber, Louis  
Gerety, Amias M.  
Gergen, David R.  
Gerhart, Gail M.  
Germain, Adrienne  
Gerschel, Patrick A.  
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.  
Ghaemi, Hadi\*  
Ghiglione, Loren  
Gholz, Charles Eugene  
Ghori-Ahmad, Safiya J.†  
Giacomo, Carol Ann  
Giambastiani, Ed Jr.  
Gibbs, Reggie Scott  
Giffen, James Henry  
Giffin, Gordon D.  
Gil, Andrés Valerio  
Gilbert, G. S. Beckwith  
Gilbert, Jackson B.  
Gilbert, Nili E.M.  
Gilbert, Steven J.  
Gill, Bates  
Gillette, Michael James  
Gilmore, James S. III  
Gilmore, Richard  
Gimelli, Noa Catalina  
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.  
Glickman, Steven G.  
Globerman, Norma  
Glocer, Thomas H.  
Gluck, Carol  
Gluck, Frederick W.  
Godwin, Peter  
Goel, Anish  
Goeltz, Richard Karl  
Goins, Charlynn  
Golby, James T.  
Goldberg, Nicholas  
Goldberg, Ronnie L.  
Golden, James R.  
Golden, Jennifer E.  
Goldfarb, Deborah  
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, Judith S.\*  
Goldstein, Morris  
Goldstone, Jack A.  
Goldwyn, David L.  
Goldzimer, Aaron M.  
Golhar, Shawn P.M.  
Golob, Paul D.  
Golodryga, Bianna†  
Golston, Allan C.  
Gómez, Eduardo J.  
Gomez, Heidi N.  
Gomory, Ralph E.  
Gompert, David C.  
Gonen, Ron  
Gonzalez, Emilio Tomas

Gonzalez, Juan Sebastian†  
Goodman, Allan E.  
Goodman, George J.W.  
Goodman, Herbert I.  
Goodman, John B.  
Goodman, Mary Beth  
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, Monica J.  
Gostin, Lawrence O.  
Gotbaum, Victor  
Gottdiener, Noah  
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  
Grady, Robert E.  
Graff, Garrett M.  
Graff, Henry Franklin  
Graham, Bob  
Graham, Thomas Edward  
Graham, Thomas Jr.  
Graham, Thomas W.  
Granger, Kay  
Granoff, Michael D.  
Grant, Heidi Honecker  
Grant, James D.  
Graubard, Stephen  
Richards  
Graves, Christopher J.  
Gray, C. Boyden  
Gray, Hanna Holborn  
Grayer, Cara  
Greathead, R. Scott  
Greco, Richard Jr.  
Green, Carl J.  
Green, Daniel Rogers†  
Green, Eric F.  
Green, Jerrold D.  
Green, Mark Andrew  
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, 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.  
Grenier, Stephen M.\*  
Griego, Linda  
Griffiths, Phillip A.  
Grimes, William W.  
Grinberg, Itai  
Grissom, Janet Mullins  
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.  
Gruppo, David M.\*  
Gudwin, Ella R.  
Guengerich, Galen J.  
Guenov, Tressa S.\*  
Guff, Andrew J.  
Gugliotta, Brian  
Gund, Agnes  
Gunderson, Bryan†  
Gundlach, Andrew S.  
Gupta, Sanjay K.  
Gupte, Pranay  
Gustafson, Ellen  
Gutfreund, John H.  
Guth, John H.J.  
Gwertzman, Bernard M.  
Gyari, Lodi Gyaltzen\*

*H*  
Haas, Mimi L.  
Haas, Robert D.  
Haass, Richard N.  
Haave, Christopher E.

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Hachigian, Nina L.  
Haddad, Yvonne Yazbeck  
Haddon, Dayle  
Hadley, Stephen J.  
Hafner, Joseph A. Jr.  
Hagel, Chuck  
Hagen, Katherine A.  
Haggard, Stephan  
Hahn, Natalie D.  
Haider, Ziad  
Hailston, Earl B.  
Hajari, Nisid J.  
Hajjar, David Phillip  
Hakakian, Roya  
Hake, James D.  
Haldeman, William E.  
Hale, Christopher D. †  
Hale, David D.  
Hale, Lyric Hughes  
Hall, C. Barrows  
Hall, John P.  
Hall, Kathryn Walt  
Hall, Shawn D.  
Hallett, Stephanie L.  
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.  
Hammonds, D. Holly  
Hamre, John J.  
Hancock, Ellen  
Hand, Bailey  
Hand, Lloyd N.  
Hand, Scott M.  
Handelman, Stephen  
Handler, Scott  
Handler, Stephenie  
Gosnell †  
Hanft, Noah\*  
Hanna, Michael Wahid  
Hansell, Herbert J.  
Hanson, Gordon H.

Hantz, Giselle P.  
Hantzopoulos, Paraskeve  
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  
Harold, Scott W.  
Harpel, James W.  
Harper, Conrad K.  
Harrington, Maureen Ann\*  
Harris, David A.  
Harris, Grant T.  
Harris, Jessica  
Harris, Joshua J.  
Harris, Martha Caldwell  
Harris, Maya L.\*  
Harrison, Hope M.  
Harrison, Jessica †  
Harrison, Michael L. †  
Harrison, Todd Samuel  
Harrison, William B. Jr.  
Hart, Clifford Awtrey Jr.  
Hart, Gary  
Hart, Robert C.  
Hart, Todd Christopher  
Hartley, Jane D.  
Hartman, Arthur A.  
Haseltine, William Alan  
Hashemi, Noosheen  
Haskell, John H.F. Jr.  
Hathaway, James Lindley  
Hathaway, Oona A.  
Hathaway, Robert M.  
Hau, Sandor  
Hauge, John Resor  
Hauser, Rita E.  
Hauser, William Locke  
Hausman, Victoria  
Louise Obst  
Havell, Theresa A.  
Hawkins, Ashton  
Hawley, F. William  
Hayden, Michael V.  
Hayes, Jeff W.  
Hayes, Margaret Daly  
Hayes, Michael Edward

Hayes, Rita Derrick  
Haykel, Bernard A.  
Haynes, Lukas Harrison  
Haynes, Ulric Jr.  
Hays, Laurie  
Hayward, Thomas B.  
Healey, Kerry Murphy  
Healey, Sean M.  
Healy, Thomas P.\*  
Heaney, Andrew P.  
Heck, Charles B.  
Hecker, Siegfried S.  
Heckman, Leila  
Hedstrom, Mitchell W.  
Heep-Richter, Barbara D.  
Heer, Paul  
Heginbotham, Stanley J.  
Hegseth, Pete  
Hehir, J. Bryan  
Heimann, John G.  
Heimbold, Charles A. Jr.  
Heimowitz, James B.  
Heineman, Benjamin W. Jr.  
Heineman, Melvin L.  
Heintz, Stephen B.  
Heinz Kerry, Teresa  
Heleniak, David W.  
Helfer, Michael Stevens  
Helfer, Ricki Tigert  
Helfstein, Scott  
Helgerson, John L.  
Heller, Bridgette P.  
Heller, Rebecca M.  
Heller, Richard M.  
Hellman, Steven E.  
Hellmann, Donald Charles  
Helm, Robert W.  
Helm, Suzanne E.  
Helman, Joseph J.  
Helprin, Mark  
Hendricks, Darryll E.  
Hendrickson, David C.  
Henkin, Alice H.  
Henneberg, Tom  
Henning, Job Carroll  
Henninger, Daniel P.  
Henrikson, Alan K.  
Henry, Emil W. Jr.  
Henry, Nancy L.  
Henry, Peter Albert  
Henry, Peter Blair  
Henry, Robert H.  
Hentov, Elliot  
Heppner, Donald Gray Jr.  
Herberger, Roy A. Jr.  
Herbst, Jeffrey I.

Herman, Laura S.  
Hermann, Charles F.  
Hernandez, Antonia  
Herrera-Flanigan,  
Jessica Rae  
Herrnstadt, Owen Edward  
Hersh, Kenneth A.\*  
Herskovits, Jean  
Hersman, Rebecca K.C.  
Herspring, Dale R.  
Hertog, Roger  
Hertzberg, Hendrik  
Hertzberg, Robert M.  
Herz, Barbara  
Herzfeld, Charles M.  
Herzstein, Jessica  
Herzstein, Robert E.  
Hesburgh, Theodore M.  
Hess, John B.  
Hess, Marlene  
Hessler, Curtis A.  
Hessman, Robin  
Hewlett, Sylvia Ann  
Hexter, James R.  
Heyman, Ronnie F.  
Heyman, William H.  
Hiatt, Fred  
Hicks, Irvin  
Hicks, John F. Sr.  
Hicks, Kathleen Holland  
Hicks, Peggy L.  
Higginbotham, F. Michael  
Higgins, Heather  
Richardson  
Higgins, Robert F.  
Hightower, Edward T.  
Hill, Fiona  
Hill, J. Tomilson  
Hill, James T.  
Hill, Janine W.  
Hill, Joseph C.  
Hill, Pamela  
Hill, Raymond D.  
Hill, Shephard William  
Hill, Steven  
Hillen, John  
Hillman, Jennifer Anne  
Hills, Carla A.  
Hindery, Leo J. Jr.  
Hinerfeld, Ruth  
Hines, Rachel  
Hinton, Deane R.  
Hirsch, John L.  
Hirschhorn, Abigail M.  
Hirsh, Michael P.  
Hitz, Frederick P.

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Hoagland, Jim  
Hoar, Joseph Paul  
Hobson, H. Lee  
Hochberg, Fred Philip  
Hockfield, Susan  
Hodes, Matthew  
Hodin, Michael W.  
Hoerber, Amoretta M.  
Hoehn, Andrew R.  
Hoehn, William E. Jr.  
Hoenlein, Malcolm I.  
Hof, Frederic C.  
Hoffman, A. Michael  
Hoffman, Bruce  
Hoffmann, Stanley  
Hogan, Jeffrey N.  
Hogan, Timothy  
Hoge, James F. Jr.  
Hoge, Warren  
Hoguet, George Roberts  
Hoinkes, Mary Elizabeth  
Holcomb, Scott  
Holden, John L.  
Holdren, John P.  
Holgate, Laura S.H.  
Hollick, Ann Lorraine  
Holliday, Stuart W.  
Hollifield, James Frank  
Holloway, Dwight F. Jr.  
Holmes, Henry Allen  
Holmes, Kim R.  
Holmes, Stephen T.  
Holt, Blaine D.  
Holtschneider, Dennis H.  
Holtzman, Elizabeth  
Holum, John D.  
Hooda, Sheila  
Hooker, Richard D. Jr.  
Hope, Judith Richards  
Hope, Richard O.  
Hopkins, Jonathan James  
Horlick, Gary N.  
Hormats, Robert D.  
Horn, Karen N.  
Horn, Sally K.  
Horner, Matina Souretis  
Hornig, George R.  
Hornik, Richard H.  
Hornthal, James  
Horton, Robert Scott  
Hosmer, Bradley C.  
Houston, Germaine A.

Hottelet, Richard C.  
Houck, James W.  
Houghton, Amory Jr.  
Houghton, James R.  
House, Karen Elliott  
Houser, Trevor  
Howard, A. E. Dick  
Howard, Christopher  
    Bernard  
Howard, Ivana  
Howard, Lyndsay C.  
Howard, M. William Jr.  
Howell, Ernest M.  
Howk, Jason  
Howson, Nicholas Calcina  
Hrinak, Donna J.  
Hrynkow, Sharon H.  
Hsu, Ta-Lin  
Hubbard, Allan B.  
Hubbard, R. Glenn  
Huber, Richard L.  
Huberman, Benjamin  
Hudson, Manley O. Jr.  
Hudson, Michael C.  
Huebner, Lee W.  
Huey, John W. Jr.  
Huey Evans, Gay J.  
Hufbauer, Gary C.  
Hughes, Lynn N.  
Hughes, R. John  
Hughes, Thomas Lowe  
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 C.  
Hutchings, Robert L.  
Hutchins, Glenn H.

Huyck, Philip M.  
Hyatt, Joel Z.  
Hyland, Richard  
Hyman, Allen I.

*I*

Ibargüen, Alberto  
Ibargüen, Diego  
Ignatius, Adi  
Ignatius, David R.  
Ijaz, Mansoor  
Ikenberry, G. John  
Immergut, Mel M.  
Inderfurth, Karl F.  
Indig, Jennifer Buntman  
Indyk, Martin S.  
Ingber, Rebecca  
Inman, Bobby R.  
Intriligator, Michael D.  
Irvin, Patricia L.  
Isaacs, Maxine  
Isaacson, Walter S.  
Iseman, Frederick J.  
Isenberg, Steven L.  
Isham, Christopher  
Iskenderian, Mary Ellen  
Ispahani, Mahnaz  
Istel, Yves-André  
Istrabadi, Feisal Amin  
    Rasoul\*  
Itoh, William H.  
Ivester, M. Douglas  
Iyengar, Radha

*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.  
Jacobson, Roberta S.\*  
Jacoby, Charles H. Jr.  
Jacoby, Jonathan Todd  
Jaffe, Amy Myers  
Jagannath, Ram M.  
Jakes, Susan J.  
James, Francis John  
Janes, Jackson

Janis, Mark Weston  
Janke, Aleksandra  
Janklow, Morton L.  
Janow, Merit E.  
Jaquette, Jane S.  
Jarvis, Nancy A.  
Jayanti, Anuradha T.  
Jebb, Cindy R.  
Jeffery, Reuben III  
Jeffrey, James Franklin  
Jehl, Douglas  
Jenevein, E. Patrick III  
Jenkins, Bonnie D.  
Jenkins, Carol  
Jennings, Elizabeth†  
Jervis, Robert  
Jessup, Philip C. Jr.  
Jeter, Howard F.  
Jett, Dennis C.  
Jilani, Erum Rubina†  
Joel, Jennifer Stacey  
John, Eric G.  
Johns, Leslie  
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 R.  
Jones, Kermit†  
Jones, Kerri-Ann  
Jones, Stuart Jr.  
Joost, Peter Martin  
Jordan, Boris Alexis  
Jordan, Eason  
Jordan, Robert W.  
Jordan, Vernon E. Jr.

\* Elected to membership in 2013.

† Elected to a five-year term membership in 2013.



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.  
Kalaris, Thomas Llewellyn  
Kalb, Bernard  
Kalb, Marvin  
Kalicki, Jan H.  
Kalir, Erez C.  
Kalmbach, Charles F.\*  
Kamarck, Elaine C.  
Kamine, Jorge  
Kaminsky, Howard  
Kamsky, Virginia Ann  
Kanak, Donald P.  
Kandra, Robert A.\*  
Kanet, Roger E.  
Kang, C. S. Eliot  
Kang, Jane  
Kaniewski, Daniel John  
Kann, Peter R.  
Kansteiner, Walter H. III  
Kanter, Rosabeth Moss  
Kantor, Laurence G.  
Kantor, Mickey  
Kapadia, Gaurav K.†  
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  
Karafa, Kristian C.

\* Elected to membership in 2013.

† Elected to a five-year term membership in 2013.

Karalekas, Anne  
Karamanian, Susan L.  
Karatnycky, Adrian  
Karatz, Bruce E.  
Karis, Thomas G.  
Karl, Jonathan David  
Karl, Terry Lynn  
Karns, Margaret P.  
Karol, Adam  
Karp, Jonathan D.  
Karsner, Andy  
Kasdin, Robert  
Kass, Stephen L.  
Kassalow, Jordan S.  
Kassel, Whitney M.†  
Kassinger, Theodore W.  
Kassof, Allen H.  
Kathwari, Farooq  
Katona, Peter  
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.  
Kaufman, Zachary Daniel†  
Kausner, Gregory M.†  
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  
Keidan, Jonathan  
Keith, James R.\*  
Keker, John W.  
Kelleher, Catherine M.  
Keller, Edmond J.  
Keller, Kenneth H.  
Kellerman, Barbara L.  
Kelley, Kevin H.\*

Kelley, Paul X.  
Kellner, Peter Bicknell  
Kellogg, David  
Kelly, Alfred F. Jr.  
Kelly, Arthur L.  
Kelly, Brendan S.  
Kelly, Francis J.  
Kelly, James P.  
Kelman, Herbert C.  
Kemble, Eugenia  
Kemp, Geoffrey  
Kempe, Frederick S.  
Kempner, Lee S.\*  
Kempner, Maximilian W.  
Kendall, Donald McIntosh  
Kennan, Christopher J.  
Kennedy, Craig  
Kennedy, David W.  
Kennedy, Edward Jr.  
Kennedy, Joe†  
Kent, Muhtar  
Kent, Philip I.  
Keohane, Nannerl O.  
Keohane, Robert O.  
Keravuori, Rose  
Kerr, Ann Zwicker  
Kerrey, Bob  
Kerry, Cameron F.  
Kerry, Peggy  
Kerry, Vanessa  
Kessler, Glenn Andrew  
Kessler, Martha Neff  
Kester, W. Carl  
Ketcham, Janet W.\*  
Keys, Arthur B. Jr.\*  
Khalidi, Rashid I.  
Khalilzad, Zalmay M.  
Khatchadourian, Raffi  
Khator, Renu  
Khrushcheva, Nina L.  
Khuri, Nicola N.  
Kiernan, Robert Edward III  
Kiley, Robert R.  
Kim, Andrew†  
Kim, Andrew Byong-Soo  
Kim, Hanya Marie  
Kim, John Yohan†  
Kim, Mike  
Kim, Spencer H.  
Kim, Sukhan  
Kimball, Astri B.†  
Kimball, William F.  
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, Peter R.†  
Kingston, Timothy M.  
Kinsella, Kevin J.  
Kipper, Judith  
Kirchhoff, Christopher M.  
Kireopoulos, Antonios  
Steve  
Kiriakou, Heather  
Katherine  
Kirkland, Richard I.  
Kirkpatrick, J. David  
Kirkpatrick, Melanie M.  
Kirshner, Jodie A.  
Kishkovsky, Leonid  
Kissel, Mary E.  
Kissinger, Henry A.  
Kittrie, Orde F.  
Kizer, Karin L.  
Klaber, Andrew David  
Klarman, Seth A.  
Klatsky, Peter  
Klein, Edward  
Klein, George  
Klein, Jacques Paul  
Klein, Joseph A.  
Kleine-Ahlbrandt,  
Stephanie T.\*  
Klotz, Frank G.  
Klurfeld, James M.  
Knake, Robert K.  
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  
Koh, Jay L.\*  
Kohn, Donald L.  
Kohut, Andrew  
Kojac, Jeffrey  
Kojima, J. Christopher  
Kolb, Charles E.M.  
Kolbe, Jim  
Kolodziej, Edward A.  
Koltai, Steven R.

|                            |                           |                         |                        |
|----------------------------|---------------------------|-------------------------|------------------------|
| Komisar, Lucy              | Kumar, Nisha              | Larrabee, F. Stephen    | Leidholdt, Dorchen A.* |
| Kondracke, Morton          | Kumar, Raj Udiaver        | Larsen, Randall J.      | Leiter, Michael E.     |
| Koonin, Steven E.          | Kumar, Vinay              | Larson, Charles R.      | Leland, Marc E.        |
| Korb, Lawrence J.          | Kumar-Sinha, Punita       | Larson, Ellie K.        | Leland, Olivia M.      |
| Korgaonkar, Nikhilesh      | Kumin, Michael A.         | LaSpada, Salvatore      | Lemack, Carie A.       |
| Kormi, Nushin              | Kumra, Raina              | Lasry, Marc             | LeMelle, Gerald A.     |
| Kornbluh, Karen*           | Kundra, Vivek             | Lasser, Lawrence J.     | Le Melle, Tilden J.    |
| Kornblum, John C.          | Kuniholm, Bruce Robellet  | Lateef, Noel V.         | Lemery, Jay            |
| Kosaraju, Akhila           | Kunstadter, Geraldine S.  | Lauder, Laura Heller    | Lemkin, Bruce Stuart   |
| Kostiwi, Michael Vincent   | Kupchan, Charles A.       | Lauder, Leonard A.      | Lemle, J. Stuart       |
| Kotecha, Mahesh K.         | Kupchan, Clifford A.      | Lauder, Ronald S.       | Lemmon, Gayle Tzemach  |
| Kotler, Steven             | Kurth, James R.           | Lauder, William Philip  | Lempert, Robert J.     |
| Kourakos, William*         | Kurtzer, Daniel C.        | Laudicina, Paul A.      | Lenfest, Harold F.     |
| Kovner, Bruce S.           | Kushen, Robert A.         | Lauinger, Philip C. Jr. | Lenihan, Michelle      |
| Kraham, Sherri G.          | Kux, Dennis               | Laurenti, Jeffrey       | Lennon, Alexander T.J. |
| Kramek, Robert E.          | Kwoh, Stewart             | Lautenbach, Ned C.      | Lennox, William J. Jr. |
| Kramer, J. Reed            |                           | Lautz, Terrill Edward   | Lenzen, Louis C.       |
| Kramer, Jane               | <i>L</i>                  | Lavelle, Kathryn C.     | LeoGrande, William M.  |
| Kramer, Michael            | Labin, Daniel B.          | Lawrence, Richard D.    | Leone, Richard C.      |
| Kramer, Orin S.            | Labott, Elise             | Lawrence, Robert Z.     | Leopold, Evelyn R.     |
| Kramer, Steven Philip      | Lachman, Jonathan S. †    | Lawson, Eugene K.       | Lesch, Ann Mosely      |
| Kranz, Thomas F.           | Ladd, Edward              | Lawson, Sandra Guylay   | Leslie, John W. Jr.    |
| Krasner, Stephen D.        | Lader, Philip             | Lawson-Remer, Terra     | Lessenberry, Brian     |
| Krasno, Richard M.         | Ladislaw, Sarah Olivia    | Layne, Christopher      | Lesser, Ian O.         |
| Krauss, Clifford           | Ladner, Drew J.           | Lazarus, Shelly B.      | Lettre, Marcel J. II   |
| Krauthammer, Charles       | LaFleur, Vinca            | Lazarus, Steven         | Levensohn, Pascal N.   |
| Kravis, Henry R.           | Lagomasino, Maria Elena   | Leach, James A.         | Leverett, Flynt L.     |
| Kravis, Marie-Josée        | Lagon, Mark P.            | Leader-Chivee, Lauren   | Levin, Herbert         |
| Kreek, Mary Jeanne         | Lai, Joseph G.            | Leatherman, John        | Levin, John A.         |
| Kreikemeier, Chad †        | Laipson, Ellen            | Matthew †               | Levin, Michael Stuart  |
| Krens, Thomas              | Lake, David A.            | LeClerc, Paul           | Levin, Richard C.      |
| Krepinevich, Andrew F.     | LaMarche, Gara            | Lee, David Y. †         | Levine, Mel            |
| Krepon, Michael            | Lamb, Denis               | Lee, Ellana             | Levine, Ross           |
| Kreps, Sarah Elizabeth     | Lambert, Brett B.         | Lee, Esther             | Levine, Susan B.       |
| Kriegel, Jay L.            | Lambeth, Benjamin S.      | Lee, Isaac*             | Levinsohn, James A.    |
| Krikorian, Victoria Reznik | Lamb-Hale, Nicole Yvette* | Lee, Nancy              | Levinson, Marc         |
| Krisher, Bernard           | Lamont, Lansing           | Lee, Thea Mei           | Levitsky, Jonathan E.  |
| Kristof, Nicholas D.       | Lampton, David M.         | Lee, Therese †          | Levitt, Arthur Jr.     |
| Kristoff, Sandra J.        | Lan, Iris †               | Leebron, David W.       | Levitt, Matthew A.     |
| Kroeger, Kate M.           | Lancaster, Carol J.       | Leedom-Ackerman,        | Levy, Jay A.           |
| Kronman, Anthony           | Land, Richard D.          | Joanne*                 | Levy, Julia C.         |
| Townsend                   | Landau, George W.         | Leeds, Jeffrey T.       | Levy, Reynold          |
| Krueger, Anne O.           | Lane, Aikojean            | Leeds, Roger S.         | Lew, Jacob J.          |
| Krulak, Charles Chandler   | Lane, Charles M.          | Lee-Kung, Dinah         | Lewin, Leslie A.       |
| Ku, Charlotte              | Lane, David J.            | Leet, Kenneth H.M.      | Lewinsohn, Jonathan    |
| Kubarych, Roger M.         | Lane, Randall Arthur      | Leffall, LaSalle D. III | Lewis, Bernard         |
| Kuehnast, Kathleen R.      | Lane, Robert W.           | Leggett, Paul Matthews  | Lewis, Eric L.         |
| Kuenstner, Nancy Jo        | Laney, James T.           | Leghorn, Richard S.     | Lewis, Margaret Katri  |
| Kuiken, Michael            | Langlois, Robert James    | Legro, Jeffrey W.       | Lewis, Maureen A.      |
| Kull, Steven G.            | Lanken, Jonathan P. †     | Legvold, Robert         | Lewis, Peter M.        |
| Kumar, Anil                | LaPalombara, Joseph       | Lehman, John F.         | Lewis, Stephen R. Jr.  |
| Kumar, Maria Teresa        | Lapham, Lewis H.          | Lehman, Ronald Frank II | Lewis, W. Walker       |
|                            | Lapidus, Gail W.          | Lehner, Peter H.        | Lewis-Berry, Jason C.  |
|                            | LaPuma, Edward Vincent    | Lehr, Amy Karen         | Lewy, Glen S.          |
|                            | Lardy, Nicholas R.        | Lehrer, Jim             | Li, Cheng              |
|                            | Lariviere, Richard W.     | Leich, John Foster      | Libby, I. Lewis Jr.    |

\* Elected to membership in 2013.

† Elected to a five-year term membership in 2013.

Liberi, Dawn  
 Lichtblau, John H.  
 Lichtenstein, Cynthia  
     Crawford  
 Liebenow, Larry A.  
 Lieber, James E.  
 Lieber, Robert J.  
 Lieberman, Joseph I.  
 Lieberman, Nancy A.  
 Lieberthal, Keith L.\*  
 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, Alexandra D.†  
 Linden, Josephine  
 Lindsay, Beverly  
 Lindsay, Gregory T.†  
 Lindsay, James M.  
 Linen, Jonathan S.  
 Link, Troland S.  
 Lipman, Gustave K.  
 Lipman, Ira A.  
 Lipman, Joanne  
 Lipper, Kenneth  
 Lippey, Brian C.  
 Lippman, Thomas W.  
 Lipsitz, Rochelle J.  
 Lipsky, John P.  
 Lipsky, Seth  
 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  
 Lockhart, Dennis P.  
 Lodal, Jan M.  
 Lodge, George Cabot  
 Loeb, Daniel S.  
 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  
 Lorimer, Linda Koch\*  
 Lotrionte, Catherine B.  
 Louie, Gilman G.\*  
 Louis, William Roger  
 Loury, Glenn Cartman  
 Love, Reginald L.†  
 Lovejoy, Thomas E.  
 Lowenfeld, Andreas F.  
 Lowenkron, Barry F.  
 Lowenstein, James G.  
 Lowenstein, Price Gordon  
 Lowenthal, Abraham F.  
 Lowey, Nita M.  
 Lowry, Glenn D.  
 Loy, Frank E.  
 Lozano, Ignacio E.  
 Lozano, José Ignacio  
 Lozano, Monica C.  
 Lu, Li  
 Lu, Xiaobo  
 Lubin, Nancy  
 Lubman, Stanley B.  
 Luck, Edward C.  
 Lucy, William  
 Luers, Wendy W.  
 Luers, William H.  
 Lugo, Luis E.  
 Lukatsevich, Ross Z.  
 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.  
 Lyman, Princeton N.  
 Lynch, Thomas F. III  
 Lyne, Susan Markham  
 Lynk, Myles V.

Lynn, Laurence E. Jr.  
 Lynton, Michael M.  
 Lyon, David W.  
 Lyons, James E.  
 Lyons, Richard Kent

*M*  
 Ma, Connie Ye†  
 Ma, Yong Damien†  
 Mabry, Marcus B.  
 Mabus, Raymond E.  
 MacCormack, Charles  
     Frederick  
 MacDonald, Bruce Walter  
 MacDougal, Gary E.  
 Mack, Consuelo Cotter  
 Mack, J. Curtis II  
 Mack, William Brady III  
 Mackay, Leo Sidney Jr.  
 Mackevich, Eileen R.  
 Mackey, Timothy Ken†  
 Macklin, Ronita†  
 Macmillan, Graham III  
 Madhany, al-Husein N.  
 Madhavan, Akshay†  
 Maguire, John David  
 Mahanty, Daniel R.†  
 Mahmoud, Adel  
 Mahnken, Thomas G.  
 Mahoney, Paul G.  
 Mahoney, Thomas H. IV  
 Mai, James A.  
 Mai, Vincent A.  
 Maier, Charles S.  
 Makanju, Anna A.†  
 Makin, John Holmes  
 Makinson, Carolyn  
 Mako, William P.  
 Makovsky, David  
 Malcomson, Scott  
 Malek, Frederic V.  
 Malesky, Edmund J.  
 Malik, Arslan\*  
 Mallery, David W.  
 Mallery, Richard  
 Mallett, Robert L.  
 Malmgren, Harald B.  
 Malmgren, K. Philippa  
 Malpass, David R.  
 Maltese, Michael  
 Maltz, Gideon Daniel  
 Mamdani, Mahmoud A.  
 Manca, Marie Antoinette  
 Mancuso, Mario  
 Mandaville, Alicia Phillips  
 Mandelbaum, Michael

Maniatis, Gregory A.  
 Mankoff, Jeffrey  
 Mann, James H.  
 Mann, Michael D.  
 Mann, Thomas E.  
 Mans, Darius  
 Mansoor, Peter R.  
 Manuel, Anja  
 Manyika, James\*  
 Manzi, Jim  
 Marans, Joel Eugene  
 Marchetti, Louis G. III†  
 Marchick, David M.  
 Marcom, John E. Jr.  
 Marcum, John Arthur  
 Marczak, Jason  
 Margon, Sarah  
 Mariner, Joanne  
 Mariotti, Steve J.  
 Mark, Hans M.  
 Mark-Jusbasche, Rebecca P.  
 Marks, Joshua Antoni  
     Meyer†  
 Marks, Paul A.  
 Marlin, Alice Tepper  
 Marquet, Louis David  
 Marquis, Susan L.\*  
 Marr, Phebe A.  
 Marron, Donald B.  
 Marsh, Tom F.  
 Marshall, Andrew W.  
 Marshall, Dale Rogers  
 Marshall, F. Ray  
 Marshall, Katherine  
 Marshall, Zachary Blake  
 Marteau Emerson,  
     Kimberly K.  
 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  
 Mas, Jorge\*  
 Masin, Michael T.  
 Masoud, Tarek  
 Massey, L. Camille  
 Massey, Walter E.  
 Massimino, Elisa C.  
 Mastanduno, Michael  
 Masters, Carlton A.

\* Elected to membership in 2013.

† Elected to a five-year term membership in 2013.

Matheson, Michael J.  
 Mathews, Jessica T.  
 Mathews, Michael S.  
 Mathias, D. Stephen  
 Mathias, Dale  
 Mathias, Edward J.  
 Mathis, Brian Pierre  
 Matlock, Jack F. Jr.  
 Matos Rodríguez, Félix V.\*  
 Matsukata, Naotaka  
 Matteson, William B.  
 Matthews, Barbara C.  
 Matthews, Eugene A.  
 Mattox, Gale A.  
 Matuszewski, Daniel C.  
 Matzke, Richard H.  
 Maxwell, Ann Titiev  
 Maxwell, Kenneth R.  
 Maxwell, Rahsaan  
 Maybank, Alexis Macy  
 Mayer, Claudette  
 Mayer, William Emilio  
 Mayhew, Alice E.  
 Mazur, Jay  
 McAfee, William Gage  
 McAllister, Jef Olivarius  
 McAllister, Singleton B.  
 McAuliffe, Jane Dammen  
 McBride, Sharon Kelly  
 McCaffrey, Barry R.  
 McCain, John S. III  
 McCann, Edward F. II  
 McCarter, John W. Jr.  
 McCarthy, James P.  
 McCarthy, Kathleen D.  
 McCarthy, Terence Arthur  
 McCarthy-Beehner, Julie  
 McCaw, Craig O.  
 McCaw, Susan R.  
 McChrystal, Stanley A.  
 McClure, Kimberly M.  
 McClure, Robert L.  
 McClymont, Mary E.  
 McConnell, M. Porter  
 McCord, Gordon C.  
 McCormack, Elizabeth J.  
 McCormack, Richard  
     Thomas Fox  
 McCormick, David H.  
 McCouch, Donald G.  
 McCoy, Debbie\*  
 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.  
 McEneaney, Kyle Eamonn  
 McEvoy, Edward Bruce  
 McFarland, Kathleen Troia  
 McFarland, Maria  
 McFarlane, Jennifer A.  
 McFarlane, Robert C.  
 McFate, Patricia Ann  
 McFaul, Michael A.  
 McGarr, Cappy R.  
 McGowan, Alan H.  
 McGregor, James L.  
 McGurn, William  
 McHenry, Donald F.  
 McKean, David  
 McKenna, Tjada D'Oyen  
 McKenney, Morgan  
 McKeon, Elizabeth A.  
 McKibben, Tracy B.  
 McLarty, Thomas F. III  
 McLaughlin, Charles  
     James IV  
 McLaughlin, John E.  
 McLean, Jeffrey J.†  
 McLean, Mora L.  
 McLean, Sheila Avrin  
 McLin, Jon Blythe  
 McManus, Doyle  
 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 D.  
 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  
 Meers, Sharon I.  
 Meertens, Michelle A.  
 Meese, Michael J.  
 Mehlman, Kenneth B.  
 Mehra, Sanjeev K.  
 Mehreteab, Ghebre Selassie  
 Mehta, Probir J.  
 Mehta, Ved  
 Meigs, Montgomery C.  
 Meiman Hock, Kellie  
 Meisels, A. Greer†  
 Meissner, Doris M.  
 Meister, Irene W.  
 Melby, Eric D.K.  
 Melia, Allison A.†  
 Melin, Nicholas O'Brien†  
 Melloan, George R.  
 Melton, Carol A.  
 Melwani, Anish  
 Mendelson, Sarah E.  
 Mendelson Forman,  
     Johanna Sebastian  
 Mendlovitz, Saul H.  
 Mendonca, Lenny  
 Mendoza, Roberto G.  
 Meng, Sue  
 Menon, Rajan  
 Menschel, Robert B.  
 Merkel, Claire Sechler  
 Merkel, David A.  
 Meron, Theodor  
 Merow, John E.  
 Merritt, Jack Neil  
 Merszei, Zoltan  
 Mesdag, Willem  
 Meselson, Matthew S.  
 Meserve, Richard A.  
 Messmer, Michael  
 Mestres, Ricardo A. Jr.  
 Metzl, Jamie Frederic  
 Meyer, Edward C.  
 Meyer, Karl E.  
 Meyer, Michael Ryder  
 Meyer, Noa  
 Meyerman, Harold J.  
 Michaels, Marguerite  
 Michel, Christopher  
     Prentiss  
 Mickiewicz, Ellen  
 Midgley, Elizabeth  
 Mihaly, Eugene B.

Mikell, Gwendolyn  
 Mikolay, Justin  
 Miles, Edward L.  
 Milestone, Judith B.  
 Millard, Robert B.  
 Miller, Aaron David  
 Miller, Alisa  
 Miller, Anthony Murray  
 Miller, Charles R.  
 Miller, Christopher D.  
 Miller, David Charles Jr.  
 Miller, Debra Lynn  
 Miller, Eyrique V. Jr.  
 Miller, Franklin C.  
 Miller, Heidi G.  
 Miller, Ingrid C.†  
 Miller, Judith  
 Miller, Ken  
 Miller, Linda B.  
 Miller, Matthew L.  
 Miller, Paul D.  
 Miller, Rodrick T.†  
 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.  
 Milrod, Donna  
 Mintz, Daniel R.  
 Mir, Aimen N.  
 Miscik, Jami  
 Mishkin, Alexander V.  
 Mitchell, Andrea  
 Mitchell, Arthur M. III  
 Mitchell, George J.  
 Mitchell, Patricia E.  
 Mitchell, Wandra G.  
 Mixter, Jonathan Cobb  
 Mize, David M.  
 Mizel, Larry A.  
 Mochizuki, Kiichi  
 Modi, Kalpen Suresh  
 Moe, Sherwood G.  
 Moffett, George D.  
 Molano, Walter Thomas  
 Monaco, Lisa O.\*  
 Mondale, Walter F.  
 Moneyhon, Matthew  
 Moniz, Ernest J.  
 Montelongo, Michael  
 Montgomery, George  
     Cranwell

\* Elected to membership in 2013.

† Elected to a five-year term membership in 2013.

Montgomery, Harold H.  
 Montgomery, Mark C.  
 Montgomery, Parker G.  
 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.  
 Mora, Alberto J.  
 Mora, Antonio G.  
 Moran, Michael E.  
 Moran, Terence P.  
 Moran, Theodore H.  
 Moravcsik, Andrew  
 Morell, Michael J.\*  
 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, 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, Ian C.  
 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  
 Mukunda, Gautam  
 Mulberger, Virginia A.  
 Mulford, David C.  
 Mullaney, Craig M.  
 Muller, Edward R.  
 Mundie, Craig James  
 Muñoz, George  
 Munroe, Alexandra  
     Kneeland  
 Munroe, George B.  
 Munsch, Stuart B.  
 Murase, Emily Moto  
 Murdoch, Rupert  
 Murdock, Deroy  
 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.  
 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  
 Nagorski, Thomas G.  
 Naím, Moisés  
 Nájera, Peter F.  
 Nakhleh, Emile A.  
 Napolitano, Janet A.  
 Nash, Nicholas A.†  
 Nash, William L.  
 Nasr, Vali R.  
 Nathan, James A.  
 Nathanson, Marc B.  
 Nathoo, Raffiq A.  
 Nau, Henry R.  
 Naughton, Barry J.  
 Navab, Alexander\*  
 Neal, Jeffrey C.  
 Neal, Stephen L.  
 Nealer, Kevin G.

Nederlander, Robert Jr.  
 Negron, Michael Angelo  
 Negroponte, Diana Villiers  
 Negroponte, John D.  
 Neier, Aryeh  
 Nelson, Alyse\*  
 Nelson, Anne  
 Nelson, Daniel N.  
 Nelson, Merlin E.  
 Nelson, Richard D.  
 Nelson, Robert L. Jr.  
 Nelson, Thomas C.  
 Nemeroff, Theodore N.†  
 Nepomnyashchy, Catharine  
     Theimer  
 Nesbit, Lynn  
 Neuberger, Anne  
 Neuger, Win J.  
 Neuman, Stephanie G.  
 Neureiter, Norman P.  
 Newberg, Esther R.  
 Newburg, Andre  
 Newcomb, Nancy S.  
 Newell, John F. III  
 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, Ha Nhu  
 Nicholas, N. J. Jr.  
 Nichols, Rodney W.  
 Nicholson, Jan  
 Nides, Thomas R.  
 Niehuss, John M.  
 Niehuss, Rosemary Neaher  
 Nielsen, Nancy  
 Nielsen, Suzanne Christine  
 Nilsson, Keith R.  
 Nilsson, Kenneth A.  
 Nimetz, Matthew  
 Nimr, Amer N.  
 Nitze, William A.  
 Noam, Eli M.  
 Nolan, Janne Emilie  
 Nolan, Robert  
 Noland, Marcus  
 Nolte, William M.  
 Nonacs, Eric Steven  
 Noonan, Peggy  
 Norman, William S.  
 Norquist, Grover Glenn

Northup, Nancy J.  
 Norton, Augustus Richard  
 Norton, Burke Fremont\*  
 Norton, Eleanor Holmes  
 Norton, Patrick M.  
 Nossel, Suzanne F.  
 Noto, Lucio A.  
 Novack, Lynne Dominick  
 Novogratz, Jacqueline  
 Novotny, Thomas E.  
 Nuechterlein, Jeffrey D.  
 Nunn, Sam  
 Nusratty, Timur  
 Nussbaum, Bruce  
 Nye, J. Benjamin H.  
 Nye, Joseph S. Jr.  
 Nye, Seth

*O*  
 Oakley, David P.†  
 Oat-Judge, Siobhan†  
 Obey, David R.  
 O'Brien, James C.  
 Ocampo, Juan  
 Ochoa-Brillembourg, Hilda  
 O'Cleireacain, Carol  
 Odeen, Philip A.  
 Odell, Jamieson Meldal  
 Odell, John S.  
 Odum, Marvin E. III  
 Oettinger, Anthony G.  
 Offenheiser, Raymond C. Jr.  
 Offit, Morris W.  
 O'Flaherty, J. Daniel  
 Oh, Kongdan  
 O'Hanlon, Michael  
 O'Hearn, Katherine I.  
 Ohtagaki, Johna†  
 Ojito, Mirta\*  
 Okawara, Merle Aiko  
 O'Keefe, Daniel  
 Olayan, Hutham S.  
 Oliva, L. Jay  
 Oliver, April A.  
 Oliver, John L. III  
 Ollivant, Douglas A.  
 Olson, Jane T.  
 Olson, Lyndon L. Jr.  
 Olson, Ronald L.  
 Olver, Parizad June  
 O'Malley, Cormac K.H.  
 Omestad, Thomas E.  
 O'Neal, E. Stanley  
 O'Neil, Kathleen A.  
 O'Neil, Michael J.  
 O'Neill, Brian Deveraux

\* Elected to membership in 2013.  
 † Elected to a five-year term membership in 2013.

O'Neill, Matthew  
 Onek, Joseph N.  
 Onyeagoro, Obinna A. Jr.  
 Oppenheimer, Andres M.  
 Oppenheimer, Michael F.  
 O'Prey, Kevin P.  
 Orbach, Ashley Kushner  
 Orbach, Benjamin  
 Ordway, John M.  
 O'Reilly, David J.  
 Orentlicher, Diane  
 Orlins, Stephen A.  
 Ornstein, Norman J.  
 O'Rourke, Patrick J.  
 Orr, Robert C.  
 Orrenius, Pia M.  
 Orszag, Peter R.  
 Osborn, John E.  
 Osborne, Richard de J.  
 Osius, Margaret Elizabeth  
 Osmer McQuade, Margaret  
 Osnos, Evan L.R.  
 Osnos, Peter L.W.  
 Osnos, Susan Sherer  
 Osterholm, Michael T.  
 Osterling, Scott  
 O'Sullivan, Meghan L.  
 Otero, Maria  
 O'Toole, Tara Jeanne  
 Ovitz, Michael S.  
 Owen, Roberts Bishop  
 Owens, James W.  
 Owens, Missy†  
 Owens, William A.  
 Oxman, Bernard H.  
 Oxman, Stephen A.  
 Oxnam, Robert B.  
 Oye, Kenneth A.

*P*

Paal, Douglas Haines  
 Pachios, Harold C.  
 Packard, George R.  
 Padmanabhan, Vijay M.  
 Padrón, Eduardo J.  
 Page, Carter W.  
 Paine, George C. II  
 Paisner, Bruce Lawrence  
 Pakula, Hannah C.  
 Palmer, Matthew A.  
 Palmisano, Samuel J.  
 Pandith, Farah Anwar

Papagapitos, Ariadne†  
 Paperin, Stewart J.  
 Parasiliti, Andrew  
 Pardee, Scott E.  
 Pardes, Herbert  
 Pardew, James W.  
 Parekh, Sanjay  
 Parent, Louise M.  
 Paris, Jonathan  
 Parker, Charles Allen  
 Parker, Elizabeth  
 Rindskopf  
 Parker, Emily D.  
 Parker, Jay M.  
 Parker, Michelle S.  
 Parker, Ned\*  
 Parker, Penny L.  
 Parker Feld, Karen  
 Parkinson, Roger P.  
 Parks, Michael Christopher  
 Parsky, Gerald L.  
 Parsons, Richard D.  
 Pascal, Alexander  
 Pascoe, B. Lynn\*  
 Pascual, Carlos E.  
 Passer, Juliette M.  
 Passman, Pamela S.  
 Pastor, Robert A.  
 Pate, R. Hewitt  
 Patel, Vishal P.†  
 Patrick, Hugh T.  
 Patrick, Stewart M.  
 Patricof, Alan Joel  
 Patricof, Jonathan  
 Patricof, Susan E.  
 Patrikis, Ernest T.  
 Patron, Michelle N.  
 Patterson, Nicholas  
 Patterson, Patricia M.  
 Patterson, Rebecca Damm  
 Pattiz, Norman J.  
 Paul, Douglas L.  
 Paul, Roland A.  
 Paulikas, Steven  
 Paulson, Henry M. Jr.  
 Paulson, John Alfred  
 Paulus, Judith K.  
 Paumgarten, Nicholas  
 Biddle  
 Paxson, Christina H.  
 Pearl, Jonathan J.  
 Pearlstine, Norman  
 Peckham, Gardner G.  
 Pedersen Thomas, Leah  
 Pederson, Rena M.  
 Peek, Andrew L.

Pell, Herbert Claiborne  
 Pelletreau, Robert H. Jr.  
 Peña, Federico F.  
 Penn, Lawrence Edward III  
 Penn, Mark Jeffrey  
 Peraino, Kevin J.†  
 Perella, Joseph R.  
 Peretz, Don  
 Perez, Antonio F.  
 Perez, David  
 Perez, Luis J.  
 Pérez-Stable, Marifeli  
 Perkin, Linda J.  
 Perkins, Edward J.  
 Perkins, Roswell B.  
 Perkovich, George R.  
 Perlman, Janice Elaine  
 Perlmutter, Barbara S.  
 Perlmutter, Louis  
 Perritt, Henry H. Jr.  
 Perry, June Carter\*  
 Perry, Rania C.†  
 Perry, Robert C.  
 Perry, William J.  
 Persico, Joseph E.  
 Peters, Mary Ann  
 Peters, Michael P.  
 Petersen, Mathew Scott  
 Peterson, Holly  
 Peterson, Michael A.  
 Peterson, Peter G.  
 Petraeus, David H.  
 Petree, Richard W. Jr.  
 Petri, Thomas E.  
 Pettibone, Peter J.  
 Petty, John R.  
 Peyronnin, Joseph Felix  
 Pfaltzgraff, Robert L. Jr.  
 Pfeiffer, Jane Cahill  
 Pfeiffer, Leon K.  
 Pfeiffer, Steven B.  
 Phan, Dang Tan  
 Pharr, Susan J.  
 Phelps, Edmund S.  
 Phillips, Cecil M.  
 Phillips, David L.  
 Phillips, Jeanne L.  
 Phillips-Barrasso, Kate  
 Phu, Elizabeth M.  
 Pickering, Thomas R.  
 Piedra, Alberto M. Jr.  
 Pierce, Eric  
 Pierce, John vanden Heuvel  
 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  
 Pilon, Juliana Geran  
 Pincus, Walter H.  
 Pipes, Daniel  
 Pipes, Richard  
 Pisano, Anthony Robert  
 Pitts, Joe W. III  
 Pitts-Kiefer, Samantha†  
 Piverger, Jacques-Philippe  
 Pizzarello, Louis D.  
 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  
 Nicholas  
 Podhoretz, John\*  
 Pogue, Richard W.  
 Poizner, Stephen L.  
 Pokempner, Dinah R.  
 Polan, Mary Lake  
 Polk, William R.  
 Pollack, Carol A.  
 Pollack, Gerald A.  
 Pollack, Jonathan D.  
 Pollack, Kenneth Michael  
 Pollack, Lester  
 Pollard, Neal A.  
 Pollock, Robert Lansing  
 Pond, Elizabeth  
 Poneman, Daniel Bruce  
 Pool-Eckert, Marquita J.  
 Popadiuk, Roman  
 Popkin, Anne B.  
 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.

\* Elected to membership in 2013.

† Elected to a five-year term membership in 2013.

Postol, Theodore A.  
 Potter, William C.  
 Pottinger, Matthew F.  
 Powell, Colin L.  
 Powell, Dina Habib  
 Powell, Jerome H.  
 Powell, Laurene  
 Powell, Nancy J.  
 Powell, Richard C. Jr.\*  
 Powers, Averill L.  
 Powers, Timothy E.  
 Pozen, Robert C.  
 Pranger, Robert J.  
 Prasso, Sheridan  
 Pregonzer, Arian L.  
 Press, William H.  
 Pressler, Larry  
 Preston, Stephen W.  
 Prewitt, Kenneth  
 Price, Bryan  
 Price, Daniel M.  
 Price, Raymond K. Jr.  
 Price, Robert  
 Price, Sara Dawes  
 Price, Steven  
 Priest, William W. Jr.  
 Prieto, Daniel B. III  
 Prince, Charles O. III  
 Prince, Charles O. IV  
 Pritzker, Penny S.  
 Pritzker, Thomas J.  
 Probasco, Emelia S. †  
 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.  
 Putnam, Robert D.  
 Pyle, Kenneth B.  
 Pyle, Michael

Q

Qalbani, Adeel  
 Quainton, Anthony C.E.  
 Quam, Lois E.  
 Quandt, William B.  
 Quartel, Robert Jr.

\* Elected to membership in 2013.  
 † Elected to a five-year term membership in 2013.

Quelch, John Anthony  
 Quigley, Kevin F.F.  
 Quinn, Jane Bryant  
 Quintanilla, Pablo B. †  
 Qureshi, Rabia †

R

Raab, Jennifer J.  
 Raas, Whitney †  
 Rabb, Bruce  
 Radtke, Robert W.  
 Rahman, Anika  
 Rahman, Zeenat  
 Raimondo, Gina  
 Raines, Franklin D.  
 Raisian, John  
 Ramakrishna, Kilaparti  
 Raman, Aneesh  
 Ramaswamy, Sangeetha  
 Ramchandani, Sunny  
 Ramer, Bruce M.  
 Ramirez, Lilia L.  
 Ramo, Simon  
 Ramsay, Alston  
 Ramsey, W. Russell  
 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.  
 Rauert, Tyler Reid  
 Raul, Alan Charles  
 Raustiala, Kal  
 Raval, Aditya Mahendra  
 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.  
 Reichert, William M.  
 Reid, Ogden  
 Reif, Leo Rafael  
 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.  
 Rejto, Khadija †  
 Remache, Julie Ann  
 Remington, Thomas F.  
 Remnick, David J.  
 Remy, Luce M. †  
 Renan, Daphna †  
 Renfrew, Charles Byron  
 Rennie, Milbrey  
 Rennie, Renate  
 Renuart, Victor Eugene Jr.  
 Reppert, John C.  
 Resnicoff, Arnold E.  
 Ressel, Teresa M.  
 Reuter, Timothy  
 Revere, Evans J.R.  
 Revesz, Richard L.  
 Revzin, Philip S.  
 Reynoso, Julissa  
 Rhinesmith, Stephen H.  
 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.  
 Richards, Paul G.  
 Richardson, Frank E.  
 Richardson, Henry J. III  
 Richardson, William B.

Richardson, William R.  
 Richardson, Yolonda C.  
 Richburg, Keith B.  
 Richter, Anthony  
 Riddell, Malcolm  
 Ridgway, Rozanne L.  
 Rieff, David  
 Rielly, John E.  
 Rieschel, Gary 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, Stephen  
 Roberts, Bradley H.  
 Roberts, John J.  
 Roberts, Walter R.  
 Robichaud, Carl Alexander  
 Robinson, Barbara Paul  
 Robinson, David Z.  
 Robinson, Davis R.  
 Robinson, Guyton Lee  
 Robinson, James D. III  
 Robinson, Janet L.\*  
 Robinson, Linda  
 Robinson, Pearl T.  
 Robison, Olin C.  
 Rocca, Christina B.  
 Rocha, V. Manuel  
 Rochberg, Daniel Robert  
 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  
 Rodman, Lindsay L. †  
 Rodriguera, Sergio Jr.  
 Rodriguez, Jorge Javier  
 Rodriguez, Rita M.  
 Rodriguez, Stephen P. †  
 Rodrik, Dani

|                           |                          |                              |                         |
|---------------------------|--------------------------|------------------------------|-------------------------|
| Roedy, Bill*              | Rosenwald, Nina          | Ryan, Kevin P.               | Saunders, Elizabeth     |
| Roett, Riordan            | Rosenzweig, Robert M.    | Ryan, Mary C.                | Saunders, Harold H.     |
| Rogers, Edward M. Jr.     | Rosett, Claudia          | Ryan, Patrick G. Jr.         | Savitt, Jill A.         |
| Rogers, James E.          | Rosner, Jeremy D.        |                              | Sawoski, Mark           |
| Rogers, John M.           | Rosol, Michael S. †      | S                            | Sawyer, Diane           |
| Roggero, Frederick F.     | Rosovsky, Henry          | Sabonis-Helf, Theresa*       | Scarborough, Charles J. |
| Rogoff, Kenneth S.        | Ross, Christopher W.S.   | Sachs, Jeffrey D.            | Schacht, Henry B.       |
| Rohan, Karen M.           | Ross, Dennis B.          | Sachs, Philippe †            | Schade, Karl M.         |
| Rohatyn, Felix G.         | Ross, Gary N.            | Sacks, Paul M.               | Schadlow, Nadia         |
| Rohlen, Thomas P.         | Ross, Robert S.          | Sadat, Leila Nadya           | Schaffer, Howard Bruner |
| Rohlfing, Joan            | Ross, Thomas Jr.         | Saeed, Ahmed M.              | Schaffer, Teresita C.   |
| Rokke, Ervin J.           | Rossabi, Morris          | Sagan, Scott D.              | Schaible, Damian S. †   |
| Roman, Nancy Ellen        | Rosso, David J.          | Saghri, Faraj*               | Schake, Kori            |
| Romanowski, Alina L.      | Rossotti, Charles O.     | Sakoian, Carol Knuth         | Schearer, S. Bruce      |
| Romberg, Alan D.          | Rostow, Nicholas         | Salacuse, Jeswald William    | Schecter, Jerrold L.    |
| Romer, Paul               | Rotberg, Robert I.       | Salam, Reihan                | Schecter, Kate S.       |
| Romero, Philip Joseph     | Roth, Kenneth            | Salazar, Ana Maria           | Scheffer, David J.      |
| Romero-Barcelo, Carlos A. | Roth, Stanley O.         | Salbi, Zainab                | Scheinman, Lawrence     |
| Rometty, Virginia M.      | Roth, William M.         | Saleh, Ulla Rickert          | Schell, Orville Hickok  |
| Romig, Alton D. Jr.       | Rothkopf, David          | Salem, George R.             | Schell, Theodore H.     |
| Rondeau, Ann E.           | Jochanan                 | Salikuddin, Tamanna †        | Schenck, Kristine †     |
| Rooney, Megan E.          | Rottenberg, Linda D.     | Salomon, David R.*           | Scher, Peter L.         |
| Roosevelt, Theodore IV    | Roubini, Nouriel         | Salomon, Richard E.          | Schick, Thomas          |
| Rose, Charles Peete Jr.   | Roughead, Gary           | Salomon, William R.          | Schieffer, Bob L.       |
| Rose, Daniel              | Route, Ronald A.         | Salzman, Anthony David       | Schiff, Robert †        |
| Rose, Elihu               | Rovine, Arthur W.        | Samore, Gary                 | Schifter, Richard       |
| Rose, Gideon              | Rowen, Henry S.          | Samper, Cristián T.*         | Schiller, Vivian L.     |
| Rose, Joseph B.           | Rowny, Edward L.         | Sample, Steven B.            | Schlein, Michael Edward |
| Rose, Marshall            | Roy, J. Stapleton        | Samuels, Barbara Christie II | Schlesinger, David Adam |
| Roseboro, Brian C.        | Rubenstein, David M.     | Samuels, Michael A.          | Schlesinger, James R.   |
| Rosecrance, Richard       | Rubenstein, Leonard S.   | Samuels, Richard J.          | Schlesinger, Leonard A. |
| Rosen, Amy M.             | Rubin, Arthur Mark       | Sanchez, Francisco J.        | Schlesinger, Stephen C. |
| Rosen, Daniel H.          | Rubin, Barnett R.        | Sanchez, Miguel Antonio      | Schlickenmaier, William |
| Rosen, Gary               | Rubin, Gretchen C.       | Sanchez, Orlando             | Schlosser, Herbert S.   |
| Rosen, Jack               | Rubin, James P.          | Sandalow, David              | Schmemann, Anya*        |
| Rosen, Jeffrey A.         | Rubin, Nancy H.          | Sandberg, Sheryl K.          | Schmemann, Serge        |
| Rosen, Robert L.          | Rubin, Nilmini Gunaratne | Sandel, Michael J.           | Schmidt, Benno Jr.      |
| Rosenberg, Mark B.        | Rubin, Robert E.         | Sander, Alison B.            | Schmidt, Eric           |
| Rosenberg, Zeda F.        | Rubin, Trudy S.          | Sanders, Barry A.            | Schmitt, Eric P.        |
| Rosenblatt, Lionel A.     | Rudder, Philip C.        | Sanders, Marlene             | Schmoke, Kurt L.        |
| Rosenblatt, Peter R.      | Rudenstine, Neil L.      | Sanderson, Steven E.         | Schnabel, Rockwell A.   |
| Rosenblum, Mort L.        | Rudin, William C.        | Sands, Amy                   | Schneider, Jan          |
| Rosenfeld, Gerald         | Ruenitz, Robert M.       | Sanger, David E.             | Schneider, Kammerle     |
| Rosenfield, Patricia L.   | Ruggie, John G.          | Santosham, Shireen Hannah    | Schneider, Mark E.      |
| Rosenkranz, Robert        | Ruggiero, Anthony II     | Sapiro, Miriam               | Schneider, William      |
| Rosensweig, Jeffrey A.    | Rugh, William A.         | Sapolsky, Harvey M.          | Schneider, William Jr.  |
| Rosenthal, Andrew M.      | Rughwani, Ashish B.      | Sapp Mancini, Angela         | Schneidman, Witney      |
| Rosenthal, Douglas Eurico | Rumbaugh, Russell        | Sapra, Puneet                | Wright                  |
| Rosenthal, Jacob          | Rumer, Eugene B.         | Sargeant, Stephen Thomas     | Schneier, Arthur        |
| Rosenthal, Joel H.        | Runde, Daniel FitzGerald | Sarotte, Mary Elise          | Schnitzer, Alan         |
| Rosenthal, Mitchell S.    | Runge, Carlisle Ford     | Sassen, Saskia               | Schoen, Douglas E.      |
| Rosenwald, E. John Jr.    | Rupp, George             | Sasser, James R.             | Schoettle, Enid C.B.    |
|                           | Russell, Bradley S.*     | Satcher, David               | Schouten, Schuyler J.   |
|                           | Rutherford, Alanna C.    | Satloff, Robert B.           | Schrage, Elliot J.      |
|                           | Ryan, John T. III        | Satter, Muneer A.            | Schrage, Steven Patrick |
|                           | Ryan, Jordan Dimock      | Saul, Ralph Southey          | Schrager, Allison       |

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Schramm, Carl J.  
Schreiber, Brian T.  
Schroeder, Christopher  
Matthew  
Schubert, Richard Francis  
Schuepbach, Martin A.  
Schuker, Jill A.  
Schulhof, Jonathan N.  
Schulhof, Lesley G.  
Schulhof, Michael Peter  
Schulz, Lauren Gabrielle  
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  
Schwarz, David†  
Schwarzer, William W.  
Schwarzman, Stephen A.  
Schwebel, Stephen M.  
Sciolino, Elaine F.  
Sciotto, James E.  
Scott, Jeannine B.  
Scott, Robert A.  
Scotten, Hagan C.  
Scowcroft, Brent  
Scully, Timothy R.  
Seagrave, Norman P.  
Sears, Jonathan E.  
Seaton, Edward L.  
Seaton, James B. III  
Sechser, Todd S.†  
Sedoy, Michael P.  
Segal, Susan Louise  
Sehgal, Kabir†  
Seib, Gerald F.  
Seibold, Frederick C. Jr.  
Seiple, Chris  
Sekulow, Eugene A.  
Selib, Jonathan  
Seligmann, Peter  
Selin, Ivan  
Semetko, Holli A.  
Sender, Henny  
Sennett, Richard

Servan-Schreiber, Pascaline  
Sesno, Frank W.  
Sestanovich, Stephen R.  
Setrakian, Lara†  
Sewall, John O.B.  
Sewall, Sarah  
Sexton, John E.  
Seymour, Frances J.  
Shafer, D. Michael  
Shafer, Jeffrey R.  
Shah, Raj  
Shah, Smita N.  
Shahbandar, Oubai†  
Shailor, Barbara  
Shalala, Donna E.  
Shambaugh, David  
Shanker, Thomas Daniel  
Shapiro, Andrew J.  
Shapiro, Ian  
Shapiro, Isaac  
Shapiro, Jacob Norman  
Shaplen, Jason T.  
Sharenow, Greg†  
Sharma, Amit  
Sharma, Deven  
Sharp, Daniel A.  
Shattuck, John  
Shattuck, Megan  
Sheehan, Kevin P.  
Sheehan, Michael A.  
Sheeran, Josette M.  
Sheets, Nathan  
Sheffield, Jill W.  
Sheldon, Eleanor B.  
Shelley, Louise I.  
Shelp, Ronald K.  
Shelton, Joanna Reed  
Shelton-Colby, Sally A.  
Shenai, Neena G.  
Shenk, George H.  
Shepard, Stephen B.  
Shepardson, Robert  
Thomas  
Shepherd, J. Michael  
Sheriff, Alan R.  
Sherman, Wendy R.  
Sherr, Lynn B.  
Sherwood, Benjamin B.  
Sherwood-Randall,  
Elizabeth  
Shields, Brendan P.  
Shields, Geoffrey B.  
Shields, Lisa Katherine  
Shiffman, Gary M.  
Shifter, Michael E.  
Shimony, Catherine Lieber

Shinn, James J.  
Shinseki, Eric  
Shiple, Walter V.  
Shirk, Susan L.  
Shirzad, Faryar  
Shklyar, Natan M.  
Shlaes, Amity Ruth  
Shoemaker, Christopher C.  
Shoemaker, Jolynn Michele  
Shribman, David M.  
Shriver, Donald W. Jr.  
Shriver, Timothy P.  
Shulman, Colette  
Shultz, George P.  
Shultz, Susan Kent Fried  
Shuman, David  
Shuman, Stanley S.  
Siceloff, John\*  
Sick, Gary G.  
Siddiqui, Mustafa Mohsin  
Siebert, Muriel F.  
Siegal, Bippy M.  
Siegal, Brian D.  
Siegel, Bridget A.  
Siegel, Seth (Yossi) M.  
Siegel, William D.  
Siegman, Henry  
Sigal, Leon V.  
Sigelman, Joseph M.  
Sikkink, Kathryn A.  
Siko, John  
Silber, Laura J.  
Silber, Mitchell Darrow  
Silberman, Laurence H.  
Silberman, Robert S.  
Silberstein, Alan M.  
Silkenat, James R.  
Silver, Allison  
Silver, Daniel B.  
Silver, Mariko  
Silvers, Robert B.  
Simes, Dimitri K.  
Simmons, Adele  
Simmons, P. J.  
Simmons, Ruth J.  
Simon, Denis Fred  
Simon, Hugh V. Jr.  
Simon, Steven  
Sims, Calvin G.  
Sinclair, Paula J.  
Singh, Jaspaul  
Singh, Michael  
Singham, Shanker A.\*  
Singleton, Lincoln  
Cameron  
Sinha, Sylvana Q.

Sinkin, Richard N.  
Sisk, Mark S.  
Sitrick, James Baker  
Siva, Dileepan  
Skinner, Kiron Kanina  
Sklarew, Jennifer Friedman  
Skoczylas, Paul Edward  
Skol, Michael  
Skolnikoff, Eugene B.  
Skora, Alexander J.  
Skorton, David J.  
Slade, David R.  
Slater, Alexander†  
Slattery, Jim C.  
Slaughter, Anne-Marie  
Slaughter, Richard A.  
Slavin, Barbara  
Slawson, Paul S.  
Sloane, Ann Brownell  
Sloane, Howard (Peter) G.\*  
Slobogin, Kathy  
Slocombe, Walter B.  
Small, Andrew  
Small, Lawrence M.  
Smalley, Kathleen  
Smart, Christopher W.  
Smeall, Christopher  
Smith, Anna Deavere  
Smith, Dane F. Jr.  
Smith, Edwin Milton  
Smith, Fern M.  
Smith, Fred Gary  
Smith, Frederick Wallace  
Smith, Gayle E.  
Smith, Hedrick L.  
Smith, Jean Kennedy  
Smith, Jeffrey H.  
Smith, John T. II  
Smith, Justin B.\*  
Smith, Malcolm B.  
Smith, Martin  
Smith, Melissa  
Smith, Michael B.  
Smith, Perry M.  
Smith, Peter Hopkinson  
Smith, R. Jeffrey  
Smith, Richard M.  
Smith, Shannon L.  
Smith, Stephen G.  
Smith, Taiya M.  
Smith, Tony  
Smith, W. Y.  
Snodgrass, Guy  
Snowe, Olympia J.  
Snyder, Jed C.  
Snyder, Richard E.

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Snyder, Timothy D.  
 Sobel, Clifford M.  
 Sobel, Richard Paul  
 Sobol, Dorothy Meadow  
 Sobol, Julia  
 Soderberg, Nancy E.  
 Soellner, Anna Maria  
 Sofaer, Abraham David  
 Sokolski, Henry D.  
 Solnick, Steven L.  
 Solomon, Andrew Wallace  
 Solomon, Anne G.K.  
 Solomon, Joshua N.  
 Solomon, Peter J.  
 Solomon, Richard H.  
 Solomon, Robert  
 Sonenshine, H. Marshall  
 Sonenshine, Tara Diane  
 Sonnenberg, Maurice  
 Sorensen, Gillian Martin  
 Soros, George  
 Soros, Jonathan  
 Soudriette, Richard W.  
 Sovern, Michael I.  
 Spain, Anna K.  
 Spalter, Jonathan  
 Spangenberg, Joel C. †  
 Spangler, Scott M.  
 Spar, Debora L.  
 Speckhard, Daniel V.  
 Spector, Katherine †  
 Spector, Leonard S.  
 Speedie, David C.  
 Speltz, Paul W.  
 Spence, A. Michael  
 Spence, Matthew  
 Spencer, John  
 Spencer, Karen  
 Spengler, Laurie Jean  
 Sperling, Gene B.  
 Spero, Joan E.  
 Spero, Joshua B.  
 Speyer, Jerry I.  
 Spiegel, Daniel L.  
 Spiegel, John W.  
 Spielvogel, Carl  
 Spiers, Ronald Ian  
 Spindler, J. Andrew  
 Spoon, Alan  
 Spratt, John M. Jr.  
 Staats, Jennifer Bulkeley  
 Stahl, Lesley R.

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Staley, Jes  
 Staley, Thomas Walter  
 Stam, Allan C.  
 Stamas, George Paul  
 Stamas, Stephen  
 Stanger, Allison Katherine  
 Stanislaw, Joseph A.  
 Stanley, Deirdre  
 Staples, Eugene S.  
 Starrs, Ann M.  
 Stavridis, James  
 Stearns Lawson, Brooke †  
 Stecher, Esta Eiger\*  
 Steel, Ronald  
 Steiger, Paul E.  
 Stein, Elliot  
 Steinberg, David J.  
 Steinberg, James B.  
 Steinberg, Mark R.  
 Steinberg, Richard H.  
 Steinbruner, John D.  
 Steiner, Joshua L.  
 Steiner, Steven E.  
 Stempel, John D.  
 Stengel, Richard  
 Stent, Angela Evelyn  
 Stepan, Alfred C.  
 Stephanopoulos, George R.  
 Stephenson, Randall L.  
 Stern, David J.  
 Stern, Fritz  
 Stern, Jeffrey M.  
 Stern, Jessica E.  
 Stern, Paula  
 Stern, Paul G.  
 Stern, Todd D.  
 Stern, Walter P.  
 Sternberg, Seymour  
 Sterner, Michael E.  
 Stetson, Anne  
 Stevens, Charles R.  
 Stevens, James W.  
 Stevens, Paul Schott  
 Stevens, Robert J.  
 Stevenson, Charles A.  
 Stewart, C. Evan  
 Stewart, Donald M.  
 Stewart, Gordon C.  
 Stewart, Jamie B. Jr.  
 Stewart, Ruth Ann  
 Stiehm, Judith Hicks  
 Stiglitz, Joseph E.  
 Stiles, Deborah F.  
 Stith, Charles R.  
 Stith, Kate  
 Stobaugh, Robert B.

Stockman, Farah  
 Stoessinger, John G.  
 Stoga, Alan J.  
 Stokes, Bruce  
 Stoll, Lona S.  
 Stone, Benjamin D. †  
 Stone, Randall W.  
 Stoneman, Shelly  
 Stonesifer, Patricia Q.  
 Stong, Elizabeth S.\*  
 Strauss, Robert S.  
 Streeb, Gordon L.  
 Stremlau, John J.  
 Strianese, Michael T.  
 Stringer, Howard  
 Strmecki, Marin J.  
 Strock, James M.  
 Stromseth, Jane E.  
 Stromseth, Jonathan R.  
 Strossen, Nadine  
 Strzalka, Caroline  
 Stuart, Scott M.\*  
 Stubbs, John W. †  
 Studzinski, John J.  
 Sturchio, Jeffrey L.  
 Styron, Rose  
 Sughrue, Karen M.  
 Suleiman, Ezra N.  
 Sullivan, Daniel S.  
 Sullivan, Gordon R.  
 Sullivan, John D.  
 Sullivan, Travis J.  
 Sulmeyer, Michael †  
 Sumar, Fatema Z. †  
 Summers, Lawrence H.  
 Sundiata, Ibrahim K.  
 Sununu, John E.\*  
 Suominen, Kati  
 Suro, Roberto A.  
 Sutphen, Mona K.  
 Sutterlin, James S.  
 Suzman, Cedric L.  
 Svejnar, Jan\*  
 Swan, Guy C. III  
 Swanson, Carl Axel  
 Swartz, Salli Anne  
 Sweeney, James P. †  
 Sweig, Julia Ellen  
 Sweitzer, Brandon W.  
 Swid, Scott L.  
 Swid, Stephen Claar  
 Swiers, Peter Bird  
 Swift, Christopher  
 Swing, John Temple  
 Swonk, Diane  
 Syron, Richard F.

Szekely, Deborah  
 Szewczyk, Bart M.J.  
 Szporluk, Roman

## T

Taft, William H. IV  
 Tagliabue, Paul  
 Tahir-Kheli, Shirin R.  
 Taiclet, James D.\*  
 Talbott, Strobe  
 Talwar, Nick  
 Talwar, Puneet  
 Tama, Jordan  
 Tananbaum, Steven A.  
 Tan Bhala, Kara W.Y.  
 Tang, David K.Y.  
 Tanner, Harold  
 Tanter, Raymond  
 Tapia, Raul R.  
 Tarbert, Heath P.  
 Tarnoff, Peter  
 Tarter, C. Bruce  
 Tarullo, Daniel K.  
 Tatlock, Anne M.  
 Taubman, William  
 Tauscher, Ellen O.  
 Tavares, Ricardo S.  
 Tavitian, Aso O.  
 Taylor, Adam  
 Taylor, Alan M.\*  
 Taylor, Aleesha  
 Taylor, Arthur R.  
 Taylor, Cathy L.  
 Taylor, Christopher T.  
 Taylor, Diana L.  
 Taylor, James S.  
 Taylor, John Brian  
 Taylor, Kathryn Pelgrift  
 Taylor, Margaret L.  
 Taylor, Scott D.  
 Taylor-Kale, Laura  
 Teece, David J.  
 Teichner, Martha A.  
 Teitel, Ruti G.  
 Teitelbaum, Michael S.  
 Telhami, Shibley  
 Tellis, Ashley Joachim  
 Tempelsman, Maurice  
 Temple, Ronald S.  
 Temple-Raston, Dina  
 Tenet, George J.  
 Tepperman, Jason Harris †  
 Tercek, Mark R.  
 Terracciano, Anthony P.  
 Terry, Sarah Meiklejohn  
 Thames, Knox

- Theobald, Thomas C.  
Theros, Patrick N.  
Thielmann, A. Gregory  
Thiessen, Marc Alexander  
Thoman, G. Richard  
Thomas, Christopher  
Thomas, Franklin A.  
Thomas, James P.  
Thomas, Lee B. Jr.  
Thomas, Lydia Waters  
Thomas-Graham, Pamela A.  
Thompson, Nicholas  
Thompson, Robert L.  
Thompson, Tommy G.  
Thompson, W. Scott  
Thomson, James A.  
Thomson, Katie Nelson  
Thornberry, William M.  
Thornell, Richard P.  
Thornton, John L.  
Thoron, Louisa  
Thukkaram, Navin  
Thulin, Inge\*  
Tien, John K. Jr.  
Tienda, Marta  
Tierney, Paul E. Jr.  
Tiersky, Ronald  
Till, Kimberly  
Timbers, William H.  
Timofeyev, Igor V.  
Timothy, Kristen  
Timpson, Sarah Livingston  
Tindell, Cynthia A.  
Tipson, Frederick S.  
Tirana, Amina  
Tisch, Andrew Herbert  
Tisch, James S.  
Tiven, Marjorie B.  
Todman, Terence A.  
Toft, Monica Duffy  
Tolbert, David\*  
Toll, Maynard J. Jr.  
Tomero, Leonor  
Tompkins, Graves  
Toobin, Jeffrey R.  
Toomey, Kathleen  
Elizabeth  
Toppeta, William J.  
Topping, Audrey Ronning  
Topping, Seymour  
Toraño, Maria Elena  
Torres, Gerald
- Torricelli, Robert G.  
Toungara, Jeanne Maddox  
Townsend, Frances Fragos  
Townsend, Kathleen  
Kennedy  
Trachtenberg, Stephen Joel  
Train, Harry D. II  
Train, John  
Trani, Eugene P.  
Traub, James  
Travers, David  
Treadway, Stephen J.  
Treatnor, Mark C.  
Treat, Thomas J.  
Treverton, Gregory Frye  
Trice, Robert H. Jr.  
Trimble, Charles R.  
Tripp, Aili Mari  
Trivedi, Atman M.  
Trojan, Vera M.  
Troye, Olivia  
Truitt, Nancy Sherwood  
Trulio, David  
Truman, Edwin M.  
Tsipis, Kosta  
Tucher, H. Anton  
Tucker, Joseph David  
Tuggle, Clyde C.  
Tuminez, Astrid S.  
Tung, Ko-Yung  
Tung, Savio Wai-Hok  
Tuohey, Brendan  
Turner Moffitt, Andrea†  
Turner, James M.  
Turner, Robert F.  
Tusiani, Michael D.  
Tuths, Donna M.  
Twombly, Dillon  
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  
Untermeyer, Charles  
Graves  
Upham, Samuel Phineas  
Upton, Maureen T.  
Urban, Heidi
- Usher, William R.  
Ussery, Terdema L. II  
Utgoff, Victor A.  
Utley, Garrick
- V*  
Vagts, Detlev F.  
Vaitheeswaran, Vijay V.  
Vajjhala, Shalini  
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-Goodrich,  
Carina Kristen  
Van Zandt, David Edgar  
Varela, Marta B.  
Varia, Nisha  
Varmus, Harold E.  
Varney, Christine A.  
Vaughan, Patricia C.  
Vecchi, Sesto E.  
Veit, Carol Michele  
Veit, Lawrence A.  
Velandy, Siddhartha M.†  
Vendley, William F.  
Veneman, Ann M.  
Venkayya, Rajeev V.  
Verbinnen, Paul\*  
Verleger, Philip K. Jr.  
Verma, Richard R.  
Verrastro, Frank Anthony  
Verstandig, Toni G.  
Verveer, Melanne S.  
Verville, Elizabeth G.  
Vessey, John W.  
Vester, Linda J.  
Victor, Alice S.  
Vidal, David J.  
Videt, Pote P.  
Viebranz, Curtis Gray  
Viera, Paul E. Jr.  
Viets, Richard Noyes  
Vignarajah, Krishanti†  
Vila, Adis M.  
Viscusi, Enzo
- Visotzky, Burton L.  
Vitale, Alberto  
Vitale, David J.  
Vittori, Jodi M.  
Vlastic, Mark V.  
Voell, Richard Allen  
Vogel, Ezra F.  
Vogelgesang, Sandy Louise  
Vogelson, Jay M.  
Volcker, Paul A.  
Volk, Stephen R.  
von Eckartsberg,  
Gayle Rose  
von Lipsey, Roderick K.  
Votaw, Carmen Delgado  
Vovchuk, Dmitry†  
Vradenburg, George III  
Vuono, Carl E.
- W*  
Wachner, Linda J.  
Wachtel, Andrew Baruch  
Wadsworth Darby, Mary  
Wager, Todd K.  
Waggoner, Robert C.  
Wagner, Gernot  
Wahba, Marcelle M.  
Wainstein, Kenneth L.  
Wais, Marshall I. Jr.  
Wait, Jarett F.  
Wald, Jesse M.  
Waldron, Arthur  
Wales, Jane M.  
Walker, Darren  
Walker, Jenonne  
Walker, John L.  
Walker, Nancy J.  
Walker-Huntley, Mary L.  
Wall, Christopher R.  
Wallace, Roger Windham  
Wallach, Kenneth L.  
Wallander, Celeste Ann  
Wallenstein, Marc A.†  
Wallerstein, Mitchel B.  
Wallich, Christine I.  
Wallison, Peter J.  
Wall Spitzer, Silda Alice  
Walsh, Brian W.†  
Walsh, Ian K.  
Walsh, Michaela  
Walsh, Patrick M.  
Walt, Stephen M.  
Walter, Barbara F.  
Walters, Barbara  
Walton, Anthony John  
Walton, R. Keith

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† Elected to a five-year term membership in 2013.

|                          |                               |                                  |                           |
|--------------------------|-------------------------------|----------------------------------|---------------------------|
| Waltz, Michael           | Weintraub, Sidney             | Whitman, Marina v.N.             | Winterer, Philip S.       |
| Wang, Fei-Ling           | Weisberg, Jacob M.            | Whitney, Craig R.                | Winters, Francis X.       |
| Wang, Tom                | Weisman, Steven R.            | Whitson, Sarah Leah Sally        | Winters, Laura            |
| Ward, Katherine T.       | Weiss, Andrew                 | Whittemore, Frederick B.         | Wirth, David A.           |
| Ward, William E.         | Weiss, Andrew S.              | Wiarda, Howard J.                | Wirth, Timothy E.         |
| Warner, Edward L. III    | Weiss, Antonio Francesco      | Wien, Anita Volz                 | Wisch, Steven J.          |
| Warner, John William     | Weiss, Charles Jr.            | Wiener, Carolyn Seely            | Wise, Carol               |
| Warner, Margaret G.      | Weiss, Cora                   | Wiener, Malcolm H.               | Wise, Louise              |
| Warner, Mark R.          | Weiss, Daniel Gideon          | Wier, Anthony D.                 | Wiseman, Michael Martin   |
| Warner, Volney James     | Weiss, Martin Andrew          | Wiesel, Elie                     | Wisner, Frank G.          |
| Warren, Rick             | Weiss, Stanley A.             | Wilby, Peter                     | Wisner, Graham G.         |
| Warren, Setti D.         | Weiss Lurie, Christina        | Wildenthal, C. Kern              | Wisner, Melissa A.†       |
| Washburn, Bre M.         | Weitz, Gerald Rockford†       | Wilhelm, Robert E.               | Witkowsky, Anne A.        |
| Washburn, John L.        | Welch, C. David               | Wilkerson, Thomas Lloyd          | Wittes, Tamara Cofman     |
| Washington, Kweli E.     | Welch, Jasper A. Jr.          | Wilkie, Robert                   | Wofford, Harris           |
| Wasserman, Debra L.      | Welch, Larry D.               | Wilkins, Lauren Z.               | Wohlforth, William C.     |
| Waters, John Richard III | Weld, Susan Roosevelt         | Wilkins, Roger W.                | Wolf, Benjamin            |
| Watson, Alexander F.     | Weld, William F.              | Wilkinson, Amy M.                | Wolf, Charles Jr.         |
| Watson, Peter S.         | Wellde, George W. Jr.         | Wilkinson, Sharon P.             | Wolf, Ira                 |
| Watt, Linda E.           | Welle, Joshua                 | Williams, Aaron S.               | Wolf, Robert              |
| Watts, John H.           | Welling, Curtis R.            | Williams, Barry K.*              | Wolfe, Josh               |
| Watts, William           | Wells, Damon                  | Williams, Brian D.               | Wolfensohn, James D.      |
| Waxman, Matthew C.       | Wells, Jabali K.              | Williams, Christine              | Wolff, Alan W.            |
| Waxman, Sharon           | Wells, Louis T. Jr.           | Williams, Cindy                  | Wolff, I. Peter           |
| Weaver, David R.         | Wells, Samuel F. Jr.          | Williams, Dave H.                | Wolfowitz, Paul D.        |
| Webb, Hoyt K.            | Wender, Ira T.                | Williams, Harold M.              | Wolin, Neal S.            |
| Weber, Andrew C.         | Wendt, Allan                  | Williams, Margaret<br>Douglas    | Wolosky, Lee S.           |
| Weber, Doron             | Wertheim, Mitzi Mallina       | Williams, Michael John           | Wolstencroft, Tracy R.    |
| Weber, Jon F.            | Wesbrook, Stephen D.          | Williams, Paul D.                | Woo, Meredith Jung-En     |
| Weber, Vin               | Weschler, Joanna              | Williams, Paul R.                | Woodruff, Judy C.         |
| Webster, Timothy         | Wesely, Edwin J.              | Williams, Reba White             | Woodruff, Robert W.       |
| Webster, William H.      | Wessel, Michael R.            | Williams, William J. Jr.         | Woods, Ward W.            |
| Wechsler, William F.     | West, F. J. Bing              | Williamson, Edwin<br>Dargan      | Woodward, Susan L.        |
| Weddle, Steven           | West, J. Robinson             | Williamson, Irving A.            | Woolsey, R. James         |
| Wedgwood, Ruth           | West, Owen O'Driscoll         | Williamson, Richard<br>Salisbury | Woolsey, Suzanne H.       |
| Wehrle, Leroy Snyder     | West, Togo D. Jr.             | Williamson, Samuel Gates         | Woon, Eden Y.             |
| Wei, Shang-Jin           | Westin, David                 | Willkie, Wendell Lewis II        | Worden, Minky             |
| Weidenbaum, Murray       | Westin, Sherrie Rollins       | Willrich, Mason                  | Worenklein, Jacob J.      |
| Weiksner, George B.      | Westly, Steven P.             | Wilmers, Robert G.               | Worley, Elizabeth         |
| Weil, Frank A.           | Wethington, Olin L.           | Wilson, Don M. III               | Worn, David B.†           |
| Weill, Sanford I.        | Weymouth, Elizabeth G.        | Wilson, Ernest James III         | Worthington, Samuel A.    |
| Weinberg, Adam           | Wharton, Clifton R. Jr.       | Wilson, Isaiah III               | Wortzel, Larry M.         |
| Weinberg, David B.       | Wharton, Jaron                | Wilson, Margaret S.              | Wray, Cecil               |
| Weinberg, Steven         | Wheeler, John K.              | Wilson, Rodney K.*               | Wright, Geoffrey W.       |
| Weiner, Allen S.         | Wheeler, Seth F.              | Winch, Steven D.                 | Wright, Joseph R. Jr.     |
| Weiner, Rebecca Ulam*    | Whitaker, Jennifer<br>Seymour | Windrem, Robert                  | Wright, Lawrence G.       |
| Weinert, Richard S.      | Whitaker, Mark                | Winfield, W. Montague            | Wright, Robin             |
| Weinrod, W. Bruce        | White, John P.                | Wing, Adrien Katherine           | Wright, William H. II     |
| Weinstein, David E.      | White, Julia A.               | Winik, Jay                       | Wrona, Richard M. Jr.     |
| Weinstein, Jeremy M.     | White, Mary Jo                | Winitzer, Ori                    | Wu, Sanford               |
| Weinstein, Michael M.    | White, Maureen                | Winkler, Matthew A.              | Wucker, Michele M.        |
| Weinstock, Davis II      | White, Peter C.               | Winokur, Barton J.               | Wuellner, Melinda†        |
|                          | White, William H.             | Winokur, Herbert S. Jr.          | Wulf, Norman A.           |
|                          | Whitehead, John C.            |                                  | Wunderle, William D.      |
|                          | Whitman, Christine Todd       |                                  | Wylie, Andrew             |
|                          |                               |                                  | Wyser-Pratte, Guy Patrick |

\* Elected to membership in 2013.

† Elected to a five-year term membership in 2013.

Y

Yacoubian, Mona  
 Yaffe, Andrea Meryl†  
 Yale, Matthew Alan  
 Yalman, Nur O.  
 Yalowitz, Kenneth S.  
 Yamada, Tadataka  
 Yang, Jerry\*  
 Yang, Linda Tsao  
 Yang, Phoebe L.  
 Yankelovich, Daniel  
 Yanney, Michael B.  
 Yanosek, Kassia J.  
 Yegen, Christian C.  
 Yellen, Janet Louise  
 Yeo, Andrew I.†  
 Yeo, Peter  
 Yergin, Daniel H.  
 Yim, Samuel  
 Yochelson, John N.  
 Yoffie, David B.  
 Yohannes, Daniel W.\*  
 Yordan, Jaime Ernesto  
 York, Jed†  
 Yost, Casimir A.  
 Young, Alice  
 Young, Andrew  
 Young, George H. III  
 Young, Jay T.  
 Young, M. Crawford  
 Young, Mark D.  
 Young, Michael K.  
 Young, Nancy  
 Youngblood, Kneeland C.  
 Younger, Stephen M.  
 Youngwood, Alfred D.  
 Yuan, Sharon H.  
 Yun, Philip W.  
 Yzaguirre, Raul H.

Z

Zabel, William D.  
 Zacharia, Janine\*  
 Zafar, Shaarik H.\*  
 Zagoria, Donald S.  
 Zahn, Paula A.  
 Zaidi, Zeeshan  
 Zakaria, Arshad R.  
 Zakaria, Fareed  
 Zakheim, Dov S.  
 Zaleski, Michel  
 Zanoayan, Vahan B.

Zarate, Juan Carlos  
 Zarb, Frank G.  
 Zartman, I. William  
 Zawacki, Benjamin  
 Zbar, Brett Ives Wally  
 Zegart, Amy B.  
 Zelenko, Laura S.\*  
 Zelikow, Philip D.  
 Zell, Leah Joy  
 Zelleke, Andargachew S.  
 Zelnick, C. Robert  
 Zemmol, Jonathan I.  
 Zephyrin, Laurie C.  
 Zheng, Nan  
 Zilkha, Donald E.  
 Zilkha, Ezra K.  
 Zimmerman, Jay S.  
 Zimmerman, Peter D.  
 Zimpher, Nancy L.  
 Zinberg, Dorothy Shore  
 Zingher, Tally  
 Zipp, Brian R.  
 Zirin, James D.  
 Zittrain, Jonathan L.  
 Zoellick, Robert B.  
 Zogby, James J.  
 Zonis, Marvin  
 Zucker, Howard Alan  
 Zuckerman, Harriet  
 Zuckerman, Mortimer B.  
 Zwick, Charles J.  
 Zysman, John A.

\* Elected to membership in 2013.

† Elected to a five-year term membership in 2013.

# Corporate Members

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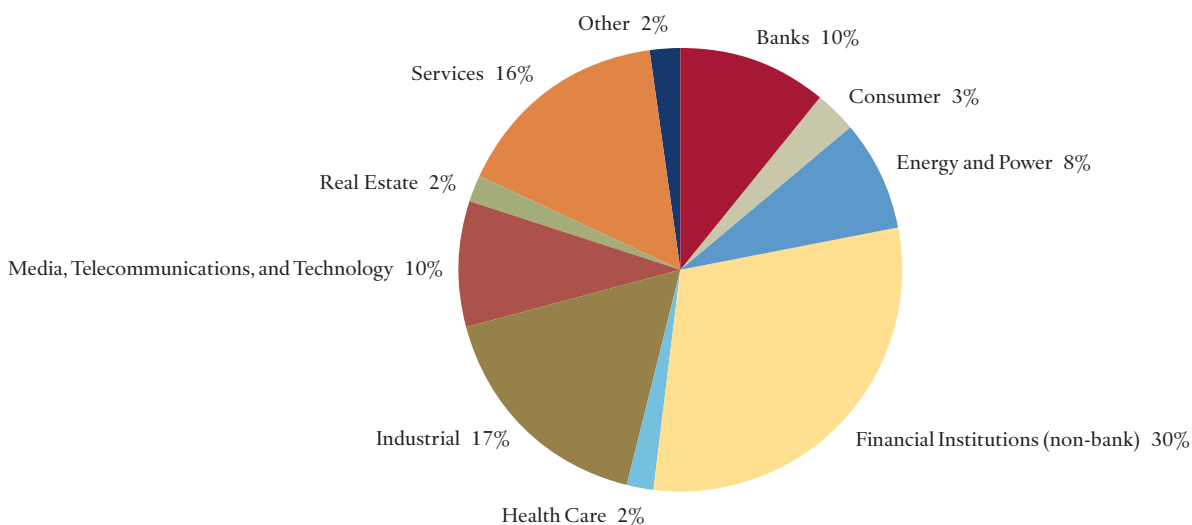
## AFFILIATES

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 Airbus Americas, Inc.  
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Anglo American, plc  
 Apollo Management, LP  
 Aramco Services Company  
 AREVA Inc.  
 Arnhold and S. Bleichroeder  
 Holdings, Inc.  
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 Investment Bank  
 Deere & Company  
 Deloitte.  
 Depository Trust & Clearing  
 Corporation (DTCC)  
 Duke Energy Corporation  
 Economist Intelligence Unit  
 Edelman  
 Energy Intelligence Group, Inc.  
 Equinox Partners, L.P.  
 Estee Lauder Companies Inc.  
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 FedEx Corporation  
 Freeport-McMoRan Copper and  
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 Gibson, Dunn & Crutcher, LLP  
 GlaxoSmithKline  
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 Greenberg Traurig LLP  
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 Indus Capital Partners, LLC  
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 Mercantil Servicios Financieros  
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 McCloy LLP  
 Mitsubishi Corporation (Americas)  
 Mitsubishi Heavy Industries  
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 Cooperation  
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For more information, please contact the Corporate  
 Program at 212.434.9684 or [corporate@cfp.org](mailto:corporate@cfp.org)

## BENEFITS OF CORPORATE MEMBERSHIP

### FOUNDERS (\$100,000+)

- Two invitations for the CEO or designates to attend the annual fall dinner with the CFR Board of Directors
- Opportunities for one senior executive to attend the annual winter dinner with CFR's most generous supporters and the benefactors' roundtable series with fellows
- Professional development opportunity for three rising executives to participate as "Corporate Leaders" in the highly competitive CFR Term Member Program
- Three private briefings by a CFR fellow tailored to the company's interests
- Complimentary use of the historic Harold Pratt House ballroom and library for a single corporate event (based on availability)
- Special recognition at the annual Corporate Conference
- Opportunity to further customize benefits package (corresponding with level of support)
- Additional benefits of President's Circle and Affiliates memberships, including high-level event and meeting invitations, members-only website access, *Foreign Affairs* subscriptions and discounts, and member rental rates

### PRESIDENT'S CIRCLE (\$60,000+)

- Professional development opportunity for two rising executives to participate as "Corporate Leaders" in the highly competitive CFR Term Member Program
- Invitation for the CEO or designate to attend the annual fall dinner with the CFR Board of Directors
- Opportunities for senior executives to attend small private events with world and business leaders, Ambassador's Lunches and Congressional Breakfasts series, in-depth study groups and roundtables led by CFR fellows, and at least one trip led by a member of CFR leadership (travel fees will apply)
- Two private briefings by a CFR fellow tailored to the company's interests
- Special advertising rates in *Foreign Affairs*
- Additional benefits of Affiliates membership, including meeting invitations, members-only website access, *Foreign Affairs* subscriptions and discounts, and member rental rates

### AFFILIATES (\$30,000+)

- Invitations for executives to attend a range of events each year in New York, Washington, DC, and select major cities
- Opportunities for senior executives to participate in a quarterly meeting series with CFR's president
- Invitations for executives to attend the annual Corporate Conference, a summit on geopolitical and geoeconomic challenges
- Participation in 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
- Access to the members-only section of CFR.org, *Foreign Affairs* archives, and conference call and meeting replays
- Six 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 in New York City and 1777 F Street in Washington, DC
- Acknowledgment in CFR literature



# Endowed and Named Chairs, Fellowships, and Lectureships

## ENDOWED CHAIRS, 2012–2013

### 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. **Micah Zenko** is the 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 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 in 1997 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. **Adam Segal** holds the chair.

### 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. Established in 1997, the chair is held by **Stephen Sestanovich**.

### JEANE J. KIRKPATRICK CHAIR IN NATIONAL SECURITY STUDIES

In 2002, the Council established an endowed a 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. Established in 2000, this chair is held by **Robert D. Blackwill**.

### 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. Established in 1997, **Gideon Rose** holds the chair.

### PHILIP D. REED CHAIR IN SCIENCE AND TECHNOLOGY

This fellowship was established in 1990 in recognition of Mr. Reed's contributions to the Council as a member of its Board of Directors. The chair was endowed in 1997 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 in 1997 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 Vice Chairman 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 ethnic and religious groups.

### WHITNEY H. SHEPARDSON FELLOWSHIP

Established in 1966, 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, 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 2005 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 explore and study the ways to diffuse potential conflict, the chair is 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 Federal Reserve Board 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

##### STEVEN A. TANANBAUM SENIOR FELLOWSHIP IN INTERNATIONAL ECONOMICS

The Tananbaum Senior Fellowship was established in 2012 by a generous gift from **Steven A. Tananbaum**, founder, managing partner, and chief investment officer of Golden Tree Asset Management, to support the Council's work at the intersection of international relations and international economics. **Robert Kahn** is the first to hold this fellowship.

##### BERNARD L. SCHWARTZ SENIOR FELLOWSHIP IN BUSINESS AND FOREIGN POLICY

The Schwartz 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 Schwartz Senior 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 **Julian Alford**, U.S. Marine Corps; Captain **Peter Garvin**, U.S. Navy; Colonel **Brian Killough**, U.S. Air Force; Colonel **John Kolasheski**, U.S. Army; and Captain **Peter Troedsson**, U.S. Coast Guard.

#### 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 2012–2013 Murrow Fellow was **Pir Zubair Shah**, former reporter, *New York Times*.

#### 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 2012–2013 National Intelligence Fellow was **Paula Briscoe**.

#### 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 2012–2013 fellows were **Andrew Coe**, **Gregory Koblentz**, and **Jane Vaynman**.

#### 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  
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. The most recent lecture featured a discussion on doing business in Africa with **Thomas Barry**, president and chief executive officer, Zephyr Management; **Shantayanan Devarajan**, chief economist, Middle East and North Africa, World Bank; and **Susan Tuttle**, director, Middle East and Africa, IBM Governmental Programs.

##### 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 investment officer, founder, and managing partner at Cyrus Capital Partners.

The most recent symposium featured **Alan Greenspan**, former chairman of the Federal Reserve Board.

*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 focused on Syria and featured **Richard Engel**, chief foreign correspondent for NBC News.

*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 panel discussion on the lessons of emerging markets with **Joyce Chang**, global head of fixed income research at JPMorgan Chase & Co.; **Richard H. Clarida**, C. Lowell Harris professor of economics and international affairs at Columbia University; and **Peter B. Henry**, dean of the Leonard N. Stern School of Business at New York University.

*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 lecture featured **Aung San Suu Kyi**, general secretary of the National League for Democracy, Myanmar.

*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 the service chiefs, General **James F. Amos**, commandant, U.S. Marine Corps; General **Raymond Odierno**, chief of staff, U.S. Army; General **Michael A. Welsh III**, chief of staff, U.S. Air Force; Admiral **Robert J. Papp Jr.**, commandant, U.S. Coast Guard; and Admiral **Mark Ferguson**, vice chief of naval operations, U.S. Navy.

*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 lecture featured **Muhammad Yunus**, 2006 Nobel Peace laureate, chairman of the Yunus Centre, and founder of Grameen Bank.

*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. The most recent lecture featured Admiral **William McRaven**, commander, U.S. Special Operations Command.

*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. This year's lecture featured **Fatou Bensouda**, prosecutor of the International Criminal Court.

*RUSSIA AND RUSSIAN-AMERICAN RELATIONS LECTURE*

This lecture series was established in 2003 by Mikhail Fridman, chairman of the board of Alfa Bank in Moscow, with the goal of helping establish a more secure footing for Russia-U.S. relations. The most recent lecture featured former Russian president **Dmitry Medvedev**.

*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 lecture featured **John S. Watson**, chairman and chief executive officer of Chevron Corporation.

*SORENSEN DISTINGUISHED LECTURE ON THE UNITED NATIONS*

This lecture was established in 1996 by Gillian and Theodore C. Sorensen to highlight the United Nations and offer a special occasion for its most distinguished and experienced leaders to speak to the Council on Foreign Relations membership. This year's lecture featured **Ban Ki-moon**, secretary-general of the United Nations.

*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 lecture featured **Michèle A. Flournoy**, former undersecretary for policy at the U.S. Department of Defense.

*MALCOLM H. AND CAROLYN WIENER LECTURE  
ON SCIENCE AND TECHNOLOGY*

This annual lectureship, which addresses issues at the intersection of science, technology, and foreign policy, has been endowed in perpetuity through a gift from CFR members Malcolm H. and Carolyn Wiener. The inaugural lecture focused on U.S. climate change policy and featured former New York governor **George E. Pataki**, former Colorado governor **Bill Ritter Jr.**, and **Michael A. Levi**, CFR David M. Rubenstein senior fellow for energy and the environment.

# International Affairs Fellowship Program

Launched in 1967, the International Affairs Fellowship (IAF) is a distinguished program offered by the Council on Foreign Relations to assist mid-career scholars and professionals in advancing their analytic capabilities and broadening their foreign policy experience. The program aims to strengthen career development by helping outstanding individuals acquire and apply foreign policy skills beyond the scope of their professional and scholarly achievements. The distinctive character of the IAF Program lies in the contrasting professional experiences fellows obtain during their twelve-month appointments. Selected fellows from academia and the private sector spend fellowship tenures in public service and policy-oriented settings, and government officials spend theirs in a scholarly atmosphere free from operational pressure. CFR awards approximately ten fellowships annually to highly accomplished individuals who show a capacity for independent work and are eager to undertake serious foreign policy analysis. Approximately half of the selected IAFs each year spend their tenures working full-time in government; the remaining half are placed at academic institutions, think tanks, or nonprofit organizations. The IAF Program is open only to U.S. citizens and permanent residents between the ages of twenty-seven and thirty-five who are eligible to work in the United States.

In 2012, CFR launched the IAF in Nuclear Security, sponsored by the Stanton Foundation. The program offers university-based scholars valuable hands-on experience in the nuclear security policymaking field and places selected fellows in U.S. government positions or international organizations for twelve months to work with practitioners. The IAF in Nuclear Security is open only to faculty members with tenure or on tenure-track lines at accredited universities and who propose to conduct policy-relevant research on nuclear security issues. Qualified candidates must be U.S. citizens or permanent residents who are eligible to work in the United States and be between the ages of twenty-nine and forty.

CFR also offers two country-specific fellowships. The IAF in Japan, sponsored by Hitachi, Ltd., seeks to strengthen mutual understanding and cooperation between the rising generations of leaders in the United States and Japan. Founded in 1997, the program provides a selected group of mid-career U.S. citizens between the ages of twenty-seven and forty-five the opportunity to expand their professional horizons by spending a period of research or other professional activity in Japan. The IAF in South Korea, sponsored by the Asan Institute for Policy Studies, seeks to strengthen mutual understanding and cooperation between the rising

generations of leaders in the United States and South Korea by expanding cultural exchange and enhancing communication between both countries on global issues. The program, which is open only to U.S. citizens, assists mid-career scholars and professionals from the public and private sectors to advance their analytic capabilities and broaden their foreign policy experience in South Korea.

## *INTERNATIONAL AFFAIRS FELLOWS 2012–2013 PLACEMENTS*

- Glenn Baek**,\* U.S. Department of the Treasury. Placed at the Asan Institute for Policy Studies, South Korea.
- Philipp Bleek**,† Monterey Institute of International Studies. Placed at the U.S. Department of Defense.
- Rebecca Chamberlain-Creanga**, George Washington University. Placed at the World Bank.
- Andrew Exum**, Center for New American Security. Placed at the U.S. Department of Defense.
- Michael Horowitz**, University of Pennsylvania. Placed at the U.S. Department of Defense.
- Jeanne Hull**, U.S. Army. Placed at the Council on Foreign Relations.
- Alexander Montgomery**,‡ Reed College. Placed at the U.S. Department of Defense.
- James Platte**,‡ Harvard University. Placed at the Institute of Energy Economics, Japan.
- Maggie Sadowska**,‡ U.S. House of Representatives. Placed at Meiji University, Japan.
- Troy Stangarone**,\* Korea Economic Institute. Placed at the Asan Institute for Policy Studies, South Korea.
- Joshua Walker**, German Marshall Fund of the United States. Placed at the U.S. Department of State.
- Jason Wheelock**,‡ Congressional Budget Office. Placed at the National Institute for Defense Studies, Japan.
- Joshua White**, U.S. Institute of Peace. Placed at the U.S. Department of Defense.
- Ayse Zarakol**, Washington and Lee University. Placed at the Congressional Research Service, Library of Congress.

\* International Affairs Fellow in South Korea, sponsored by the Asan Institute for Policy Studies

† International Affairs Fellow in Nuclear Security, sponsored by the Stanton Foundation

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

# Global Board of Advisers

The Global Board of Advisers (GBA) was established in 2012 by the Board of Directors. The GBA consists of prominent individuals, including business leaders, noted academics, and former government officials from developed and emerging-market countries. This prestigious group provides CFR with insight about their regions and also offers a mechanism for members of the GBA to join discussions on international relations and the U.S. role in the world. The GBA is chaired by David M. Rubenstein.

The GBA includes the following distinguished individuals:

**Chair:** David M. Rubenstein, Vice Chairman, Council on Foreign Relations; Cofounder and Co-Chief Executive Officer, the Carlyle Group

**Mukesh Ambani** (India), Chairman and Managing Director, Reliance Industries Limited

**Kofi Annan** (Ghana), former Secretary-General of the United Nations; Chairman, Kofi Annan Foundation

**Hakeem Belo-Osagie** (Nigeria), Chairman, Etisalat Nigeria

**Anatoly Chubais** (Russia), Chairman and Chief Executive Officer, RUSNANO

**Paul Desmarais Jr.** (Canada), Chairman and Co-Chief Executive Officer, Power Corporation of Canada

**José Antonio Fernández Carbajal** (Mexico), Chairman and Chief Executive Officer, FEMSA

**Tarja Halonen** (Finland), former President, Republic of Finland

**Mo Ibrahim** (Sudan), Chairman, Mo Ibrahim Foundation

**Mohammed Jameel** (Saudi Arabia), President, Abdul Latif Jameel Company Limited

**Gail Kelly** (Australia), Managing Director and Chief Executive Officer, Westpac Banking Corporation

**Mustafa V. Koç** (Turkey), Chairman of the Board of Directors, Koç Holding A.S.

**Yorihiko Kojima** (Japan), Chairman of the Board, Mitsubishi Corporation

**Anand Mahindra** (India), Chairman and Managing Director, Mahindra & Mahindra Limited

**Mohamed Mansour** (Egypt), President, Mansour Group

**Christophe de Margerie** (France), Chairman and Chief Executive Officer, Total

**Strive Masiyiwa** (Zimbabwe), Founder and Chairman, Econet Wireless

**Idan Ofer** (Israel), Principal, Quantum Pacific Group

**Lubna Olayan** (Saudi Arabia), Chief Executive Officer, Olayan Financing Company

**Vladimir Potanin** (Russia), President, Interros

**Charles David Powell** (United Kingdom), Lord of Bayswater, House of Lords

**Paolo Scaroni** (Italy), Chief Executive Officer, Eni

**Javier Solana** (Spain), former Secretary-General of NATO; Distinguished Senior Fellow, Brookings Institution

**Patrick Walujo** (Indonesia), Cofounder and Managing Partner, Northstar Pacific Partners

**Zhang Xin** (China), Chief Executive Officer and Cofounder, SOHO China Limited

# Council of Councils

The Council of Councils (CoC), established by the Council on Foreign Relations in 2012, is composed of twenty-four major policy institutes from some of the world's most influential countries. Each year, the CoC meets at regional conferences, cohosted by member organizations in alternating locations around the world, and at the flagship annual conference, hosted by CFR. The CoC is designed to facilitate candid dialogue among influential opinion leaders from both established and emerging nations, with the ultimate goal of injecting the conclusions of its deliberations into high-level foreign policy circles within the members' countries. This initiative operates under CFR's International Institutions and Global Governance program and is funded by a generous grant from the Robina Foundation.

The Council of Councils includes the following distinguished institutions:

Lowy Institute for International Policy (Australia)  
Center for European Policy Studies (Belgium)  
Getulio Vargas Foundation (Brazil)  
Center for International Governance Innovation (Canada)  
Shanghai Institutes for International Studies (China)  
Al-Ahram Center for Political and Strategic Studies (Egypt)  
French Institute of International Relations (France)  
German Institute for International and Security Affairs (Germany)  
Center for Policy Research (India)  
Center for Strategic and International Studies (Indonesia)  
Institute for National Security Studies (Israel)  
Institute of International Affairs (Italy)  
Genron NPO (Japan)  
Mexican Council on Foreign Relations (Mexico)  
Nigerian Institute of International Affairs (Nigeria)  
Polish Institute of International Affairs (Poland)  
Institute of Contemporary Development (Russia)  
S. Rajaratnam School of International Studies (Singapore)  
South African Institute of International Affairs (South Africa)  
East Asia Institute (South Korea)  
Global Relations Forum (Turkey)  
Chatham House (The Royal Institute of International Affairs) (United Kingdom)  
International Institute for Strategic Studies (United Kingdom)  
Council on Foreign Relations (United States)

# 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 fifty 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             | \$1,825         | \$435              |
| 40 and Over          | 3,545           | 795                |
| Washington, DC, Area |                 |                    |
| Under 40             | \$1,550         | \$370              |
| 40 and Over          | 3,010           | 675                |
| National             |                 |                    |
| Under 40             | \$ 990          | \$240              |
| 40 and Over          | 1,915           | 435                |

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 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.”

# Staff

## EXECUTIVE OFFICE

|                               |   |
|-------------------------------|---|
| Richard N. Haass              | <i>President</i>  |
| Keith Olson                   | <i>Executive Vice President, Chief Financial Officer, and Treasurer</i>     |
| Jeffrey A. Reinke             | <i>Chief of Staff to the President; Secretary of the Corporation</i>        |
| Caroline Netchvolodoff McCall | <i>Senior Adviser to the President, Planning</i>                            |
| Eva Tatarczyk                 | <i>Executive Assistant to the President</i>                                 |
| Lindsay Iversen               | <i>Special Assistant to the President, Research</i>                         |
| Madeleine Gray                | <i>Special Assistant to the President</i>                                   |
| Madeline Lagatutta            | <i>Special Assistant, Executive Office</i>                                  |
| Michaela Frisbie              | <i>Research Associate, Strategic Planning</i>                               |
| Nirvikar Jassal               | <i>Research Associate, Model Diplomacy Program</i>                          |
| Colleen Crawford              | <i>Program Assistant, Executive Office</i>                                  |
| Leslie H. Gelb                | <i>President Emeritus and Board Senior Fellow</i>                           |
| James Fromson                 | <i>Research Associate to the President Emeritus and Board Senior Fellow</i> |
| Meredith Morrison             | <i>Research Associate to the President Emeritus and Board Senior Fellow</i> |

## TASK FORCE PROGRAM

|                |                            |
|----------------|----------------------------|
| Anya Schmemann | <i>Director</i>            |
| Kristin Lewis  | <i>Associate Director</i>  |
| Veronica Chiu  | <i>Program Coordinator</i> |

## FOREIGN AFFAIRS

### EDITORIAL

|                    |  |
|--------------------|--|
| Gideon Rose        | <i>Editor, Peter G. Peterson Chair</i> |
| Jonathan Tepperman | <i>Managing Editor</i>                 |
| Sarah Foster       | <i>Business Administrator</i>          |
| Stuart Reid        | <i>Senior Editor</i>                   |
| Justin Vogt        | <i>Senior Editor</i>                   |
| Kathryn Allawala   | <i>Web Editor</i>                      |
| Cameron Abadi      | <i>Deputy Web Editor</i>               |
| Benjamin Alter     | <i>Staff Editor</i>                    |
| Frederick Deknatel | <i>Staff Editor</i>                    |

Note: Staff shown as of June 30, 2013.

## PUBLISHING

|                   |   |
|-------------------|---|
| Lynda Hammes      | <i>Publisher</i>  |
| Edward W. Walsh   | <i>Advertising Director</i>                                 |
| Emilie Harkin     | <i>Marketing Director</i>                                   |
| Stacy Han         | <i>Senior Product Manager</i>                               |
| Michael Pasuit    | <i>Senior Account Manager</i>                               |
| Carolina Aguilar  | <i>Manager, Business Development</i>                        |
| Jonathan Chung    | <i>Assistant Manager, Operations</i>                        |
| Christine Leonard | <i>Assistant Manager, Marketing and Product Development</i> |
| Hannah Cassius    | <i>Publishing Associate</i>                                 |

## CFR.ORG

|                   |                                    |
|-------------------|------------------------------------|
| Robert McMahon    | <i>Editor</i>                      |
| Jeanne Park       | <i>Deputy Director</i>             |
| Jeremy Sherlick   | <i>Deputy Director, Multimedia</i> |
| Jonathan Masters  | <i>Deputy Editor</i>               |
| Bernard Gwertzman | <i>Consulting Editor</i>           |
| Hagit Bachrach    | <i>Video Producer</i>              |
| Brianna Lee       | <i>Senior Production Editor</i>    |
| Beina Xu          | <i>Online Writer/Editor</i>        |
| Zachary Laub      | <i>Associate Writer</i>            |
| Katherine Wise    | <i>Multimedia Associate</i>        |

## DAVID ROCKEFELLER STUDIES PROGRAM

### DIRECTOR OF STUDIES OFFICE

|                        |   |
|------------------------|---|
| James M. Lindsay       | <i>Senior Vice President, Director of Studies, and Maurice R. Greenberg Chair</i> |
| Amy Baker              | <i>Director, Studies Administration</i>   |
| Patricia Lee Dorff     | <i>Editorial Director</i>   |
| Janine Hill            | <i>Director, Fellowship Affairs and Studies Strategic Planning</i>                |
| Anya Schmemann         | <i>Director, Editorial Strategy, Studies Program</i>                              |
| Victoria Alekhine      | <i>Associate Director, Fellowship Affairs and Studies Strategic Planning</i>      |
| Dominic Bocci          | <i>Assistant Director, Studies Grant Management</i>                               |
| Alexander Dick-Godfrey | <i>Program Coordinator, Studies Administration</i>                                |
| Eli Dvorkin            | <i>Production Editor, Publishing Technology and Editorial</i>                     |
| Chase Gilbert          | <i>Coordinator, Studies Program</i>   |
| Ashley Bregman         | <i>Associate Editor, Publishing</i>   |

|                       |  |                      |   |
|-----------------------|--|----------------------|---|
| Julia Imbriaco        | <i>Program Associate</i>   | Ed Husain            | <i>Senior Fellow for Middle Eastern Studies</i>   |
| Rachael Kauss         | <i>Research Associate, U.S. Foreign Policy</i>   | Robert Kahn          | <i>Steven A. Tananbaum Senior Fellow for International Economics</i>  |
| Aliya Medetbekova     | <i>Program Assistant, Fellowship Affairs</i>   | Frank Klotz          | <i>Senior Fellow for Strategic Studies and Arms Control</i>   |
| <i>FELLOWS</i>        |  |                      |   |
| Elliott Abrams        | <i>Senior Fellow for Middle Eastern Studies</i>  | Charles A. Kupchan   | <i>Whitney H. Shepardson Senior Fellow</i>  |
| Daniel P. Ahn         | <i>Adjunct Fellow for Energy</i>   | Joshua Kurlantzick   | <i>Fellow for Southeast Asia</i>  |
| Edward Alden          | <i>Bernard L. Schwartz Senior Fellow</i>   | Mark P. Lagon        | <i>Adjunct Senior Fellow for Human Rights</i>   |
| Reza Aslan            | <i>Adjunct Senior Fellow</i>   | Terra Lawson-Remer   | <i>Fellow for Civil Society, Markets, and Democracy</i>   |
| John B. Bellinger III | <i>Adjunct Senior Fellow for International and National Security Law</i>   | Gayle Tzemach Lemmon | <i>Fellow and Deputy Director of the Women and Foreign Policy Program</i>   |
| Richard K. Betts      | <i>Adjunct Senior Fellow for National Security Studies</i>   | Michael A. Levi      | <i>David M. Rubenstein Senior Fellow for Energy and the Environment and Director of the Program on Energy Security and Climate Change</i> |
| Jagdish N. Bhagwati   | <i>Senior Fellow for International Economics</i>   | Sebastian Mallaby    | <i>Paul A. Volcker Senior Fellow for International Economics and Director of the Maurice R. Greenberg Center for Geoeconomic Studies</i>  |
| Stephen Biddle        | <i>Adjunct Senior Fellow for Defense Policy</i>  | Daniel Markey        | <i>Senior Fellow for India, Pakistan, and South Asia</i>  |
| Robert D. Blackwill   | <i>Henry A. Kissinger Senior Fellow for U.S. Foreign Policy</i>  | Shannon K. O'Neil    | <i>Senior Fellow for Latin America Studies</i>  |
| Thomas Bollyky        | <i>Senior Fellow for Global Health, Economics, and Development</i>   | Meghan L. O'Sullivan | <i>Adjunct Senior Fellow</i>  |
| Max Boot              | <i>Jean J. Kirkpatrick Senior Fellow for National Security Studies</i>   | Peter R. Orszag      | <i>Adjunct Senior Fellow</i>  |
| John Campbell         | <i>Ralph Bunche Senior Fellow for Africa Policy Studies</i>  | Stewart M. Patrick   | <i>Senior Fellow and Director of the International Institutions and Global Governance Program</i>   |
| Blake Clayton         | <i>Fellow for Energy and National Security</i>   | Carla Anne Robbins   | <i>Adjunct Senior Fellow</i>  |
| Jared Cohen           | <i>Adjunct Senior Fellow</i>   | Adam Segal           | <i>Maurice R. Greenberg Senior Fellow for China Studies</i>   |
| Jerome A. Cohen       | <i>Adjunct Senior Fellow for Asia Studies</i>  | Stephen Sestanovich  | <i>George F. Kennan Senior Fellow for Russian and Eurasian Studies</i>  |
| Isobel Coleman        | <i>Senior Fellow and Director of the Civil Society, Markets, and Democracy Initiative and Director of the Women and Foreign Policy Program</i> | Matthew J. Slaughter | <i>Adjunct Senior Fellow for Business and Globalization</i>   |
| Steven A. Cook        | <i>Hasib J. Sabbagh Senior Fellow for Middle Eastern Studies</i>   | Sheila A. Smith      | <i>Senior Fellow for Japan Studies</i>  |
| Robert Danin          | <i>Eni Enrico Mattei Senior Fellow for Middle East and Africa Studies</i>  | Scott A. Snyder      | <i>Senior Fellow for Korea Studies and Director of the Program on U.S.-Korea Policy</i>   |
| James P. Dougherty    | <i>Adjunct Senior Fellow for Business and Foreign Policy</i>   | Paul B. Stares       | <i>General John W. Vessey Senior Fellow for Conflict Prevention and Director of the Center for Preventive Action</i>                      |
| Elizabeth C. Economy  | <i>C. V. Starr Senior Fellow and Director for Asia Studies</i>   | Benn Steil           | <i>Senior Fellow and Director of International Economics</i>  |
| Richard A. Falkenrath | <i>Shelby Cullom and Kathryn W. Davis Adjunct Senior Fellow for Counterterrorism and Homeland Security</i>                                     | Julia E. Sweig       | <i>Nelson and David Rockefeller Senior Fellow for Latin America Studies and Director for Latin America Studies</i>                        |
| Jendayi Frazer        | <i>Adjunct Senior Fellow for Africa Studies</i>  |                      |   |
| Laurie Garrett        | <i>Senior Fellow for Global Health</i>   |                      |   |
| Timothy F. Geithner   | <i>Distinguished Fellow</i>  |                      |   |
| Yanzhong Huang        | <i>Senior Fellow for Global Health</i>   |                      |   |



|                                     |  |                                    |   |
|-------------------------------------|--|------------------------------------|---|
| Ray Takeyh                          | <i>Senior Fellow for Middle Eastern Studies</i>                              | Jerusha Murugen                    | <i>Research Associate</i>   |
| Rachel B. Vogelstein                | <i>Fellow for Women and Foreign Policy</i>                                   | Seth Myers                         | <i>Research Associate</i>   |
| Matthew C. Waxman                   | <i>Adjunct Senior Fellow for Law and Foreign Policy</i>                      | Allison Blough Nour                | <i>Research Associate</i>   |
| Micah Zenko                         | <i>Douglas Dillon Fellow</i>   | William Piekos                     | <i>Research Associate</i>   |
|                                     |  | Andrew Reddie                      | <i>Research Associate</i>   |
|                                     |  | Noah Segal                         | <i>Research Associate</i>   |
|                                     |  | Malini Sen                         | <i>Research Associate</i>   |
|                                     |  | Bhumi Shah                         | <i>Senior Adviser to the Distinguished Fellow</i>                                   |
| <i>VISITING FELLOWS (2012–2013)</i> |  |                                    |   |
| Colonel Julian Dale Alford          | <i>Military Fellow, U.S. Marine Corps</i>                                    | Kathryn Sparks                     | <i>Research Associate</i>   |
| Paula Briscoe                       | <i>National Intelligence Fellow</i>  | Rachel Steyer                      | <i>Research Associate</i>   |
| Andrew J. Coe                       | <i>Stanton Nuclear Security Fellow</i>                                       | Rebecca Strauss                    | <i>Associate Director, Renewing America Publications</i>                            |
| Captain Peter A. Garvin             | <i>Military Fellow, U.S. Navy</i>  | Farah Faisal Thaler                | <i>Associate Director, International Institutions and Global Governance Program</i> |
| Jeanne F. Hull                      | <i>International Affairs Fellow</i>  | Sharone Tobias                     | <i>Research Associate</i>   |
| Colonel Brian M. Killough           | <i>Military Fellow, U.S. Air Force</i>                                       | Sigrid Von Wendel                  | <i>Program Assistant, Civil Society, Markets, and Democracy Initiative</i>          |
| Gregory D. Koblenz                  | <i>Stanton Nuclear Security Fellow</i>                                       | Dinah Walker                       | <i>Analyst, Geoeconomics</i>  |
| Colonel John S. Kolasheski          | <i>Military Fellow, U.S. Army</i>  | Charles Warren                     | <i>Research Associate</i>   |
| Pir Zubair Shah                     | <i>Edward R. Murrow Press Fellow</i>   | Martin Willner                     | <i>Research Associate</i>   |
| A. Michael Spence                   | <i>Distinguished Visiting Fellow</i>   | Amelia Wolf                        | <i>Research Associate</i>   |
| Captain Peter Troedsson             | <i>Military Fellow, U.S. Coast Guard</i>                                     | Jeffrey Wright                     | <i>Research Associate</i>   |
| Jane Vaynman                        | <i>Stanton Nuclear Security Fellow</i>                                       | May Yang                           | <i>Research Associate</i>   |
| <i>RESEARCH AND PROGRAM STAFF</i>   |  |                                    |   |
| Aala Abdelgadir                     | <i>Research Associate</i>  | <i>MEETINGS AND MEMBERSHIP</i>     |   |
| Charlie Anderson                    | <i>Adviser to the Distinguished Fellow</i>                                   | Nancy D. Bodurtha                  | <i>Vice President</i>   |
| Oliver Bloom                        | <i>Research Associate</i>  | Celia Garay                        | <i>Assistant to the Vice President</i>  |
| Alexander Brock                     | <i>Research Associate</i>  | Scott R. Woodall                   | <i>Program Assistant</i>  |
| Maxine Builder                      | <i>Research Associate</i>  | <i>NEW YORK MEETINGS</i>           |   |
| Jay Chittooran                      | <i>Research Associate</i>  | Anastasia M. LaFollette            | <i>Director, Meetings Administration</i>  |
| Seukhoon Paul Choi                  | <i>Research Associate</i>  | Meaghan Fulco                      | <i>Deputy Director</i>  |
| Jeremy Cohen                        | <i>Research Associate</i>  | Elizabeth Cartier                  | <i>Assistant Director</i>   |
| James Fromson                       | <i>Research Associate</i>  | Angela Aranda                      | <i>Program Coordinator</i>  |
| Kevin Grossinger                    | <i>Research Associate</i>  | Bari Rogoff                        | <i>Program Coordinator</i>  |
| Asch Harwood                        | <i>Research Associate</i>  | <i>WASHINGTON PROGRAM</i>          |   |
| Andrew Henderson                    | <i>Research Associate</i>  | Christopher Tuttle                 | <i>Director</i>   |
| Jonathan Hill                       | <i>Research Associate</i>  | Portia Wiggins                     | <i>Special Projects Coordinator</i>   |
| Alexandra Kerr                      | <i>Program Coordinator, International Institutions and Global Governance</i> | <i>WASHINGTON MEETINGS</i>         |   |
| Julia Knight                        | <i>Program Assistant, Civil Society, Markets, and Democracy Initiative</i>   | Emily E. McLeod                    | <i>Deputy Director</i>  |
| Charles Landow                      | <i>Associate Director, Civil Society, Markets and Democracy Initiative</i>   | Jeffrey A. Gullo                   | <i>Assistant Director</i>   |
| Stephanie Leutert                   | <i>Research Associate</i>  | Allison Ball                       | <i>Program Coordinator</i>  |
| Ella Lipin                          | <i>Research Associate</i>  | Peter Henry                        | <i>Program Coordinator</i>  |
| Sha Luo                             | <i>Research Associate</i>  | Dexter K. Ndengabaganizi           | <i>Program Assistant</i>  |
| Alexandra Mahler-Haug               | <i>Research Associate</i>  | <i>WASHINGTON EXTERNAL AFFAIRS</i> |   |
| Charles McClean                     | <i>Research Associate</i>  | Patrick C. Costello                | <i>Associate Director, Congress and U.S. Foreign Policy</i>                         |
| Jane McMurrey                       | <i>Research Associate</i>  | Thomas Bowman                      | <i>Assistant Director, Washington Program</i>                                       |
| Emily Mellgard                      | <i>Research Associate</i>  | Mark A. Collins                    | <i>Program Associate, Congress and U.S. Foreign Policy</i>                          |
| Andrew C. Miller                    | <i>Assistant Director, Center for Preventive Action</i>                      |                                    |   |

MEMBERSHIP

Vera Ranola Deputy Director  
 Julie Jenkins Business and Online Manager  
 Alanya Green Program Coordinator  
 Jessica Thomas Program Associate

Tricia Miller Assistant Director  
 Kendra Davidson Communications Coordinator  
 Anthony Smith Communications Coordinator  
 Cathryn Adams Communications Associate

NATIONAL PROGRAM AND OUTREACH

Irina A. Faskianos Vice President  
 Maria Casa Director, National Program and Outreach Administration  
 Juliana S. Chessin Associate Director, National Program  
 Tiffany Tribbitt Associate Director, National Program  
 Amy E. Cunningham Assistant Director, Religion and Foreign Policy|State and Local Officials, Outreach  
 Jamie Weiss-Yagoda Assistant Director, Academic Initiative, Outreach  
 Tracy E. Larsen Program Associate, Outreach  
 Annie Pope Program Associate, National Program  
 Ruth R. Sullivan Program Associate, Outreach  
 Alyssa Eilenfeldt Assistant to the Vice President

DEVELOPMENT

Suzanne E. Helm Vice President  
 Betsy R. Gude Director of Development  
 Sharon R. Herbst Director, Special Projects  
 Courtney G. Lobel Deputy Director, Foundation Relations  
 Sophia Greenhouse Assistant Director, Special Projects  
 Lena Moy Gifts Administrator  
 Christopher Brancaccio Development Coordinator, Annual Giving  
 Karina Mudd Development Associate

CORPORATE AFFAIRS AND STRATEGIC PARTNERSHIPS

L. Camille Massey Vice President, Global Strategy and Programs  
 Aimee Carter Washington Director, Corporate Affairs and Strategic Partnerships  
 Laura Hill Director, Corporate Affairs and Strategic Partnerships  
 Abigail Skidmore New York Director, Corporate Affairs  
 Roma Kaundal Associate Director, Strategic Partnerships  
 Faith Kim Corporate Affairs Administrator  
 Emily Jagger Program Coordinator, Corporate Affairs  
 Megan Lynch Program Coordinator, Corporate Member Relations  
 Tanya Shpiniova Program Coordinator, Corporate Member Relations  
 Julie Stoever Program Associate, Corporate Affairs  
 Ellen Matthews Assistant to the Vice President

INFORMATION MANAGEMENT, FINANCE, AND SPECIAL EVENTS

Keith Olson Executive Vice President, Chief Financial Officer, and Treasurer  
 Madeline Lagatutta Special Assistant, Executive Office

INFORMATION SERVICES

Charles Day Chief Technology Officer  
 Richard Wawzycki Deputy Chief Technology Officer  
 Deepak Trivedi Deputy Director, Information Services Operations  
 Katie Sedgwick Manager, Information Management Project  
 Sadia Bhatti Senior Network Engineer  
 Roberto Osoria Senior Systems Analyst  
 Chris Sierra LAN Administrator and Manager of Desktop Services  
 Arelis Pineda Database Manager  
 Simon Lee Senior Help Desk Technician  
 Jennifer Resnick Technical Trainer|Associate Database Manager  
 David De La Fleur Help Desk Technician  
 Gabriel Lafuente Help Desk Technician  
 Alice McLoughlin Assistant to the Chief Technology Officer

GLOBAL COMMUNICATIONS AND MEDIA RELATIONS

Lisa Shields Vice President  
 Iva Zoric Director  
 Melinda Wuellner Deputy Director  
 David Mikhail Associate Director  
 Sarah Doolin Assistant Director

LIBRARY AND RESEARCH SERVICES

Lilita V. Gusts Director  
 Tracy Paler Deputy Director  
 Michelle Baute Taxonomist  
 Laura Puls Assistant Director, Research and Collections Services  
 Connie M. Stagnaro Assistant Director, Archives and Intranet Development  
 Pilara Brunson Research and Knowledge Management Librarian  
 Meghan Burke Library Assistant  
 Nicholas Fokas Library Assistant

WEB MANAGEMENT AND DEVELOPMENT

Tom Davey *Director*  
 Cree Frappier *Deputy Director*  
 Melanie Etchison *Digital Analytics Manager*  
 Nathaniel Freiberg *Digital Producer*  
 Anique Halliday *Digital Producer*  
 Andrei Henry *Digital Producer*  
 Charles Shehadi *Web Developer*  
 Angel Trajkov *Drupal Developer*  
 Parker Ituk *Front-End Web Developer*  
 Emily Gosselin *Assistant Digital Producer*

FINANCE

Jennifer Perez *Director*  
 Jean-Michel Oriol *Deputy Director*  
 Sigi Silvani *Accounting Manager*  
 Latoya Singleton *Finance Manager*  
 Evanda Butler *Senior Staff Accountant*  
 Linda Copeland *Accounting Associate*  
 Ryan Kanji *Finance Associate*  
 Vera Langley *Accounting Associate*  
 Anisa Leka *Staff Accountant*  
 Betty Mak *Accounting Associate*  
 Jason Rodriguez *Accounts Payable Associate*

SPECIAL EVENTS

Valerie Post *Director*  
 Beth Harris *Assistant Director*  
 Madison Meyer *Event Sales Coordinator*  
 Allison Borrow *Special Events Assistant*

HUMAN RESOURCES AND ADMINISTRATION

Jan Mowder Hughes *Vice President*

HUMAN RESOURCES

Margot Hawkins *Director*  
 Angela Corsentino *Associate Director*  
 Alexandria Gilkey *Associate Director*  
 Linda Madueme *Associate Director, Benefits and Compensation*

Julia Eldridge *Human Resources Coordinator, Benefits and Compensation*

Heather Khoury *Human Resources Coordinator*  
 Jeannine Donnelly *Human Resources Associate*  
 Chester Hernandez *Human Resources Assistant*  
 Carolyn Trotman *Human Resources Assistant*  
 Richard Chilton *Interdepartmental Program Associate*

Seth Goldstein *Interdepartmental Program Associate*

RECEPTION SERVICES

Radmila Jackovich *Manager*  
 Melanie Neergaard *Manager*  
 Emily Hoch *Reception Services Coordinator*

FACILITY AND EVENT OPERATIONS

Neftali Frank Alvarez *Director, Facility, Event, and Security Management*

New York  
 Ian Noray *Deputy Director, Facility Operations and Project Management*

William Cornell *Event Scheduling Manager*  
 Justin Bilski *Event Manager*  
 Robert Prinzi *Event Manager*  
 Julissa Sarabia *Event Manager*  
 Edwin Santiago *Building Engineer*  
 Jose Vargas *Assistant Building Engineer*  
 Marcos Velazquez *Assistant Building Engineer*  
 Christopher Bostick *Printing and Duplication Associate*  
 Trent Caldwell *Event Operations Waiter*  
 Dwitte Campbell *Evening Facility Operations Assistant*

Carlos Correa *Facility Operations Assistant*  
 Gilbert Falcon *Evening Facility Operations Assistant*

Herbert McLaughlin *Facility Operations Assistant*  
 Edgar Rivera *Facility and Event Operations Associate*

Sunil Sookhram *Facility Operations Assistant*

Washington  
 Jayson Frum *Director of Operations and Project Management*

Rachel Peterson *Director, Event Management and Special Events*

Eric Voss *Deputy Director of Facility Operations and Project Management*

Vanessa Robertson *Associate Director of Facility Operations*

Karen Garnick *Event Manager*  
 Carly Johnston *Event Associate*  
 Melissa Hamilton *Event Assistant*  
 Felipe Vaquerano *Assistant Building Engineer*  
 Joshua Hedges *Facility Operations Assistant*  
 MJ Johnson *Facility Operations Assistant*  
 Rafael Magana *Event Operations Waiter*  
 Amethyst Mckenrick *Assistant to the Director of Operations and Project Management*

# Financial Statements

## STATEMENT OF FINANCIAL POSITION

AS OF JUNE 30, 2013 (WITH COMPARATIVE TOTALS FOR JUNE 30, 2012)

|  | 2013                 | 2012                 |
|--|----------------------|----------------------|
| <b>Assets</b>  |                      |                      |
| Cash and cash equivalents  | \$ 26,159,600        | \$ 20,753,100        |
| Accounts receivable, net, and prepaid expenses                   | 2,485,600            | 2,036,000            |
| Grants and contributions receivable, net                         | 18,713,700           | 23,262,100           |
| Contributions receivable for endowment, net                      | 4,435,800            | 10,342,900           |
| Inventory  | 111,400              | 102,300              |
| Investments  | 333,666,100          | 301,728,400          |
| Land, buildings and building improvements,<br>and equipment, net | 76,313,300           | 78,161,300           |
| Deferred financing costs, net                                    | —                    | 2,814,800            |
| <b>Total assets</b>  | <u>\$461,885,500</u> | <u>\$439,200,900</u> |
| <b>Liabilities</b>   |                      |                      |
| Accounts payable and accrued expenses                            | \$ 6,327,600         | \$ 5,192,000         |
| Deferred revenue   | 3,505,100            | 3,694,900            |
| Accrued postretirement benefits                                  | 4,689,000            | 4,866,000            |
| Interest rate swap agreement                                     | 7,799,200            | 10,358,100           |
| Bonds payable  | 62,680,000           | 62,680,000           |
| <b>Total liabilities</b>   | <u>85,000,900</u>    | <u>86,791,000</u>    |
| <b>Net assets</b>  |                      |                      |
| Unrestricted   | 135,020,100          | 115,296,300          |
| Temporarily restricted   | 75,848,400           | 71,837,100           |
| Permanently restricted   | 166,016,100          | 165,276,500          |
| <b>Total net assets</b>  | <u>376,884,600</u>   | <u>352,409,900</u>   |
| <b>Total liabilities and net assets</b>                          | <u>\$461,885,500</u> | <u>\$439,200,900</u> |

To view the full 2013 Financial Statements, please visit [www.cfr.org/about/annual\\_report](http://www.cfr.org/about/annual_report).

STATEMENT OF ACTIVITIES

FOR THE YEAR ENDED JUNE 30, 2013 (WITH COMPARATIVE TOTALS FOR JUNE 30, 2012)

|   | UNRESTRICTED         | TEMPORARILY<br>RESTRICTED | PERMANENTLY<br>RESTRICTED | 2013 TOTAL           | 2012 TOTAL           |
|---|----------------------|---------------------------|---------------------------|----------------------|----------------------|
| <b>Operating revenue and support</b>  |                      |                           |                           |                      |                      |
| Membership dues   | \$ 5,640,400         | \$ —                      | \$ —                      | \$ 5,640,400         | \$ 5,447,600         |
| Annual giving   | 8,043,500            | —                         | —                         | 8,043,500            | 8,085,800            |
| Corporate memberships and related income  | 8,194,700            | 299,000                   | —                         | 8,493,700            | 6,881,200            |
| Grants and contributions  | 102,600              | 9,670,600                 | —                         | 9,773,200            | 26,236,300           |
| Foreign Affairs publications  | 7,992,700            | —                         | —                         | 7,992,700            | 7,248,800            |
| Investment return used for current operations                                       | 9,474,400            | 4,424,800                 | —                         | 13,899,200           | 12,437,400           |
| Rental income   | 2,036,900            | —                         | —                         | 2,036,900            | 1,784,600            |
| Miscellaneous   | 82,700               | —                         | —                         | 82,700               | 350,300              |
| Net assets released from restrictions   | 16,675,800           | (16,675,800)              | —                         | —                    | —                    |
| <b>Total operating revenue and support</b>  | <b>58,243,700</b>    | <b>(2,281,400)</b>        | <b>—</b>                  | <b>55,962,300</b>    | <b>68,472,000</b>    |
| <b>Operating expenses</b>   |                      |                           |                           |                      |                      |
| Program expenses:   |                      |                           |                           |                      |                      |
| Studies Program   | 21,832,900           | —                         | —                         | 21,832,900           | 21,436,400           |
| Task Force  | 448,300              | —                         | —                         | 448,300              | 576,600              |
| NY Meetings   | 1,193,700            | —                         | —                         | 1,193,700            | 1,357,700            |
| DC programs   | 1,892,500            | —                         | —                         | 1,892,500            | 1,600,600            |
| Special Events  | 982,900              | —                         | —                         | 982,900              | 950,600              |
| Foreign Affairs   | 9,517,000            | —                         | —                         | 9,517,000            | 8,883,300            |
| National Program  | 991,700              | —                         | —                         | 991,700              | 1,047,600            |
| Outreach Program  | 1,198,300            | —                         | —                         | 1,198,300            | 921,400              |
| Term member   | 369,600              | —                         | —                         | 369,600              | 447,800              |
| Websites  | 3,485,700            | —                         | —                         | 3,485,700            | 2,648,000            |
| Communications  | 1,977,400            | —                         | —                         | 1,977,400            | 1,677,800            |
| Global Board of Advisers  | 54,400               | —                         | —                         | 54,400               | —                    |
| Education   | 479,200              | —                         | —                         | 479,200              | —                    |
| <b>Total program expenses</b>   | <b>44,423,600</b>    | <b>—</b>                  | <b>—</b>                  | <b>44,423,600</b>    | <b>41,547,800</b>    |
| Supporting services:  |                      |                           |                           |                      |                      |
| Fundraising:  |                      |                           |                           |                      |                      |
| Development   | 1,610,500            | —                         | —                         | 1,610,500            | 1,736,700            |
| Corporate Program   | 2,229,800            | —                         | —                         | 2,229,800            | 1,819,300            |
| Total fundraising   | 3,840,300            | —                         | —                         | 3,840,300            | 3,556,000            |
| Management and general  | 8,380,200            | —                         | —                         | 8,380,200            | 7,514,100            |
| Membership  | 927,700              | —                         | —                         | 927,700              | 1,081,300            |
| <b>Total supporting services</b>  | <b>13,148,200</b>    | <b>—</b>                  | <b>—</b>                  | <b>13,148,200</b>    | <b>12,151,400</b>    |
| <b>Total operating expenses</b>   | <b>57,571,800</b>    | <b>—</b>                  | <b>—</b>                  | <b>57,571,800</b>    | <b>53,699,200</b>    |
| <b>(Deficiency)/excess of operating revenue and support over operating expenses</b> | <b>671,900</b>       | <b>(2,281,400)</b>        | <b>—</b>                  | <b>(1,609,500)</b>   | <b>14,772,800</b>    |
| <b>Nonoperating revenue (loss)</b>  |                      |                           |                           |                      |                      |
| Investment gain/(loss) in excess of spending rate                                   | 19,008,400           | 6,292,700                 | (2,300)                   | 25,298,800           | (13,807,900)         |
| Endowment contributions   | —                    | —                         | 741,900                   | 741,900              | 169,300              |
| Return of endowment contribution  | —                    | —                         | —                         | —                    | (300,000)            |
| Write-off of deferred financing costs   | (2,796,400)          | —                         | —                         | (2,796,400)          | —                    |
| Gain/(loss) on interest rate swap agreement   | 2,558,900            | —                         | —                         | 2,558,900            | (5,162,300)          |
| <b>Total nonoperating revenue (loss)</b>  | <b>18,770,900</b>    | <b>6,292,700</b>          | <b>739,600</b>            | <b>25,803,200</b>    | <b>(19,100,900)</b>  |
| Change in net assets before postretirement changes other than net periodic costs    | 19,442,800           | 4,011,300                 | 739,600                   | 24,193,700           | (4,328,100)          |
| Postretirement changes other than net periodic costs                                | 281,000              | —                         | —                         | 281,000              | (433,000)            |
| <b>Change in net assets</b>   | <b>19,723,800</b>    | <b>4,011,300</b>          | <b>739,600</b>            | <b>24,474,700</b>    | <b>(4,761,100)</b>   |
| Net assets, beginning of year   | 115,296,300          | 71,837,100                | 165,276,500               | 352,409,900          | 357,171,000          |
| <b>Net assets, end of year</b>  | <b>\$135,020,100</b> | <b>\$75,848,400</b>       | <b>\$166,016,100</b>      | <b>\$376,884,600</b> | <b>\$352,409,900</b> |

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### *PHOTOS*

Reuters/Mandel Ngan: cover photo (an aerial view shows the Zaatari refugee camp near the Jordanian city of Mafraq on July 18, 2013)  
Hills & Company: 5 top  
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*Note:* All titles and affiliations referenced in the Annual Report, including captions, were current at the time of the event.

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