

Historical Roster of Directors and Officers

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|-------------------------|---------|--------------------------|-----------|--------------------------|------------|
| 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 |

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

* pro-tempore

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

* pro-tempore