Annual Report
July 1, 2013–June 30, 2014

OFFICERS
Carla A. Hills
Co-Chairman
Robert E. Rubin
Co-Chairman
David M. Rubenstein
Vice Chairman
Richard N. Haass
President
Keith Olson
Executive Vice President,
Chief Financial Officer, and Treasurer
James M. Lindsay
Senior Vice President, Director of Studies,
Maurice R. Greenberg Chair
Nancy D. Bodurtha
Vice President, Meetings and Membership
Irina A. Faskianos
Vice President, National Program
and Outreach
Suzanne E. Helm
Vice President, Philanthropy and
Corporate Relations
Jan Mowder Hughes
Vice President, Human Resources
and Administration
Lisa Shields
Vice President, Global Communications
and Media Relations
Lynda Hammes
Publisher, Foreign Affairs
Jeffrey A. Reinke
Secretary of the Corporation

DIRECTORS
Term Expiring 2015
John P. Abizaid
Peter Ackerman
Larry McMinis Boies
Tom Brokaw
Martin S. Feldstein
Pamela Brooks Gann
David M. Rubenstein

Term Expiring 2016
Steven A. Denning
Ann M. Fudge
Thomas H. Gloker
Eduadro J. Padrón
John A. Paulson
Colin L. Powell
Christine Todd Whitman

Term Expiring 2017
Stephen Friedman
Peter B. Henry
Carla A. Hills
Jami Miscik
Robert E. Rubin
Richard E. Salomon
Margaret G. Warner

Term Expiring 2018
Zoe Baird
Alan S. Blinder
R. Nicholas Burns
Laurence D. Fink
J. Tomilson Hill
Shirley Ann Jackson
Ruth Porat

Term Expiring 2019
David G. Bradley
Blair Effron
Susan Hockfield
Donna J. Hrinak
James G. Stavridis
Vin Weber
Daniel H. Yergin

Note: This list of Officers and Directors is current as of July 1, 2014. A historical roster of Directors and Officers can be found on pages 33–35.
<table>
<thead>
<tr>
<th>Page</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>Mission Statement</td>
</tr>
<tr>
<td>5</td>
<td>Letter From the Co-Chairs</td>
</tr>
<tr>
<td>7</td>
<td>President’s Message</td>
</tr>
<tr>
<td>11</td>
<td>2014 Highlights</td>
</tr>
<tr>
<td>27</td>
<td>Foreign Affairs</td>
</tr>
<tr>
<td>30</td>
<td>Committees of the Board</td>
</tr>
<tr>
<td>32</td>
<td>2014 Board Election and Appointments</td>
</tr>
<tr>
<td>33</td>
<td>Historical Roster of Directors and Officers</td>
</tr>
<tr>
<td>36</td>
<td>Membership</td>
</tr>
<tr>
<td>40</td>
<td>Membership Roster</td>
</tr>
<tr>
<td>63</td>
<td>Corporate Members</td>
</tr>
<tr>
<td>66</td>
<td>Endowed and Named Chairs, Fellowships, and Lectureships</td>
</tr>
<tr>
<td>70</td>
<td>International Affairs Fellowship Program</td>
</tr>
<tr>
<td>71</td>
<td>Global Board of Advisers</td>
</tr>
<tr>
<td>72</td>
<td>Council of Councils</td>
</tr>
<tr>
<td>73</td>
<td>By-Laws of the Council</td>
</tr>
<tr>
<td>78</td>
<td>Rules, Guidelines, and Practices</td>
</tr>
<tr>
<td>81</td>
<td>Staff</td>
</tr>
<tr>
<td>87</td>
<td>Financial Statements</td>
</tr>
</tbody>
</table>
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.
In the first of what would become an annual report issued by its leadership in 1922, the founders of the Council on Foreign Relations described the institution and themselves: “The Council is not a trade organization nor has it any connection with any political party. It simply is a group of men concerned in spreading a knowledge of international relations and, in particular, in developing a reasoned American foreign policy.” CFR was founded by a group of delegates to the Paris Peace Conference, a mix of scholars and government professionals who believed deeply in the United States’ continued engagement abroad. Inspired by the richness and candor of their conversations at the conference, and eager to continue them at home, the delegates organized themselves as a council—a body of individuals dedicated to discussion—emphasizing the deliberative exchange among members that is at the heart of this institution. Indeed, though CFR has changed in many ways over its many decades, members—today a larger and more diverse group in every way—remain its core; CFR is a publisher and a think tank, but, fundamentally, it is a membership organization. In addition to their intellectual contributions through meetings, CFR publications, and the pages of *Foreign Affairs*, members are also CFR’s gatekeepers, its advisers, and the stewards of its operational and financial well-being.

CFR’s members are and always have been its most valuable asset, a pillar of the institution’s strength, and an indication of its influence. The roster today counts two former U.S. presidents and two vice presidents (there have been a total of seven of each in CFR’s history); twenty-six Pulitzer Prize winners; nine Nobel laureates; ninety-six Rhodes scholars; fifty-two leaders of *Fortune* 500 companies; forty-two special envoys; and sixty-two admirals and generals in the U.S. armed forces. Since CFR’s founding, thirty secretaries of state have served as members. Thoughtful exchange and a fair hearing are valued commodities in this day and age, and the caliber of CFR’s members is one reason the organization is able to attract such prominent speakers.

Members contribute in myriad other ways as well—first, as an intellectual resource to the entire institution, by participating in study groups, advising fellows, and populating and often chairing CFR-sponsored Independent Task Forces. Members speak or preside at meetings and author pieces for the websites and the magazine. In addition to the thirty-six of us on the Board of Directors, dozens serve on ten nonexecutive committees of the Board, advising on programming and scholarship through the committees on Studies, Meetings, *Foreign Affairs*, and the National and Washington Programs.

Members also preside over CFR’s operational well-being. The Finance and Budget Committee and its Investment Subcommittee oversee CFR’s finances, adeptly advising on the endowment, budget, and investment portfolio. The Committee on Membership is tasked with the especially difficult (and time-consuming) job of building classes of experienced, dedicated, and expert members and term members from the hundreds of applications the committee receives every year. Members are also responsible for CFR’s future and financial strength: more than one-third donated to
the Annual Fund this year, and gifts from our leading donors in the Harold Pratt Associates and the Chairman’s Circle offer significant support for programming and activities, ensuring a solid foundation for the future.

Although members have been fundamental to CFR since its founding, the membership itself has changed significantly. In recent years, CFR has strengthened its commitment to building an organization that includes individuals, communities, and sectors with a growing influence on foreign policy. Participation by women and minorities across the institution has increased substantially over time. By many measures, we have come a long way. Owing to a strong belief in maintaining a balance between scholarly insight and practitioner experience, the membership has always included individuals reflecting a variety of fields and backgrounds. In recent years, however, this has become even more significant. Issues including globalization, public health, digital policy, and U.S. competitiveness have widened the scope of CFR’s work and broadened the membership, drawing professionals from fields such as science, medicine, technology, religion, and education that are increasingly relevant to foreign policy and international affairs.

The membership has grown over the years at a relatively modest rate—this year it reached 4,900—and changes to it have mirrored those in American society. CFR has evolved from a New York–centered organization to one with an established presence in Washington, DC, and now its members are divided almost equally among the New York City area, the capital, and the rest of the country. We are also changing when it comes to gender and ethnicity. Today, women represent about 27 percent of the overall membership, having increased by nearly a third in number over the past decade; minority groups represent approximately 16 percent of total membership, up 40 percent over the past ten years.

We are also encouraged by trends in the Stephen M. Kellen Term Member Program, which selects the most talented young professionals for five-year terms, and through which we seek to cultivate the next generation of foreign policy leaders. Term members have full access to CFR’s resources, as well as tailored programming, events, trips, and an annual conference that this year included sessions on U.S.-Russia relations, the Middle East, and the economy. Over the past ten years, the program has grown by more than 20 percent. Term members represent the future of American leadership as well as the future of CFR’s membership, putting both on a good foundation with regard to talent and diversity.

CFR is continually evolving to meet the challenges of U.S. foreign policy, many of which were unimaginable when it was founded, and the membership has changed as well, growing and broadening in important ways. Through it all, members have remained the foundation of the institution and the source of its influence and strength, a testament to CFR’s abiding belief in the role of research, discussion, and debate in the development of American foreign policy. We look to them and trust them to guide the institution through a second century of success.

Members should be proud of what CFR has accomplished in the past year, detailed in the following pages and for which we would like to thank a few individuals in particular. We are grateful to Vice Chairman David M. Rubenstein for his many contributions to the organization, and to all of our colleagues on the Board of Directors. We also thank President Richard N. Haass for all that he does on behalf of CFR, and for his capable leadership this year and in the decade before it.

Carla A. Hills and Robert E. Rubin

Co-Chairs of the Board
As the co-chairs described in their essay, the Council on Foreign Relations was founded just after World War I to bridge a gap between U.S. foreign policy and the country’s interests overseas. In 1921, with much of the world still reeling from the Great War, the United States had emerged as a major power and yet was drifting toward isolationism. This was a result, in part, of a lack of consensus among the White House, Congress, and the American people on how involved the country should be abroad; it also reflected a long-standing popular mindset. The mission of those who created CFR was to arrest this drift and make the case to those in power and to the public at large for ongoing American engagement in the world.

Nearly one hundred years later, the United States faces a different but no less difficult world. In Asia, nationalism is on the rise as the world’s most populous countries and some of its largest economies increasingly compete for regional primacy. The Middle East, where the United States has expended enormous resources and attention over the past decade, remains central to global energy supplies but is mired in conflict and instability. For the first time in decades, Europe faces challenges to its prosperity and peace, with uncertain prospects for economic growth and renewed Russian assertiveness. There are also a host of issues—including climate change, terrorism, infectious and noninfectious diseases, trade, and cyberspace—wherein global arrangements are inadequate for the challenges at hand.

At the same time, the United States faces domestic problems that threaten the underpinnings of its strength. Political dysfunction calls into question the government’s ability to address complex and pressing issues ranging from immigration and infrastructure to taxation and entitlements. On foreign policy, there is no consensus on either U.S. objectives in the world or how they should be pursued. Against this background, in the face of persistent difficulties at home, and following two costly wars, a growing number of Americans believe that the United States should sharply limit its role in shaping international affairs.

A world of complex challenges, a lack of domestic agreement on what to do about them, and a growing desire to distance the United States from the world: history may not be repeating itself exactly, but there are clear parallels. As a result, CFR has both the opportunity and the obligation to again make a meaningful difference.

Indeed, CFR, with its reputation for nonpartisanship, intellectual independence, extraordinary membership, and deep bench of experts, is uniquely positioned to do just that. CFR contributes to a more informed and considered foreign policy debate and, in an increasingly polarized era, serves as a trusted resource for officials and the public alike. The institution also continues to engage communities that have a growing influence on world affairs and educate the public about how realities abroad affect conditions at home.
CFR has increased its investment in new technologies, resulting in work that is more accessible, more compatible with online use, and more easily shared across new distribution platforms.

CFR’s contributions begin with the David Rockefeller Studies Program, which produces scores of publications every year, convenes hundreds of roundtable meetings, and provides expert briefings for congressional and executive branch officials that highlight emerging challenges and suggest ways of solving, or at least managing, them. CFR’s more than seventy full-time and adjunct fellows include scholars and former practitioners alike, with expertise in critical countries and regions and specialties spanning diplomacy, strategy, and economics. As the world has changed, the institution’s focus has widened to include emerging issues such as geoeconomics, energy and climate change, global health, and Internet governance. In recognition of the growing link between international and domestic issues, the think tank also considers critical challenges at home. The Renewing America initiative is predicated on the belief that America’s strength abroad depends on its ability to address domestic issues ranging from immigration and infrastructure modernization to education, tax policy, and entitlements.

Through its role as a membership organization and a publisher, CFR remains a venue for discussion and debate and a platform for generating innovative thinking. The Meetings and Membership Program brings leaders from business, government, the media, academia, and civil society together to address the most important issues facing the country and the world. In the words of Timothy F. Geithner, then U.S. treasury secretary, “You don’t go to speak to the Council; you go to get advice.” Foreign Affairs magazine continues to serve as the preeminent public forum for analysis of international issues. This year alone saw pieces on subjects ranging from drone warfare and synthetic biology to China, shale, and big data.

In addition to being a resource for an experienced, accomplished, and diverse membership, CFR is a trusted, authoritative resource for the broader public. In the midst of an increasingly polarized political discourse, the institution has distinguished itself as truly nonpartisan. Points of view across the political and ideological spectrums are heard. Members of both parties are active as speakers, contributors, fellows, and members. Openness to thoughtful opinion is a hallmark of CFR.

CFR is also committed to engaging the public and promoting the importance of international issues. A number of products are designed specifically to provide background on complex foreign policy issues, and in recent years, CFR has increased its investment in new technologies, resulting in work that is more accessible, more compatible with online use, and more easily shared across new distribution platforms. Meanwhile, dedicated outreach programs make relevant resources available to nontraditional constituencies—including religious leaders and scholars and individuals active at the state, local, and community levels—that have an increasing role in international affairs.

We are likewise focused on reaching students at the college and advanced high school levels, and in addition to designing programming specifically for them and their teachers, CFR provides enhancements to publications that help integrate global issues into classrooms. Our hope is that, through these efforts, we can instill in the next generation a basic understanding of, and an abiding interest in, international affairs and foreign policy.
CFR.org’s new multimedia series—InfoGuides—offers a comprehensive look at complex foreign policy issues through interactive maps, timelines, slideshows, infographics, and videos, as well as teaching notes for educators.
As we approach CFR’s one hundredth anniversary, this is a good moment to take stock. Today’s world in some ways resembles that of a century ago, when this organization was founded—and even where it is different, what CFR has to offer is highly relevant. Once again, this country and its citizens face important decisions, and we here at CFR are committed to ensuring that the organization is in a position to continue to serve as a trusted, authoritative resource for its nearly five thousand members, for the broader society, and for those in positions of particular influence.

Richard N. Haass

President
2014 Highlights

Top left: Richard N. Haass and Hassan Rouhani, president of the Islamic Republic of Iran (with interpreter, center), meet before an event cosponsored by CFR and the Asia Society.

Lower left: Margaret G. Warner and John McCain discuss Ukraine, the Middle East, and the future of the Republican Party.

Right, top to bottom: Former secretary of state Hillary Rodham Clinton; Turkish president Abdullah Gül; National Security Adviser Susan Rice
Meetings

This year, 250 events in New York and Washington brought CFR members into dialogue with leaders and experts on many of the most pressing questions facing the United States and the world.

The program year began with the UN General Assembly in September, during which a number of world leaders—including Iranian president Hassan Rouhani, on the eve of his historic meeting with U.S. president Barack Obama—addressed CFR members. In June, the program year ended with visits from two former secretaries of state in one day: Hillary Rodham Clinton, who spoke about seminal moments in her career for a session of the HBO History Makers series; and Madeleine K. Albright, who opened the annual National Conference with a discussion on American diplomacy.

With a convening power that is unmatched, CFR opened its doors to twenty-three heads of state and foreign officials, including the presidents of Turkey, Tunisia, and Cyprus; the prime ministers of Spain, Italy, Australia, and Malaysia; and the foreign ministers of Iraq, Iran, Egypt, Cuba, and Italy. Leaders of international institutions, including World Bank president Jim Yong Kim, shared their views, and U.S. officials—including Treasury Secretary Jacob J. Lew, Secretary of Agriculture Thomas J. Vilsack, CIA director John O. Brennan, UN ambassador Samantha Power, and White House coordinator for defense policy Elizabeth Sherwood-Randall—continued to look to CFR as a forum and source for nonpartisan discussion and debate. Former secretary of defense Robert M. Gates and former Federal Reserve chairman Alan Greenspan also joined members to offer insight gleaned from their long tenures in government. And for the thirteenth time since 1998, CFR welcomed the service chiefs of the Air Force, Army, Marines, and Coast Guard, with Vice Admiral Michelle Howard representing the Navy.

Former Iraqi foreign minister Hoshyar Zebari discusses regional politics with CFR Board member Jami Miscik.
CFR also hosted leaders in business, media, academia, and civil society, including Bridgewater Associates founder and chief investment officer Ray Dalio, and Mo Ibrahim, chairman and founder of the Mo Ibrahim Foundation. This year’s Daughters and Sons events, designed for members’ high school and college-age children, featured, among others, David Miliband, president of the International Rescue Committee and former foreign secretary of the United Kingdom, and George Stephanopoulos, chief political correspondent for ABC News and former communications director for President Bill Clinton.

Meetings continued to respond to world events in a timely manner. In a new series, “What to Do About . . .,” discussions take the form of a National Security Council meeting, with panelists acting as counselors to the president. Panels offered analyses of and policy prescriptions for some of the most daunting issues in American foreign policy, including Russia and Ukraine, Syria, Egypt, Iraq, tensions in the South and East China Seas, and the Guantánamo Bay detention center. Other new series focused on emerging talents and trends. “Voices of the Next Generation” invites rising young leaders to share their insights and has featured sessions with Facebook cofounder and publisher of the New Republic Chris Hughes and economist Raj Chetty, one of the youngest professors to earn tenure from Harvard University’s economics department. Another new series is devoted to the exploration of new technologies and their potential effect on security, economics, trade, and other transnational issues. Sessions this year examined 3-D printing, Bitcoin, and driverless cars.

With a convening power that is unmatched, CFR opened its doors to twenty-three heads of state and foreign officials.

Left: Egyptian foreign minister Nabil Fahmy
Right: Director of the Central Intelligence Agency John O. Brennan
David Rockefeller Studies Program

Scholars produced three new books this year: *No Exit from Pakistan: America’s Tortured Relationship with Islamabad*, by Senior Fellow Daniel S. Markey, tells the story of U.S. entanglement with Pakistan and suggests how the United States can learn from its past mistakes and aim for the best while preparing for the worst. Senior Fellows Elizabeth C. Econo-my and Michael A. Levi authored *By All Means Necessary: How China’s Resource Quest Is Changing the World*, which challenges conventional wisdom about the impact of China’s global pursuit of raw materials. In his book *Maximalist: America in the World from Truman to Obama*, Senior Fellow Stephen Sestanovich compares the Obama administration’s foreign policy strategy to those of other presidents who oversaw the end of major wars, tracing American history through periods of overreaching and underreaching foreign policy. In addition to these books, CFR scholars authored more than 40 reports, papers, and memoranda; 51 journal and magazine articles; 358 op-eds; and 1,400 blog posts. They also convened 256 roundtable meetings this year.

On economic policy, scholars contributed substantial and wide-ranging reports through the Maurice R. Greenberg Center for Geoeconomic Studies as well as other programs and initiatives of the think tank. “Restoring Financial Stability in the Eurozone,” by Senior Fellow Benn Steil and Analyst Dinah Walker, proposed that the European Central Bank model its stress tests after those conducted by the United States in 2009. Senior Fellow Robert Kahn’s *Global Economics Monthly* newsletter continued to provide insight on major news stories and macroeconomic trends, such as potential Russian sanctions, and lessons learned from the fall 2013 fiscal standoff in Washington.
The Middle East remained a challenge for American foreign policy and was the topic of several reports this year, including Senior Fellow Elliott Abrams’s “The Israeli-Palestinian Negotiations: Aiming ‘Low’ or ‘High,’” which advocated a peace process built on pragmatic, achievable goals. In “How to Promote Human Rights in Iran,” Senior Fellow Ray Takeyh proposed that the Obama administration integrate a human rights agenda into talks with Iran on its nuclear capabilities. Two additional Policy Innovation Memoranda addressed violent extremism in the region: Senior Fellow Ed Husain argued for the creation of a global venture to support local and community organizations throughout the Middle East to promote alternatives to violent extremism, and National Intelligence Fellow Charles E. Berger proposed a U.S.-funded rehabilitation center for terrorists to help counter the spread of al-Qaeda in the Arabian Peninsula.

The think tank also furthered its focus on U.S. strategy in Asia. In his Council Special Report Reorienting U.S. Pakistan Strategy: From Af-Pak to Asia, Daniel Markey proposed that the United States decouple its strategies toward Pakistan and Afghanistan and begin to integrate Pakistan into its broader Asia strategy. Senior Fellow Joshua Kurlantzick’s Working Paper “Southeast Asia’s Regression From Democracy and Its Implications” analyzed the movement toward political repression in the region. Senior Fellow Alyssa Ayres argued in a Policy Innovation Memorandum, “Bringing India Inside the Asian Trade Tent,” that the United States should strengthen economic ties with India by supporting its bid for admission to the Asia-Pacific Economic Cooperation forum.
Now in its third year, the Renewing America initiative continued to examine the domestic underpinnings of U.S. power abroad in reports such as “Remedial Education,” which revealed the widening achievement gaps that have made the U.S. education system less competitive. “Curtailing the Subsidy War Within the United States,” by Senior Fellow Edward Alden and Associate Director Rebecca Strauss, presented a plan to discourage states from offering major subsidies—in the form of tax breaks, land grants, and other incentives—to businesses. And Senior Fellow Heidi Crebo-Rediker’s “Infrastructure Finance in America—How We Get Smarter” urged the Obama administration to create an office within the Treasury Department to advise state and local governments on how to mobilize private-sector financing.

The Center for Preventive Action (CPA) focuses on the prevention or resolution of conflicts and crises around the world. This year, CPA released Senior Fellow Steven A. Cook’s Contingency Planning Memorandum “Egypt’s Solvency Crisis,” which outlined the risks and warning signs of insolvency as well as proposals to prevent or mitigate it. One of the center’s most recent contributions was Limiting Armed Drone Proliferation, a Council Special Report by Fellow Micah Zenko and Stanton Nuclear Security Fellow Sarah Kreps, that argued for clear rules on drone usage and sales to limit proliferation of a weapon with destabilizing capacities. Earlier, Zenko wrote “Dangerous Space Incidents,” a Contingency Planning Memorandum that focused on the potential for attacks on satellites to exacerbate international crises back on earth. CPA also released Afghanistan After the Drawdown, a Council Special Report outlining the composition, role, and rationale for roughly ten thousand U.S. troops remaining in the country.
Public health has become increasingly relevant to international affairs, and is likewise an increasing focus of the think tank’s work. Senior Fellow Thomas Bollyky released two Expert Briefs on tobacco use and regulation in the United States. The first, “The Tobacco Problem in U.S. Trade,” focused on the tension between the government’s responsibility to promote trade and its efforts to curb tobacco use, a conflict illuminated by the discussions surrounding the Trans-Pacific Partnership. Bollyky also wrote “How to Save Electronic Cigarettes,” which argued that better restrictions—especially declassifying electronic cigarettes as tobacco products—would facilitate their sale and help more people quit smoking. Other highlights from the Global Health program included Senior Fellow Laurie Garrett’s Policy Innovation Memorandum “Making the New Revolutions in Biology Safe,” which showed how the lack of regulations surrounding scientists’ ability to manufacture living organisms could have potentially harmful consequences for medicine, technology, and health.

The think tank also welcomed several new fellows who embody CFR’s signature balance of scholarship and practitioner experience, including Alyssa Ayres, former deputy assistant secretary of state for South Asia; Heidi Crebo-Rediker, the first chief economist at the State Department; Janine Davidson, former deputy assistant secretary of defense; Stanley Fischer, former governor of the Bank of Israel; Fred Kaplan, author of The Insurgents: David Petraeus and the Plot to Change the American Way of War, a 2014 Pulitzer Prize finalist; Raymond W. Kelly, former New York City police commissioner; Mervyn King, former governor of the Bank of England; Karen Kornbluh, former U.S. ambassador to the Organization for Economic Cooperation and Development; and Jere Van Dyk, journalist and author of Captive: My Time as a Prisoner of the Taliban.

“Remedial Education” revealed the widening achievement gaps that have made the U.S. education system less competitive.

Facing page: Senior Fellow Ray Takeyh testifies before the House Foreign Affairs Committee on combating Iran’s destabilizing influence in the Middle East.

Left: Senior Fellow Yanzhong Huang testifies before a congressional commission on health-care issues in China.
Top: Senior Vice President and Director of Studies James M. Lindsay leads a discussion on global governance issues at a Council of Councils conference in Rome.
Council of Councils

The Council of Councils (CoC) is a CFR-organized network of leading policy institutes from around the world that aims to encourage cooperation and exchange on issues of global governance. The CoC met four times this year—at its annual conference in New York and at regional conferences in Rome, Mexico City, and Sydney. The conference in New York covered a range of transnational challenges, from Internet regulation to armed drones, and included discussions on humanitarian intervention and international finance. In Rome, programming focused on the future of the eurozone, the Transatlantic Trade and Investment Partnership, and the geopolitics of energy, while Mexico City’s sessions centered on trade, organized crime and narcotics, and energy security in Latin America. The conference in Sydney focused on global trade, Internet governance, and maritime security in the Asia-Pacific region. Participants plan to introduce their recommendations to high-level foreign policy circles within their own countries. A full list of CoC members can be found on page 72.

Task Forces

Launched in 1995, the Independent Task Force Program convenes diverse groups of experts with the aim of reaching meaningful, policy-driven consensus on critical and emerging international issues. Task Forces are nonpartisan and their deliberations are private. Once formed, they are fully independent; members alone are responsible for the content of their reports, which issue recommendations intended to influence policy and the public dialogue.

The program launched two Task Forces this year. The first, on North America, is chaired by former CIA director David H. Petraeus and former World Bank president Robert B. Zoellick and is directed by Senior Fellow Shannon K. O’Neil. The group is focusing on ways to encourage North American integration into and cooperation on trade, security, migration, energy, and infrastructure, and it will offer concrete recommendations on how the United States can enhance the region’s competitiveness in the world by deepening ties with Mexico and Canada. The second Task Force, directed by Senior Fellow Tom Bollyky, examines the deepening crisis of noncommunicable diseases (NCDs) in low- and middle-income countries. Chaired by Purdue University president and former Indiana governor Mitchell E. Daniels and former national security adviser Thomas E. Donilon, the Task Force will be the first at CFR devoted to a global health issue and will consider NCDs’ implications for international economic development and national security. Both Task Forces are scheduled to issue their recommendations and reports in fall 2014.
The National Program convened more than one hundred events in thirteen cities around the country and the world—Atlanta, Boston, Chicago, Dallas, Houston, London, Los Angeles, Miami, Phoenix, San Diego, San Francisco, Seattle, and Tokyo—on topics including technology, security, and global health. Notable meetings featured discussions on the CFR-sponsored Independent Task Force report on digital policy, with Chairs John D. Negroponte and Samuel J. Palmisano and Project Director Adam Segal; on education policy, with Elizabeth Swanson, deputy chief of staff to Chicago mayor Rahm Emmanuel; on the rise of big data, with Economist data editor Kenneth Cukier; and on the evolving role of social media in U.S. statecraft, with Mobile Future chairman Jonathan Spalter. The National Program also connected members to events in New York and Washington through teleconferences and live streams. As always, a cornerstone of programming was the annual National Conference, which hosted members in New York for three days of programs and discussion. This year’s conference featured prominent speakers—including Madeleine Albright and John McCain—and topics that ranged from the future of the financial system to U.S.-Russia relations.
The National Program convened more than one hundred events in thirteen cities around the country and the world.
Corporate Program

CFR’s Corporate Program continued to strengthen and diversify its membership base of some 163 companies, with the addition of Allen & Overy LLP; C. R. Bard, Inc.; EMD Serono, Inc.; Facebook; Finmeccanica North America; Fluor Corporation; Pitney Bowes Inc.; and Stryker Corporation, as well as upgrades by existing members Citi, which increased to the Founders level, and Google, Inc., and Prudential Financial, which have joined the President’s Circle.

Outreach

By offering dedicated meetings and access to select CFR publications and events, the Outreach Program serves as a resource for constituencies with growing influence over U.S. foreign policy—including religious leaders, educators and students, and state and local officials—on issues of pressing international concern.

The Religion and Foreign Policy Initiative provides a forum for religious leaders, scholars, and policymakers to discuss topics at the nexus of religion and U.S. foreign policy. The initiative delivers resources through a variety of channels, organizes briefings and meetings, and hosts scholars and faith leaders at the annual June workshop for conversations with CFR fellows and other leading experts. This year’s workshop was the most diverse to date, with representatives from thirty-four faiths in attendance. The initiative also hosts a bimonthly conference call series that provides a forum for cross-denominational discussion of international concerns. Calls this year covered Egypt, Myanmar, Syria, the Central African Republic, the Israeli-Palestinian peace process, religion and politics in India, secularism and religious freedom, Salafi involvement, and countering violent extremism.

The Academic Initiative provides educators at the secondary and postsecondary levels with tools to foster a broader awareness of foreign policy, including teaching modules for CFR publications and interactives, and offers students resources to help them develop a meaningful understanding of the world. The annual Educators Workshops for college and university professors and high school teachers include substantive briefings by CFR scholars on international issues and introduce participants to the wide array of CFR educational programming. Events for students, including the Academic Conference Call series, provide them with the opportunity to interact with CFR fellows on a variety of subjects that this year included the state of U.S.-Pakistan relations, global governance, and China’s search for natural resources.

Through the Washington Program, CFR delivers truly nonpartisan resources to government officials. This year, experts offered analysis on a wide range of pressing international issues to members of Congress and their staffs in more than 150 briefings and roundtable meetings and provided access to CFR materials and background on upcoming hearings in the House and Senate. Fellows have been called to testify before the 113th Congress nearly thirty times on issues ranging from Syria to immigration reform. Experts also met frequently with executive branch and diplomatic officials, briefing senior policymakers at the Departments of State, Defense, and Homeland Security, the Office of Management and Budget, the Office of the U.S. Trade Representative, and other agencies throughout the U.S. government.

The Outreach Program serves as a resource for constituencies with growing influence over U.S. foreign policy, including religious leaders, educators and students, and state and local officials.
Above: Senior Fellow Isobel Coleman chairs the discussion group on democratic transitions at the third annual Educators Workshop for college and university professors.

Left: Participants at the Educators Workshop watch a video introducing Model Diplomacy, a simulation designed to help students understand the issues and processes of U.S. foreign and national security policymaking.
CFR Online

CFR’s digital content and interactives have driven significant traffic to the website. Senior Fellow Laurie Garrett’s Vaccine-Preventable Outbreaks map drew some five hundred thousand page views over just ten days in January. Senior Fellow John Campbell’s Nigeria Security Tracker, which uses maps and graphs to document violence and unrest in that country, has been widely cited in news stories, State Department meetings, and congressional briefings. These are just two of many examples of digital content from the think tank, Meetings Program, and CFR.org editorial team that brought visitors to the website and helped double the interest in CFR’s social media channels—Facebook, Twitter, and YouTube—this year.

In September, CFR.org’s editorial team launched an award-winning new multimedia series, InfoGuides, which combine written analysis, video interviews with experts, and interactive elements such as maps, timelines, and infographics to explore complex foreign policy issues in depth. CFR released three InfoGuides this year: “China’s Maritime Disputes” focused on escalating tensions in the South and East China Seas; “Child Marriage” analyzed the practice as a threat to prosperity and stability in countries where it is prevalent; and “The Emerging Arctic” examined both the economic opportunities and environmental risks posed by melting Arctic ice.

InfoGuides are an innovative addition to CFR’s existing online offerings, including the International Institutions and Global Governance program’s Global Governance Monitor, another award-winning tool that maps and evaluates efforts to tackle transnational threats; and CFR.org’s popular Backgrounder series. Seventy Backgrounders—including primers on the crisis in Ukraine, the Nigerian terrorist group Boko Haram, and the Islamic State in Iraq and Syria—were recently relaunched to a mobile- and tablet-optimized, user-friendly microsite.

CFR.org’s editorial team launched an award-winning new multimedia series, InfoGuides, which combine written analysis, video interviews with experts, and interactive elements.
This has been a year of activity and evolution at Foreign Affairs. We have tried to uphold the best traditions of the publication, generating a steady stream of authoritative editorial content on important issues in public affairs, even as we have tried to extend the scope and reach of the brand, innovating and expanding along all axes of our operations and driving ourselves to stay near the forefront of the ongoing digital publishing revolution.

The most important development in print this year was the increased attention given to our lead thematic packages, which—promoted with striking, newly art-directed cover designs—have attracted both buzz and acclaim, and seem to be helping newsstand sales to boot. Other noteworthy developments included the blossoming of our interviews into a regular, high-profile editorial feature and the magazine’s continued push into new and diverse subject areas relevant to the contemporary policymaking agenda.

The July/August 2013 issue led with a package on drone policy; other highlights included Rick Atkinson’s re-creation of the preparations for D-Day, Scott G. Borgerson’s analysis of the implications of a warmer Arctic, and interviews with Japanese prime minister Shinzo Abe and Chinese ambassador to the United States Cui Tiankai. September/October led with an intellectual profile of Supreme Leader Ayatollah Ali Khamenei of Iran by Akbar Ganji and featured articles on the war in Afghanistan by Karl W. Eikenberry and Stephen Biddle and an interview with Senegalese president Macky Sall.

The November/December issue featured CFR Senior Fellow Laurie Garrett’s investigation of the synthetic biology revolution, former Federal Reserve chairman Alan Greenspan’s look back at the financial crisis, and an interview with robotics genius Sebastian Thrun. January/February 2014 led with a major package on hot emerging markets and also included an assessment of North America’s two decades of experience with NAFTA, a survey of the state of global governance by CFR Senior Fellow Stewart M. Patrick, and interviews with Mexican president Enrique Peña Nieto and Icelandic president Ólafur Ragnar Grímsson.

March/April showcased new technology issues, including data privacy, the “Internet of things,” and mobile finance, as well as a look at the origins of leading economic indicators, India’s grappling with gay rights, and an interview with Nigerian finance minister Ngozi Okonjo-Iweala. The May/June issue led with a package on the shale revolution and the future of energy, with other highlights including a debate between scholars Walter Russell Mead and G. John Ikenberry on Ukraine and the future of the liberal international order, an explanation of Iranian foreign policy by Iranian foreign minister Javad Zarif, an analysis of Thomas Piketty’s best-selling Capital in the Twenty-First Century by Tyler Cowen, and an interview with Rwandan president Paul Kagame.

Halfway through 2014, total paid circulation for the magazine was just under 180,000. About 140,000 of that came from subscriptions—more than 92,000 print (which comes with free digital access); 27,000 Plus...
Managing Editor Jonathan Tepperman applauds war correspondents at this year’s Foreign Affairs–DeveX White House Correspondent’s Dinner event, cosponsored with the UN Foundation.

(which comes with both print and digital access as well as select digital extras); and more than 23,000 digital (which comes with digital access only). Another 29,000 came from newstand sales and the final 9,000 from ereader subscriptions, such as for the Kindle (these are not counted in our official audited circulation figures).

The magazine’s digital operation, ForeignAffairs.com, had a very impressive year, reaching new heights in the quality and quantity of its original editorial content and the traffic it attracts. While the print edition publishes more than one hundred pieces annually, the website publishes an additional four hundred plus—all with comparable authors, subject matter, and editing standards (albeit shorter length). Every two months, moreover, we are now producing a special book-length collection for distribution on our iPad app and as a stand-alone digital product. Titles this year included Crisis in Ukraine, Iran and the Bomb 2, Masters of International Relations, and Tiananmen and After.

Thanks to all this content, along with much effort to optimize its presentation and distribution, traffic to the website has risen steadily. During March, April, and May 2014, for example, ForeignAffairs.com averaged 1.25 million monthly visits from more than 850,000 monthly unique visitors—a 25 percent year-over-year jump in both metrics. We put in place a metered paywall on the site last November to monetize that rising traffic. It has begun to work as planned, producing a rising volume of high-value user actions such as registrations and subscriptions, and with tweaking it should yield even better results over time.
The magazine’s social media profile has also surged this year: *Foreign Affairs* content is currently being pumped out to approximately 900,000 Facebook fans and 300,000 Twitter followers. Nearly 65,000 users have downloaded the *Foreign Affairs* iPad app—a doubling over the past year—and they have collectively viewed issues and ebooks nearly 170,000 times. Fans of *Foreign Affairs* are now also able to enjoy audio versions of most articles, thanks to a partnership with Audible.com.

Perhaps most exciting on the digital front, we have spent a lot of time and effort over the past year designing a new and much-improved website that is due to launch in fiscal year 2015. It will be both beautiful and functional, incorporating digital best practices across the board—from a fully responsive design (one that automatically adjusts the site’s visual presentation to the device on which it is being viewed) to the inclusion of exciting tools for personalization, audience development, and commercial engagement.

As part of Publisher Lynda Hammes’s dynamic operation, a growing events unit is convening readers, authors, and other experts for panel discussions and forums supported by sponsorship revenue. These events feature policy and academic experts as well as high-level speakers in business (such as CEO Andres Gluski of AES) and government (such as José Antonio Meade Kuribreña, secretary of foreign affairs of Mexico). The magazine has also been increasingly active in exploring partnerships with peer-level institutions to raise its profile, expand its contacts, and generate additional content and revenues. Advertising income has tracked evenly with last year, with declines in revenue from country sections balanced by gains in corporate and online advertising as well as events.

All in all, the year saw us publishing a large amount of impressive content and taking some significant steps on a continuing journey forward. The challenge for the future will be to continue to excel in our traditional functions while we become an ever more nimble, creative, and productive organization, one capable of the continuous high-quality production and reinvention that is increasingly necessary for survival and outperformance in the contemporary media environment.

Gideon Rose
*Editor, Foreign Affairs*
Committees of the Board

EXECUTIVE
Carla A. Hills, Co-Chair
Robert E. Rubin, Co-Chair
David M. Rubenstein, Vice Chair
Peter Ackerman
Mary McInnis Boies
Alan S. Blinder
David G. Bradley
Tom Brokaw
R. Nicholas Burns
Martin S. Feldstein
Stephen Friedman
J. Tomilson Hill
Donna J. Hrinak
James W. Owens

AUDIT COMMITTEE
Alan S. Blinder, Chair
Gail D. Fosler
Thomas H. Glocer
Michael D. Granoff
Peter B. Henry

COMPENSATION
David M. Rubenstein, Chair
Mary McInnis Boies
Stephen Friedman
Carla A. Hills
Robert E. Rubin

CORPORATE AFFAIRS
James W. Owens, Chair
Joyce Chang
Daniel Cruise
Daniel L. Doctoroff
Bart Friedman
H. P. Goldfield
Maurice R. Greenberg
Andrew Gundlach
Joshua J. Harris
John B. Hess

* Term Member

Note: Committee listing shown as of June 30, 2014.

DEVELOPMENT
J. Tomilson Hill, Chair
Peter Ackerman
Stephen Friedman
David M. Rubenstein

FINANCE AND BUDGET
Stephen Friedman, Chair
J. Tomilson Hill, Vice Chair
Peter Ackerman
Roger C. Altman
Steven A. Denning
Althea L. Duersten
Laurence D. Fink
Gail D. Fosler
Stephen C. Freidheim
Joachim Gfoeller Jr.
Michael D. Granoff
Henry Kaufman
Marc Lasry
Robert B. Millard
Joel W. Motley
James W. Owens
Richard E. Salomon
Scott L. Swid
Robert G. Wilmers

FOREIGN AFFAIRS
Martin S. Feldstein, Chair
Jesse H. Ausubel
Tom Brokaw
Susan D. Chira
Jessica P. Einhorn
Michèle A. Flournoy
Francis Fukuyama
Thomas H. Glocer
Adi Ignatius
Charles R. Kaye
Michael J. Meese
Louis Perlmutter
Richard L. Plepler
Colin L. Powell
David M. Rubenstein
Kevin P. Ryan
Frederick W. Smith
Maurice Sonnenberg
Margaret G. Warner

MEETINGS
Tom Brokaw, Chair
Zoë Baird
Christina A. Bennett
Jason Eric Bordoff
Michelle Caruso-Cabrera
JC de Swaan
Esther Dyson
Tim W. Ferguson
Rana A. Foroohar
Andrew P. Heaney
J. Tomilson Hill
Mahnaz Ispahani Bartos
Scott Malcomson
Jan Nicholson
Thomas L. Pulling
Shaifali Puri*
E. John Rosenwald Jr.
Arthur M. Rubin
Jeffrey R. Shafer

INVESTMENT
J. Tomilson Hill, Chair
Roger C. Altman
Nicolle Davison Fox*
Stephen C. Freidheim
Henry Kaufman
Marc Lasry
Richard E. Salomon
Steven A. Tananbaum
Robert G. Wilmers

Mitchell D. Silber
Alan M. Silberstein
P. J. Simmons
Calvin G. Sims
Elliott Stein
Cathy L. Taylor
Amina Tirana
Stephen R. Volk
Christine Todd Whitman
Ori Wintritzer*
Brett I.W. Zbar

MEMBERSHIP
Donna J. Hrinak, Chair
John P. Abizaid
Mark A. Angelson
Burwell B. Bell III
Mary McInnis Boies
Heidi E. Crebo-Rediker
Helen Aguirre Ferré
Mark Fisch
Richard N. Foster
Bart Friedman
Ann M. Fudge
Pamela Brooks Gann
Joseph K. Hurd III
Robert W. Jordan
Robert J. Katz
William J. Long
Marcus B. Mabry
Luis J. Perez
Jeffrey A. Rosen
Terdema L. Ussery II
Vin Weber
Xenia B.M. Wickett
Alice Young

TERM MEMBERSHIP
Scott L. Swid, Chair
Reuben Earl Brigety II
Loren Robert Douglass
Laura L. Efros
Sherri W. Goodman
Scott Holcomb
José Ignacio Lozano
Keith R. Nilsson
Jay M. Parker
Celina B. Realuyo
Lincoln Cameron Singleton
Ruti G. Teitel
Cynthia A. Tindell

NATIONAL
PROGRAM
R. Nicholas Burns, Chair
Robert John Abernethy
Dan Caldwell
Lee Cullum
Steven A. Denning
Martin S. Feldstein
Ann M. Fudge
Pamela Brooks Gann
Helene D. Gayle
Arthur N. Greenberg
Mimi L. Haas
Richard A. Joseph
Muhtar Kent
Richard Mallery
Cappy R. McGarr
Judith B. Milestone
Lynne D. Novack
Eduardo J. Padron
Michael P. Peters
Pearl T. Robinson
Donna E. Shalala
Ted Van Dyk
Marsha Vande Berg
Jay M. Vogelson
David B. Weinberg
Philip W. Yun

NOMINATING AND
GOVERNANCE
Mary McInnis Boies, Chair
Madeleine K. Albright, Vice Chair
David G. Bradley
Anne M. Finucane
Nancy A. Jarvis
Kenneth I. Juster
Maria Elena Lagomasino
Edward J. Mathias
Jami Miscik
Pamela S. Passman
Ruth Porat
Theodore Roosevelt IV
Stanley S. Shuman
G. Richard Thoman
R. Keith Walton
Christine Todd Whitman

STUDIES
David G. Bradley, Chair
John P. Abizaid
Roger C. Altman
Alan S. Blinder
Eliot A. Cohen
Stephen Friedman
James M. Goldgeier
Roger Hertog
G. John Ikenberry
ShirleyAnn Jackson
Henry R. Kravis
Carie A. Lemack
Michael Mandelbaum
Mitchell B. Reiss
Gideon Rose†
Fareed Zakaria
Philip D. Zelikow

WASHINGTON
PROGRAM
Peter Ackerman, Chair
Gordon M. Adams
Madeleine K. Albright
Teresa C. Barger
Devry Boughner
David G. Bradley
Nelson W. Cunningham
Joy A. de Menil
Karen DeYoung
Betsy Fischer Martin
Darin E. Johnson
Karen H. Johnson
Thea M. Lee
Carl L. Meacham
Montgomery C. Meigs
Norman P. Neureiter
Colin L. Powell
Stanley O. Roth
Kori Schake
Frances Fragos Townsend
Margaret G. Warner
Vin Weber
Juan Carlos Zarate

† Ex officio
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, 2014, were Madeleine K. Albright, David G. Bradley, Donna J. Hrinak, James W. Owens, Frederick W. Smith, Vin Weber, and Fareed Zakaria.

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, Ruth Porat, Theodore Roosevelt IV, Stanley S. Shuman, G. Richard Thoman, R. Keith Walton, and Christine Todd Whitman. On December 5, 2013, the Chair invited the Council membership to propose possible candidates. The Nominating and Governance Committee met on March 5, 2014, 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 2019: Mark Angelson, Ashton B. Carter, Donna J. Hrinak, James J. Shinn, James G. Stavridis, and Daniel H. Yergin. On April 24, 2014, 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 6, 2014.

The Annual Meeting, at which votes would be cast for the election, was originally scheduled for June 6, 2014. As participation by members in the election was low, a quorum would not have been met on June 6, so the Chair of the Nominating Committee authorized an extension of the voting and adjourned the Annual Meeting to June 10, 2014. At the meeting on that day, 1,601 members participated in person or by proxy, fulfilling the quorum required by By-Law V, though at 33.7 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 2015 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, 2014, and expiring June 30, 2019: Donna J. Hrinak, James G. Stavridis, and Daniel H. Yergin.

The Board appointed four Council members to serve five-year terms as Directors in the Class of 2019, beginning July 1, 2014, and expiring June 30, 2019: David G. Bradley, Blair Effron, Susan Hockfield, and Vin Weber. The Board also appointed John A. Paulson to the Class of 2016 and Richard E. Salomon to the class of 2017 to fill vacancies in the board.

**IN MEMORIAM**

CFR remembers former executive vice president and acting president John Temple Swing, who passed away on October 4, 2013. His dedication to international relations and the work of the Council spanned several decades, starting with membership in 1963 and culminating in his roles as acting president in 1986 and as executive vice president until 1993. Over the course of his career, Mr. Swing made significant strides furthering the UN Convention on the Law of the Sea, founding the Rule of Law Committee for the Oceans. He was additionally active in the nonprofit sector, working with numerous organizations in New York and beyond.
<table>
<thead>
<tr>
<th>Name</th>
<th>Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Isaiah Bowman</td>
<td>1921–50</td>
</tr>
<tr>
<td>Archibald Cary Coolidge</td>
<td>1921–28</td>
</tr>
<tr>
<td>Paul D. Cravath</td>
<td>1921–40</td>
</tr>
<tr>
<td>John W. Davis</td>
<td>1921–55</td>
</tr>
<tr>
<td>Norman H. Davis</td>
<td>1921–44</td>
</tr>
<tr>
<td>Stephen P. Duggan</td>
<td>1921–50</td>
</tr>
<tr>
<td>John H. Finley</td>
<td>1921–29</td>
</tr>
<tr>
<td>Edwin F. Gay</td>
<td>1921–45</td>
</tr>
<tr>
<td>David F. Houston</td>
<td>1921–27</td>
</tr>
<tr>
<td>Otto H. Kahn</td>
<td>1921–34</td>
</tr>
<tr>
<td>William R. Shepherd</td>
<td>1921–27</td>
</tr>
<tr>
<td>Paul M. Warburg</td>
<td>1921–32</td>
</tr>
<tr>
<td>George W. Wickersham</td>
<td>1921–36</td>
</tr>
<tr>
<td>Allen W. Dulles</td>
<td>1927–69</td>
</tr>
<tr>
<td>Russell C. Leffingwell</td>
<td>1927–60</td>
</tr>
<tr>
<td>George O. May</td>
<td>1927–53</td>
</tr>
<tr>
<td>Wesley C. Mitchell</td>
<td>1927–34</td>
</tr>
<tr>
<td>Owen D. Young</td>
<td>1927–40</td>
</tr>
<tr>
<td>Hamilton Fish Armstrong</td>
<td>1928–72</td>
</tr>
<tr>
<td>Charles P. Howland</td>
<td>1929–31</td>
</tr>
<tr>
<td>Walter Lippmann</td>
<td>1932–37</td>
</tr>
<tr>
<td>Clarence M. Woolley</td>
<td>1932–35</td>
</tr>
<tr>
<td>Frank Altschul</td>
<td>1934–72</td>
</tr>
<tr>
<td>Philip C. Jessup</td>
<td>1934–42</td>
</tr>
<tr>
<td>Harold W. Dodds</td>
<td>1935–43</td>
</tr>
<tr>
<td>Leon Fraser</td>
<td>1936–45</td>
</tr>
<tr>
<td>John H. Williams</td>
<td>1937–64</td>
</tr>
<tr>
<td>Lewis W. Douglas</td>
<td>1940–64</td>
</tr>
<tr>
<td>Edward Warner</td>
<td>1940–49</td>
</tr>
<tr>
<td>Clarence E. Hunter</td>
<td>1942–53</td>
</tr>
<tr>
<td>Myron C. Taylor</td>
<td>1943–59</td>
</tr>
<tr>
<td>Henry M. Winston</td>
<td>1943–67</td>
</tr>
<tr>
<td>Thomas K. Finletter</td>
<td>1944–67</td>
</tr>
<tr>
<td>William A.M. Burden</td>
<td>1945–74</td>
</tr>
<tr>
<td>Walter H. Mallory</td>
<td>1945–68</td>
</tr>
<tr>
<td>Philip D. Reed</td>
<td>1945–69</td>
</tr>
<tr>
<td>Winfield W. Riefler</td>
<td>1945–50</td>
</tr>
<tr>
<td>David Rockefeller</td>
<td>1949–85</td>
</tr>
<tr>
<td>W. Averell Harriman</td>
<td>1950–55</td>
</tr>
<tr>
<td>Joseph E. Johnson</td>
<td>1950–74</td>
</tr>
<tr>
<td>Grayson Kirk</td>
<td>1950–73</td>
</tr>
<tr>
<td>Devereux C. Josephs</td>
<td>1951–58</td>
</tr>
<tr>
<td>Elliott V. Bell</td>
<td>1953–66</td>
</tr>
<tr>
<td>John J. McCloy</td>
<td>1953–72</td>
</tr>
<tr>
<td>Arthur H. Dean</td>
<td>1955–72</td>
</tr>
<tr>
<td>Charles M. Spofford</td>
<td>1955–72</td>
</tr>
<tr>
<td>Adlai E. Stevenson</td>
<td>1958–62</td>
</tr>
<tr>
<td>William C. Foster</td>
<td>1959–72</td>
</tr>
<tr>
<td>Caryl P. Haskins</td>
<td>1961–75</td>
</tr>
<tr>
<td>James A. Perkins</td>
<td>1963–79</td>
</tr>
<tr>
<td>William P. Bundy</td>
<td>1964–74</td>
</tr>
<tr>
<td>Gabriel Hauge</td>
<td>1964–81</td>
</tr>
<tr>
<td>Carroll L. Wilson</td>
<td>1964–79</td>
</tr>
<tr>
<td>Douglas Dillon</td>
<td>1965–78</td>
</tr>
<tr>
<td>Henry R. Labouisse</td>
<td>1965–74</td>
</tr>
<tr>
<td>Lucian W. Pye</td>
<td>1966–82</td>
</tr>
<tr>
<td>Robert V. Roosa</td>
<td>1966–81</td>
</tr>
<tr>
<td>Bill Moyers</td>
<td>1967–74</td>
</tr>
<tr>
<td>Alfred C. Neal</td>
<td>1967–76</td>
</tr>
<tr>
<td>Hedley Donovan</td>
<td>1969–79</td>
</tr>
<tr>
<td>Najeeb E. Halaby</td>
<td>1970–72</td>
</tr>
<tr>
<td>Bayless Manning</td>
<td>1971–77</td>
</tr>
<tr>
<td>W. Michael Blumenthal</td>
<td>1972–77, 1979–84</td>
</tr>
<tr>
<td>Zbigniew Brzezinski</td>
<td>1972–77</td>
</tr>
<tr>
<td>Elizabeth Drew</td>
<td>1972–77</td>
</tr>
<tr>
<td>George S. Franklin</td>
<td>1972–73</td>
</tr>
<tr>
<td>Marshall D. Shulman</td>
<td>1972–77</td>
</tr>
<tr>
<td>Martha Redfield Wallace</td>
<td>1972–82</td>
</tr>
<tr>
<td>Paul C. Warnke</td>
<td>1972–77</td>
</tr>
<tr>
<td>Edward K. Hamilton</td>
<td>1974–83</td>
</tr>
<tr>
<td>Harry C. McPherson Jr.</td>
<td>1974–77</td>
</tr>
<tr>
<td>Elliot L. Richardson</td>
<td>1974–75</td>
</tr>
<tr>
<td>Nicholas deB. Katzenbach</td>
<td>1975–86</td>
</tr>
<tr>
<td>Franklin Hall Williams</td>
<td>1975–83</td>
</tr>
<tr>
<td>Theodore M. Hesburgh</td>
<td>1976–85</td>
</tr>
<tr>
<td>Lane Kirkland</td>
<td>1976–86</td>
</tr>
<tr>
<td>George H.W. Bush</td>
<td>1977–79</td>
</tr>
<tr>
<td>Lloyd N. Cutler</td>
<td>1977–79</td>
</tr>
<tr>
<td>Philip L. Geyelin</td>
<td>1977–87</td>
</tr>
<tr>
<td>Henry A. Kissinger</td>
<td>1977–81</td>
</tr>
<tr>
<td>Winston Lord</td>
<td>1977–85</td>
</tr>
<tr>
<td>Stephen Stamas</td>
<td>1977–89</td>
</tr>
<tr>
<td>Marina v.N. Whitman</td>
<td>1977–87</td>
</tr>
<tr>
<td>C. Peter McColough</td>
<td>1978–87</td>
</tr>
<tr>
<td>Graham T. Allison Jr.</td>
<td>1979–88</td>
</tr>
<tr>
<td>Richard L. Gelb</td>
<td>1979–88</td>
</tr>
<tr>
<td>William D. Ruckelshaus</td>
<td>1979–83</td>
</tr>
<tr>
<td>James F. Hoge Jr.</td>
<td>1980–84</td>
</tr>
<tr>
<td>William D. Rogers</td>
<td>1980–90</td>
</tr>
<tr>
<td>George P. Shultz</td>
<td>1980–82</td>
</tr>
<tr>
<td>Lewis T. Preston</td>
<td>1981–88</td>
</tr>
<tr>
<td>Walter B. Winston</td>
<td>1981–87</td>
</tr>
<tr>
<td>Warren Christopher</td>
<td>1982–91</td>
</tr>
<tr>
<td>Alan Greenspan</td>
<td>1982–88</td>
</tr>
<tr>
<td>Robert A. Scalapino</td>
<td>1982–89</td>
</tr>
<tr>
<td>Harold Brown</td>
<td>1983–92</td>
</tr>
<tr>
<td>Stanley Hoffmann</td>
<td>1983–92</td>
</tr>
<tr>
<td>Juanita M. Kreps</td>
<td>1983–89</td>
</tr>
<tr>
<td>Brent Scowcroft</td>
<td>1983–89</td>
</tr>
<tr>
<td>Clifton R. Wharton Jr.</td>
<td>1983–92</td>
</tr>
<tr>
<td>Donald F. McHenry</td>
<td>1984–93</td>
</tr>
<tr>
<td>B. R. Inman</td>
<td>1985–93</td>
</tr>
<tr>
<td>Jeanie J. Kirkpatrick</td>
<td>1985–94</td>
</tr>
<tr>
<td>Charles McC. Mathias Jr.</td>
<td>1986–92</td>
</tr>
<tr>
<td>Ruben F. Mettler</td>
<td>1986–92</td>
</tr>
<tr>
<td>Peter Tarnoff</td>
<td>1986–93</td>
</tr>
<tr>
<td>James E. Burke</td>
<td>1987–95</td>
</tr>
<tr>
<td>Richard B. Cheney</td>
<td>1987–89, 1993–95</td>
</tr>
<tr>
<td>Robert F. Erbuzu</td>
<td>1987–98</td>
</tr>
<tr>
<td>Glenn E. Watts</td>
<td>1987–90</td>
</tr>
<tr>
<td>Thomas S. Foley</td>
<td>1988–94</td>
</tr>
<tr>
<td>James D. Robinson III</td>
<td>1988–91</td>
</tr>
<tr>
<td>Strobe Talbott</td>
<td>1988–93</td>
</tr>
<tr>
<td>John L. Clendenin</td>
<td>1989–94</td>
</tr>
<tr>
<td>William S. Cohen</td>
<td>1989–97</td>
</tr>
<tr>
<td>Joshua Lederberg</td>
<td>1989–98</td>
</tr>
<tr>
<td>John S. Reed</td>
<td>1989–92</td>
</tr>
<tr>
<td>Alice M. Rivlin</td>
<td>1989–92</td>
</tr>
<tr>
<td>William J. Crowe Jr.</td>
<td>1990–93</td>
</tr>
<tr>
<td>Robert D. Hormats</td>
<td>1991–2004</td>
</tr>
<tr>
<td>John E. Bryson</td>
<td>1992–2002</td>
</tr>
<tr>
<td>Name</td>
<td>Years of Service</td>
</tr>
<tr>
<td>-------------------------------------</td>
<td>------------------</td>
</tr>
<tr>
<td>E. Gerald Corrigan</td>
<td>1993–95</td>
</tr>
<tr>
<td>Alton Frye</td>
<td>1993</td>
</tr>
<tr>
<td>Helene L. Kaplan</td>
<td>1994–96</td>
</tr>
<tr>
<td>Hannah Holborn Gray</td>
<td>1995–98</td>
</tr>
<tr>
<td>Frank Savage</td>
<td>1995–2002</td>
</tr>
<tr>
<td>Vincent A. Mai</td>
<td>1997–2003</td>
</tr>
<tr>
<td>Diane Sawyer</td>
<td>1998–99</td>
</tr>
<tr>
<td>Andrew Young</td>
<td>2000–2005</td>
</tr>
<tr>
<td>Joan E. Spero</td>
<td>2001–2011</td>
</tr>
<tr>
<td>Ronald L. Olson</td>
<td>2002–2010</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* pro tempore
EXECUTIVE VICE PRESIDENTS
John Temple Swing 1986–93
Michael P. Peters 2002–2005
Keith Olson 2012–

CHIEF FINANCIAL OFFICERS
Kenneth Castiglia 2009–2011
Keith Olson 2012–

CHIEF INFORMATION OFFICER AND PUBLISHER
David Kellogg 2010–2012

SENIOR VICE PRESIDENTS
Alton Frye 1993–98
Kenneth H. Keller 1993–95
Larry L. Fabian 1994–95
Paula Dobriansky 2001
Charles G. Boyd 2001–2002
David Kellogg 2002–2010
Janice L. Murray 2002–2009
James M. Lindsay 2009–

VICE PRESIDENTS
Paul D. Cravath 1921–33
Norman H. Davis 1933–36
Edwin F. Gay 1933–40
Frank L. Polk 1940–43
Russell C. Leffingwell 1943–44
Allen W. Dulles 1944–46
Isaiah Bowman 1945–49
David Rockefeller 1950–70
Henry M. Wriston 1950–51
Frank Altschul 1951–71
Devereux C. Josephs 1951–52
David W. MacEachron 1972–74
John Temple Swing 1972–86
Alton Frye 1987–93
William H. Gleyenstein Jr. 1987–89
John A. Millington 1987–96
Margaret Osmer-McQuade 1987–93
Nicholas X. Rizopoulos 1989–94
Karen M. Sughrue 1993–98
Ethan B. Kapstein 1995–96
Abraham F. Lowenthal 1995–2005
Janice L. Murray 1995–2002
David J. Vidal 1995–97
Frederick C. Broda 1996–97
Kenneth R. Maxwell 1996
Paula J. Dobriansky 1997–2001
Gary C. Hubauer 1997–98
David Kellogg 1997–2002
Lawrence J. Korb 1998–2002

EXECUTIVE VICE PRESIDENTS
John Temple Swing 1986–93
Michael P. Peters 2002–2005
Keith Olson 2012–

CHIEF FINANCIAL OFFICERS
Kenneth Castiglia 2009–2011
Keith Olson 2012–

CHIEF INFORMATION OFFICER AND PUBLISHER
David Kellogg 2010–2012

SENIOR VICE PRESIDENTS
Alton Frye 1993–98
Kenneth H. Keller 1993–95
Larry L. Fabian 1994–95
Paula Dobriansky 2001
Charles G. Boyd 2001–2002
David Kellogg 2002–2010
Janice L. Murray 2002–2009
James M. Lindsay 2009–

VICE PRESIDENTS
Paul D. Cravath 1921–33
Norman H. Davis 1933–36
Edwin F. Gay 1933–40
Frank L. Polk 1940–43
Russell C. Leffingwell 1943–44
Allen W. Dulles 1944–46
Isaiah Bowman 1945–49
David Rockefeller 1950–70
Henry M. Wriston 1950–51
Frank Altschul 1951–71
Devereux C. Josephs 1951–52
David W. MacEachron 1972–74
John Temple Swing 1972–86
Alton Frye 1987–93
William H. Gleyenstein Jr. 1987–89
John A. Millington 1987–96
Margaret Osmer-McQuade 1987–93
Nicholas X. Rizopoulos 1989–94
Karen M. Sughrue 1993–98
Ethan B. Kapstein 1995–96
Abraham F. Lowenthal 1995–2005
Janice L. Murray 1995–2002
David J. Vidal 1995–97
Frederick C. Broda 1996–97
Kenneth R. Maxwell 1996
Paula J. Dobriansky 1997–2001
Gary C. Hubauer 1997–98
David Kellogg 1997–2002
Lawrence J. Korb 1998–2002

EXECUTIVE DIRECTORS
Hamilton Fish 1922–28
Malcolm W. Davis 1925–27
Walter H. Mallory 1927–59
George S. Franklin 1953–71

SECRETARIES
Edwin F. Gay 1921–33
Allen W. Dulles 1933–44
Frank Altschul 1944–72
John Temple Swing 1972–87
Judith Gustafson 1987–2000
Lilia V. Gusts 2000–2010
Jeffrey A. Reinke 2010–

HONORARY SECRETARY
Frank Altschul 1972–81

TREASURERS
Edwin F. Gay 1921–33
Whitney H. Shepardson 1933–42
Clarence E. Hunter 1942–51
Devereux C. Josephs 1951–52
Elliot V. Bell 1952–64
Gabriel Hauge 1964–81
Peter G. Peterson 1981–85
C. Peter McColough 1985–87
Lewis T. Preston 1987–88
James E. Burke 1988–89
David Woodbridge 1989–94
Janice L. Murray 1994–2009
Kenneth Castiglia 2010–2011
Keith Olson 2012–

DIRECTORS OF STUDIES
Percy W. Bidwell 1937–53
Philip E. Mosely 1955–63
Richard H. Ullman 1973–76
Abraham F. Lowenthal 1976–77
John C. Campbell 1977–78
Paul H. Kreisberg 1981–87
William H. Gleysteen Jr. 1987–89
Nicholas X. Rizopoulos 1989–94
Kenneth H. Keller* 1994–95
Ethan B. Kapstein 1995–96
Kenneth R. Maxwell 1996
Gary C. Hubauer 1997–98
Lawrence J. Korb 1998–2002
James M. Lindsay 2003–2006, 2009–
Gary Samore 2006–2009

DIRECTORS OF MEETINGS
George S. Franklin 1949–50
George V.H. Moseley III 1959–62
Harry Boardman 1962–69
Zygmunt Nagorski Jr. 1969–78
Marilyn Berger 1978–79
Margaret Osmer-McQuade 1979–93
Karen M. Sughrue 1993–98
Anne R. Luzzatto 1998–2005
Nancy D. Bodurtha 2005–

EDITOR OF FOREIGN AFFAIRS
Archibald Cary Coolidge 1922–28
Hamilton Fish Armstrong 1928–72
William P. Bundy 1972–84

* pro tempore
MEMBERSHIP

The Council on Foreign Relations is first and foremost a membership organization. With 4,900 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, and the number of term members is 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.

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@cfr.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 link to the online application should be sent

For more information on the membership application process, please visit 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 recognizing 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. 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. 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.
- Graduate students should generally wait until after the completion of their degree to apply for membership.
- All CFR members are required to fulfill annual dues requirements, which can be found online at 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.

<table>
<thead>
<tr>
<th>APPLICATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>DEADLINE</td>
</tr>
<tr>
<td>Membership</td>
</tr>
<tr>
<td>October 1</td>
</tr>
<tr>
<td>Term Membership</td>
</tr>
</tbody>
</table>

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 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 212.434.9456 or applications@cfr.org.
**Profile of the Membership**

Since July 2013, CFR membership has grown by 2.75 percent, from 4,769 to 4,900 members, as of June 30, 2014. Member records are maintained by CFR at 58 East 68th Street, New York, NY 10065.

<table>
<thead>
<tr>
<th>Location</th>
<th>Number of Members</th>
<th>Percentage of Membership</th>
</tr>
</thead>
<tbody>
<tr>
<td>New York Area</td>
<td>1,574</td>
<td>32</td>
</tr>
<tr>
<td>Washington, DC, Area</td>
<td>1,516</td>
<td>31</td>
</tr>
<tr>
<td>National</td>
<td>1,810</td>
<td>37</td>
</tr>
<tr>
<td>Total</td>
<td>4,900</td>
<td>100</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Vocation</th>
<th>Number of Members</th>
<th>Percentage of Membership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business</td>
<td>1,604</td>
<td>33</td>
</tr>
<tr>
<td>Professors, Fellows,</td>
<td>896</td>
<td>18</td>
</tr>
<tr>
<td>and Researchers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nonprofit and International Organizations</td>
<td>698</td>
<td>14</td>
</tr>
<tr>
<td>Government</td>
<td>478</td>
<td>10</td>
</tr>
<tr>
<td>Law</td>
<td>246</td>
<td>5</td>
</tr>
<tr>
<td>University and College</td>
<td>242</td>
<td>5</td>
</tr>
<tr>
<td>Administrators</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Journalists, Correspondents,</td>
<td>215</td>
<td>4</td>
</tr>
<tr>
<td>and Editors</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>521</td>
<td>11</td>
</tr>
<tr>
<td>Total</td>
<td>4,900</td>
<td>100</td>
</tr>
</tbody>
</table>
### Membership Roster

<table>
<thead>
<tr>
<th>A</th>
<th>Adams, Gordon M.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aaron, David L.</td>
<td>Agarwal, Sara R.</td>
</tr>
<tr>
<td>Abbot, C. Spencer</td>
<td>Aggarwal, Vinod K.</td>
</tr>
<tr>
<td>Abbot, Charles S.</td>
<td>Agostinelli, Robert F.</td>
</tr>
<tr>
<td>Abboud, A. Robert</td>
<td>Aguir, Eric</td>
</tr>
<tr>
<td>Abboud, Labeel M.</td>
<td>Agus, David B.</td>
</tr>
<tr>
<td>Abdalla, Alyce</td>
<td>Ahern, Stephanie R.</td>
</tr>
<tr>
<td>Abell, Keith W.</td>
<td>Ahmed, Werner F.†</td>
</tr>
<tr>
<td>Abercrombie-Winstanley, Gina K.</td>
<td>Ahmed, Fahim†</td>
</tr>
<tr>
<td>Abernethy, Robert John</td>
<td>Ahmed, Salman S.</td>
</tr>
<tr>
<td>Abeywardena, Penny</td>
<td>Ahuja, Sanjiv</td>
</tr>
<tr>
<td>Abizaid, John P.</td>
<td>Aidinoff, M. Bernard</td>
</tr>
<tr>
<td>Aboelnaga Kanaan, Mona</td>
<td>Akhavi, Negar</td>
</tr>
<tr>
<td>Abrams, Tara Balmaceda</td>
<td>Albright, Alice P.</td>
</tr>
<tr>
<td>Abrams, Elliott</td>
<td>Albright, Madeleine K.</td>
</tr>
<tr>
<td>Abrams, Elliott</td>
<td>Alderman, Michael H.</td>
</tr>
<tr>
<td>Abrams, Peter</td>
<td>Aldrich, George H.</td>
</tr>
<tr>
<td>Ackerman, Elliot L.</td>
<td>Alexander, John R.</td>
</tr>
<tr>
<td>Ackerman, Peter</td>
<td>Alexander, Margo N.</td>
</tr>
<tr>
<td>Ackerman, Xanthe</td>
<td>Alfred, William P.</td>
</tr>
<tr>
<td>Adams, Gary D.</td>
<td>Allaire, Paul A.</td>
</tr>
<tr>
<td>Adams, Gordon M.</td>
<td>Allen, Dan</td>
</tr>
<tr>
<td>Adams, Jacqueline</td>
<td>Allen, J. Michael III*</td>
</tr>
<tr>
<td>Adams, Marjorie A.</td>
<td>Allen, Jodie T.</td>
</tr>
<tr>
<td>Adams, Michael F.</td>
<td>Allen, John R.</td>
</tr>
<tr>
<td>Adams, Robert McCormick</td>
<td>Allen, Richard V.</td>
</tr>
<tr>
<td>Adams, Timothy Dees</td>
<td>Allen, Thad W.</td>
</tr>
<tr>
<td>Adams-Ender, Clara L.</td>
<td>Allibho, Faheen</td>
</tr>
<tr>
<td>Addonizio, Elizabeth</td>
<td>Allison, Graham T.</td>
</tr>
<tr>
<td>Adelman, Carol C.</td>
<td>Allison Marshall, Cara L.</td>
</tr>
<tr>
<td>Adelman, David</td>
<td>Almond, Michael A.</td>
</tr>
<tr>
<td>Adkerson, Richard C.</td>
<td>Alonzo, Anne L.</td>
</tr>
<tr>
<td>Adler, Allen R.</td>
<td>Alpha, Avery M.</td>
</tr>
<tr>
<td>Adler, Allen R.</td>
<td>Alter, Jonathan H.</td>
</tr>
<tr>
<td>Adler, Stephen J.</td>
<td>Alter, Karen J.</td>
</tr>
<tr>
<td>Afkhami, Amir Arsalan</td>
<td>Alterman, Jon B.</td>
</tr>
<tr>
<td>Agarwal, Sara R.</td>
<td>Altman, Daniel</td>
</tr>
<tr>
<td>Aggarwal, Vinod K.</td>
<td>Altman, Drew</td>
</tr>
<tr>
<td>Agostinelli, Robert F.</td>
<td>Altman, Roger C.</td>
</tr>
<tr>
<td>Aguir, Eric</td>
<td>Altman, William C.</td>
</tr>
<tr>
<td>Agus, David B.</td>
<td>Altshuler, David</td>
</tr>
<tr>
<td>Ahern, Stephanie R.</td>
<td>Alvarez, Jose E.</td>
</tr>
<tr>
<td>Ahmed, Werner F.†</td>
<td>Alving, Amy E.</td>
</tr>
<tr>
<td>Ahmed, Fahim†</td>
<td>Alvo, Vickie†</td>
</tr>
<tr>
<td>Ahmed, Salman S.</td>
<td>Amdetsion, Fasil†</td>
</tr>
<tr>
<td>Ahuja, Sanjiv</td>
<td>Amiri, Rina*</td>
</tr>
<tr>
<td>Aidinoff, M. Bernard</td>
<td>Amir-Mokri, Cyrus</td>
</tr>
<tr>
<td>Akhavi, Negar</td>
<td>Amos, Deborah Susan</td>
</tr>
<tr>
<td>Albright, Alice P.</td>
<td>Andelman, David A.</td>
</tr>
<tr>
<td>Albright, Madeleine K.</td>
<td>Andersen, Harold W.</td>
</tr>
<tr>
<td>Alderman, Michael H.</td>
<td>Anderson, Craig B.</td>
</tr>
<tr>
<td>Aldrich, George H.</td>
<td>Anderson, Desaix</td>
</tr>
<tr>
<td>Alexander, John R.</td>
<td>Anderson, Edward G. III</td>
</tr>
<tr>
<td>Alexander, Margo N.</td>
<td>Anderson, Gloria B.</td>
</tr>
<tr>
<td>Alfred, William P.</td>
<td>Anderson, Lisa</td>
</tr>
<tr>
<td>Allaire, Paul A.</td>
<td>Anderson, Mark A.</td>
</tr>
<tr>
<td>Allen, Dan</td>
<td>Anderson, Paul F.</td>
</tr>
<tr>
<td>Allen, J. Michael III*</td>
<td>Anderson, Wendy R.</td>
</tr>
<tr>
<td>Allen, Jodie T.</td>
<td>Andrews, Terry Lynn</td>
</tr>
<tr>
<td>Allen, John R.</td>
<td>Andrews, Brian</td>
</tr>
<tr>
<td>Allen, Richard V.</td>
<td>Andrews, David R.</td>
</tr>
<tr>
<td>Allen, Thad W.</td>
<td>Andrews, Michael A.</td>
</tr>
<tr>
<td>Allibho, Faheen</td>
<td>Andrus, Jon Kim*</td>
</tr>
<tr>
<td>Allison, Graham T.</td>
<td>Angelson, Mark A.</td>
</tr>
<tr>
<td>Allison Marshall, Cara L.</td>
<td>Ansour, M. Michael</td>
</tr>
<tr>
<td>Almond, Michael A.</td>
<td>Anthony, John Duke</td>
</tr>
<tr>
<td>Alonzo, Anne L.</td>
<td>Aossey, Nancy A.</td>
</tr>
<tr>
<td>Alpha, Avery M.</td>
<td>Apgar, David P.</td>
</tr>
<tr>
<td>Alter, Jonathan H.</td>
<td>Aponte, Mari Carmen</td>
</tr>
<tr>
<td>Alter, Karen J.</td>
<td>Appiah, Kwame A.</td>
</tr>
<tr>
<td>Alterman, Jon B.</td>
<td>Applebaum, Anne E.</td>
</tr>
<tr>
<td>Altman, Daniel</td>
<td>Aquila, Francis J.</td>
</tr>
<tr>
<td>Altman, Drew</td>
<td>Araia, Semhar†</td>
</tr>
<tr>
<td>Altman, Roger C.</td>
<td>Arbes, Daniel J.</td>
</tr>
<tr>
<td>Altman, William C.</td>
<td>Arcos, Crescencio S.</td>
</tr>
<tr>
<td>Altshuler, David</td>
<td>Arend, Anthony Clark</td>
</tr>
<tr>
<td>Alvarez, Jose E.</td>
<td>Argov, Gideon</td>
</tr>
<tr>
<td>Alving, Amy E.</td>
<td>Arkin, Stanley S.</td>
</tr>
<tr>
<td>Alvo, Vickie†</td>
<td>Armacost, Michael H.</td>
</tr>
<tr>
<td>Amdetsion, Fasil†</td>
<td>Armstrong, Charles Michael</td>
</tr>
<tr>
<td>Amiri, Rina*</td>
<td>Armstrong, Lloyd Jr.</td>
</tr>
<tr>
<td>Amir-Mokri, Cyrus</td>
<td>Arnaboldi, Nicole</td>
</tr>
<tr>
<td>Amos, Deborah Susan</td>
<td>Arnhold, Henry H.</td>
</tr>
<tr>
<td>Andrews, Susan</td>
<td>Aron, Adam Maximilian</td>
</tr>
<tr>
<td>Andrews, David</td>
<td>Aronson, Bernard W.</td>
</tr>
<tr>
<td>Andrews, Michael A.</td>
<td>Aronson, Jonathan David</td>
</tr>
<tr>
<td>Andrews, David</td>
<td>Arora, Gabo</td>
</tr>
<tr>
<td>Andrews, Michael A.</td>
<td>Arsenian, Deana</td>
</tr>
<tr>
<td>Andrews, Richard V.</td>
<td>Arsh, Adrienne</td>
</tr>
<tr>
<td>Andrews, J. Michael III*</td>
<td>Art, Robert J.</td>
</tr>
<tr>
<td>Andrews, Jon Kim†</td>
<td>Arthurs, Alberta</td>
</tr>
<tr>
<td>Andrews, Wendy R.</td>
<td>Artigiani, Carole</td>
</tr>
<tr>
<td>Andrews, David</td>
<td>Asgard, Ramin</td>
</tr>
<tr>
<td>Andrews, Michael A.</td>
<td>Assousa, George E.</td>
</tr>
<tr>
<td>Andrews, Jon Kim†</td>
<td>Athreya, Bama</td>
</tr>
<tr>
<td>Andrews, J. Michael III*</td>
<td>Atkin, Rebecca</td>
</tr>
<tr>
<td>Andrews, Wendy R.</td>
<td>Atkins, Betsy S.</td>
</tr>
<tr>
<td>Andrews, Brian</td>
<td>Atkinson, Caroline</td>
</tr>
<tr>
<td>Andrews, J. Michael III*</td>
<td>Atkinson, Holly G.</td>
</tr>
<tr>
<td>Andrews, David</td>
<td>Atwood, J. Brian</td>
</tr>
<tr>
<td>Andrews, Brian</td>
<td>Auer, James E.</td>
</tr>
<tr>
<td>Andrews, J. Michael III*</td>
<td>Auerbach, Michael B.</td>
</tr>
<tr>
<td>Andrews, Michael A.</td>
<td>Auerbach, Paul S.</td>
</tr>
<tr>
<td>Andrews, Brian</td>
<td>Aufhauser, David D.</td>
</tr>
<tr>
<td>Andrews, David</td>
<td>Auguste, Byron Gerald</td>
</tr>
<tr>
<td>Andrews, Brian</td>
<td>Augustine, Norman R.</td>
</tr>
<tr>
<td>Andrews, David</td>
<td>Auspitz, Josiah Lee</td>
</tr>
<tr>
<td>Andrews, Michael A.</td>
<td>Austin, Lloyd J. III</td>
</tr>
<tr>
<td>Apont, Mari Carmen</td>
<td>Ausubel, Jesse H.</td>
</tr>
<tr>
<td>Appiah, Kwame A.</td>
<td>Avedon, John F.</td>
</tr>
<tr>
<td>Applebaum, Anne E.</td>
<td>Avery, John E.</td>
</tr>
<tr>
<td>Aquila, Francis J.</td>
<td>Avni, Ronit</td>
</tr>
<tr>
<td>Araia, Semhar†</td>
<td>Awuah, Patrick G. Jr.</td>
</tr>
<tr>
<td>Arbes, Daniel J.</td>
<td>Axelrod, Robert M.</td>
</tr>
<tr>
<td>Arcos, Crescencio S.</td>
<td>Ayers, H. Brandt</td>
</tr>
<tr>
<td>Arend, Anthony Clark</td>
<td>Ayón, David R.</td>
</tr>
<tr>
<td>Argov, Gideon</td>
<td>Ayres, Alyssa</td>
</tr>
<tr>
<td>Arkin, Stanley S.</td>
<td>Ayyar, Balan Rama</td>
</tr>
<tr>
<td>Armacost, Michael H.</td>
<td>Azim, Khalid</td>
</tr>
<tr>
<td>Armstrong, Charles Michael</td>
<td>Azimi, Shad</td>
</tr>
<tr>
<td>Armstrong, Lloyd Jr.</td>
<td>Babbitt, Eileen F.</td>
</tr>
<tr>
<td>Arnaboldi, Nicole</td>
<td>Babbitt, Harriet C.</td>
</tr>
<tr>
<td>Arnhold, Henry H.</td>
<td>Babcock-Lumish, Brian C.</td>
</tr>
<tr>
<td>Aron, Adam Maximilian</td>
<td>Babcock-Lumish, Terry</td>
</tr>
<tr>
<td>Aronson, Bernard W.</td>
<td>Bacchus, James L.</td>
</tr>
<tr>
<td>Aronson, Jonathan David</td>
<td>Bacevich, Andrew J.</td>
</tr>
<tr>
<td>Arora, Gabo</td>
<td>Bacha, Julia</td>
</tr>
<tr>
<td>Arsenian, Deana</td>
<td>Bader, Christine</td>
</tr>
<tr>
<td>Arsh, Adrienne</td>
<td>Bader, William B.</td>
</tr>
<tr>
<td>Art, Robert J.</td>
<td>Baer, Donald A.</td>
</tr>
<tr>
<td>Arthurs, Alberta</td>
<td>Baer, Lauren Elizabeth†</td>
</tr>
<tr>
<td>Artigiani, Carole</td>
<td>Bagley, Bruce M.</td>
</tr>
<tr>
<td>Asgard, Ramin</td>
<td>Bagley, Elizabeth Frawley</td>
</tr>
<tr>
<td>Assousa, George E.</td>
<td>Bailey, Ronald Lewis</td>
</tr>
<tr>
<td>Athreya, Bama</td>
<td>Bain, Christina Archer†</td>
</tr>
<tr>
<td>Atkin, Rebecca</td>
<td>Bains, Leslie E.</td>
</tr>
<tr>
<td>Atkins, Betsy S.</td>
<td>Baird, Peter W.</td>
</tr>
<tr>
<td>Atkinson, Caroline</td>
<td>Baird, Zoë</td>
</tr>
<tr>
<td>Atkinson, Holly G.</td>
<td>Bajaj, Monisha</td>
</tr>
<tr>
<td>Name</td>
<td>Membership Details</td>
</tr>
<tr>
<td>-----------------------------</td>
<td>--------------------</td>
</tr>
<tr>
<td>Baker, Amy</td>
<td></td>
</tr>
<tr>
<td>Baker, Arnold B.</td>
<td></td>
</tr>
<tr>
<td>Baker, Audrey H.</td>
<td></td>
</tr>
<tr>
<td>Baker, James A. III</td>
<td></td>
</tr>
<tr>
<td>Baker, James H.</td>
<td></td>
</tr>
<tr>
<td>Baker, John R.</td>
<td></td>
</tr>
<tr>
<td>Baker, Pauline Halpern</td>
<td></td>
</tr>
<tr>
<td>Baker, Stewart A.</td>
<td></td>
</tr>
<tr>
<td>Baker, Thurbert E.</td>
<td></td>
</tr>
<tr>
<td>Bakhsh, Shaul</td>
<td></td>
</tr>
<tr>
<td>Baksansky, Peter</td>
<td></td>
</tr>
<tr>
<td>Balan, Paul</td>
<td></td>
</tr>
<tr>
<td>Baldwin, David A.</td>
<td></td>
</tr>
<tr>
<td>Baldwin, Sherman</td>
<td></td>
</tr>
<tr>
<td>Baldwin Moody, Carol</td>
<td></td>
</tr>
<tr>
<td>Bales, Carter F.</td>
<td></td>
</tr>
<tr>
<td>Balick, Kenneth</td>
<td></td>
</tr>
<tr>
<td>Balles, Gerald L.</td>
<td></td>
</tr>
<tr>
<td>Ballou-Aares, Daniella</td>
<td></td>
</tr>
<tr>
<td>Balstad, Roberta</td>
<td></td>
</tr>
<tr>
<td>Band, Laurence M.</td>
<td></td>
</tr>
<tr>
<td>Bandler, Donald K.</td>
<td></td>
</tr>
<tr>
<td>Banga, Ajaypal Singh</td>
<td></td>
</tr>
<tr>
<td>Bansal, Preeta D.</td>
<td></td>
</tr>
<tr>
<td>Baquiran, Les II</td>
<td></td>
</tr>
<tr>
<td>Baran, Zoltan</td>
<td></td>
</tr>
<tr>
<td>Barbacci, Francesco Carlo</td>
<td></td>
</tr>
<tr>
<td>Barber, Benjamin R.</td>
<td></td>
</tr>
<tr>
<td>Barbour, Haley</td>
<td></td>
</tr>
<tr>
<td>Barcott, Rye</td>
<td></td>
</tr>
<tr>
<td>Bardel, William G.</td>
<td></td>
</tr>
<tr>
<td>Barger, Teresa C.</td>
<td></td>
</tr>
<tr>
<td>Barker, Kim*</td>
<td></td>
</tr>
<tr>
<td>Barkey, Henri J.</td>
<td></td>
</tr>
<tr>
<td>Barlick, Robert T. Jr.</td>
<td></td>
</tr>
<tr>
<td>Barnes, Aimee Elise Keli’ei</td>
<td></td>
</tr>
<tr>
<td>Barnes, Michael D.</td>
<td></td>
</tr>
<tr>
<td>Barnett, F. William</td>
<td></td>
</tr>
<tr>
<td>Barnett, Kara Medoff†</td>
<td></td>
</tr>
<tr>
<td>Barnett, Michael Nathan</td>
<td></td>
</tr>
<tr>
<td>Barnett, Robert B.</td>
<td></td>
</tr>
<tr>
<td>Barno, David William</td>
<td></td>
</tr>
<tr>
<td>Barrett, Barbara McConnell</td>
<td></td>
</tr>
<tr>
<td>Barrett, John Adams</td>
<td></td>
</tr>
<tr>
<td>Barron, Michael J.</td>
<td></td>
</tr>
<tr>
<td>Barry, Grace</td>
<td></td>
</tr>
<tr>
<td>Barry, John L.</td>
<td></td>
</tr>
<tr>
<td>Barry, Lisa B.</td>
<td></td>
</tr>
<tr>
<td>Barry, Nancy M.</td>
<td></td>
</tr>
<tr>
<td>Barry, Thomas Corcoran</td>
<td></td>
</tr>
<tr>
<td>Barshay, Jill</td>
<td></td>
</tr>
<tr>
<td>Barshevsky, Charlene</td>
<td></td>
</tr>
<tr>
<td>Bartiromo, Maria S.</td>
<td></td>
</tr>
<tr>
<td>Bartlett, Joseph W.</td>
<td></td>
</tr>
<tr>
<td>Bartlett, Richard Allan</td>
<td></td>
</tr>
<tr>
<td>Bartlett, Timothy J.</td>
<td></td>
</tr>
<tr>
<td>Bartley, Edith Lynn*</td>
<td></td>
</tr>
<tr>
<td>Bartsch, David A.</td>
<td></td>
</tr>
<tr>
<td>Basek, John T.</td>
<td></td>
</tr>
<tr>
<td>Basora, Adrian A.</td>
<td></td>
</tr>
<tr>
<td>Bass, Gary</td>
<td></td>
</tr>
<tr>
<td>Bass, Peter E.</td>
<td></td>
</tr>
<tr>
<td>Bass, Warren</td>
<td></td>
</tr>
<tr>
<td>Basu, Pat</td>
<td></td>
</tr>
<tr>
<td>Batkin, Alan R.</td>
<td></td>
</tr>
<tr>
<td>Bator, Francis M.</td>
<td></td>
</tr>
<tr>
<td>Battaglia, Charles C.</td>
<td></td>
</tr>
<tr>
<td>Batungbacal, Ariel G.†</td>
<td></td>
</tr>
<tr>
<td>Bausano, M. Barry</td>
<td></td>
</tr>
<tr>
<td>Baxter, Randolph</td>
<td></td>
</tr>
<tr>
<td>Bayh, Evan</td>
<td></td>
</tr>
<tr>
<td>Beaghlé, Sína Marie†</td>
<td></td>
</tr>
<tr>
<td>Beal, Frank D.</td>
<td></td>
</tr>
<tr>
<td>Beare, Nancy J.</td>
<td></td>
</tr>
<tr>
<td>Beartie, Richard I.</td>
<td></td>
</tr>
<tr>
<td>Beatty, Warren</td>
<td></td>
</tr>
<tr>
<td>Beck, Douglas A.</td>
<td></td>
</tr>
<tr>
<td>Becker, Elizabeth H.</td>
<td></td>
</tr>
<tr>
<td>Becker, Jordan†</td>
<td></td>
</tr>
<tr>
<td>Beckler, David Z.</td>
<td></td>
</tr>
<tr>
<td>Beckmann, David</td>
<td></td>
</tr>
<tr>
<td>Bedrosian, Gregory R.</td>
<td></td>
</tr>
<tr>
<td>Beeman, Richard E.</td>
<td></td>
</tr>
<tr>
<td>Behringer, Michael P.</td>
<td></td>
</tr>
<tr>
<td>Beim, David O.</td>
<td></td>
</tr>
<tr>
<td>Beim, Nicholas F.</td>
<td></td>
</tr>
<tr>
<td>Bekavac, Nancy Yavor</td>
<td></td>
</tr>
<tr>
<td>Belfer, Robert A.</td>
<td></td>
</tr>
<tr>
<td>Belford, Brandon M.</td>
<td></td>
</tr>
<tr>
<td>Béliveau, Emmanuël S.</td>
<td></td>
</tr>
<tr>
<td>Bell, Alexandra F.</td>
<td></td>
</tr>
<tr>
<td>Bell, Burwell B. III</td>
<td></td>
</tr>
<tr>
<td>Bell, Gordon P.</td>
<td></td>
</tr>
<tr>
<td>Bell, Joseph C.</td>
<td></td>
</tr>
<tr>
<td>Bell, Robert G.</td>
<td></td>
</tr>
<tr>
<td>Bell, Ruth Greenspan</td>
<td></td>
</tr>
<tr>
<td>Bell, Steve</td>
<td></td>
</tr>
<tr>
<td>Bell, Thomas D. Jr.</td>
<td></td>
</tr>
<tr>
<td>Bellamy, Carol</td>
<td></td>
</tr>
<tr>
<td>Bellinger, John B. III</td>
<td></td>
</tr>
<tr>
<td>Bellows, Ben</td>
<td></td>
</tr>
<tr>
<td>Bell-Rose, Stephanie K.</td>
<td></td>
</tr>
<tr>
<td>Belsky, Leah</td>
<td></td>
</tr>
<tr>
<td>Benaim, Daniel</td>
<td></td>
</tr>
<tr>
<td>Bender, Gerald J.</td>
<td></td>
</tr>
<tr>
<td>Bender, Lawrence</td>
<td></td>
</tr>
<tr>
<td>Benefeld, Keith W.</td>
<td></td>
</tr>
<tr>
<td>Benedict, Kenette M.</td>
<td></td>
</tr>
<tr>
<td>Benioff, Marc Russell</td>
<td></td>
</tr>
<tr>
<td>Bennet, Douglas J.</td>
<td></td>
</tr>
<tr>
<td>Bennett, Andrew Owen</td>
<td></td>
</tr>
<tr>
<td>Bennett, Christina A.</td>
<td></td>
</tr>
<tr>
<td>Benshoof, Janet</td>
<td></td>
</tr>
<tr>
<td>Benson, Lucy Wilson</td>
<td></td>
</tr>
<tr>
<td>Ben-Yehuda, Jenna</td>
<td></td>
</tr>
<tr>
<td>Hoffman†</td>
<td></td>
</tr>
<tr>
<td>Bereuter, Douglas K.</td>
<td></td>
</tr>
<tr>
<td>Bergen, Peter Lamptert</td>
<td></td>
</tr>
<tr>
<td>Berger, Joshua Adam</td>
<td></td>
</tr>
<tr>
<td>Berger, Samuel R.</td>
<td></td>
</tr>
<tr>
<td>Berger, Suzanne</td>
<td></td>
</tr>
<tr>
<td>Bergeron, Douglas</td>
<td></td>
</tr>
<tr>
<td>Bergeron, Louis Paul†</td>
<td></td>
</tr>
<tr>
<td>Berggruen, Nicolas</td>
<td></td>
</tr>
<tr>
<td>Bergman, Lowell A.</td>
<td></td>
</tr>
<tr>
<td>Bergsten, C. Fred</td>
<td></td>
</tr>
<tr>
<td>Berkley, Seth F.</td>
<td></td>
</tr>
<tr>
<td>Berkowitz, Bruce</td>
<td></td>
</tr>
<tr>
<td>Berkowitz, Elana</td>
<td></td>
</tr>
<tr>
<td>Berkowitz, Howard P.</td>
<td></td>
</tr>
<tr>
<td>Berman, Howard L.</td>
<td></td>
</tr>
<tr>
<td>Berman, Jonathan E.</td>
<td></td>
</tr>
<tr>
<td>Bernard, Kenneth W.</td>
<td></td>
</tr>
<tr>
<td>Berndt, John E.</td>
<td></td>
</tr>
<tr>
<td>Bernstein, David Scott</td>
<td></td>
</tr>
<tr>
<td>Bernstein, Peter W.</td>
<td></td>
</tr>
<tr>
<td>Bernstein, Robert L.</td>
<td></td>
</tr>
<tr>
<td>Bernstein, Tom A.</td>
<td></td>
</tr>
<tr>
<td>Berresford, Susan Vail</td>
<td></td>
</tr>
<tr>
<td>Berris, Jan</td>
<td></td>
</tr>
<tr>
<td>Berschinski, Robert G.†</td>
<td></td>
</tr>
<tr>
<td>Bersin, Alan D.</td>
<td></td>
</tr>
<tr>
<td>Bert, Melissa</td>
<td></td>
</tr>
<tr>
<td>Bertini, Catherine Ann</td>
<td></td>
</tr>
<tr>
<td>Bertsch, Gary K.</td>
<td></td>
</tr>
<tr>
<td>Bery, Priya</td>
<td></td>
</tr>
<tr>
<td>Beshara, Peter J.</td>
<td></td>
</tr>
<tr>
<td>Beshara, Adam</td>
<td></td>
</tr>
<tr>
<td>Bessent, Scott*</td>
<td></td>
</tr>
<tr>
<td>Besser, Richard E.*</td>
<td></td>
</tr>
<tr>
<td>Bestani, Robert M.</td>
<td></td>
</tr>
<tr>
<td>Bestor, Theodore C.</td>
<td></td>
</tr>
<tr>
<td>Betru, Aron</td>
<td></td>
</tr>
<tr>
<td>Betts, Richard K.</td>
<td></td>
</tr>
<tr>
<td>Beutner, Austin M.</td>
<td></td>
</tr>
<tr>
<td>Bewkes, Jeffrey</td>
<td></td>
</tr>
<tr>
<td>Beyer, Adrian</td>
<td></td>
</tr>
<tr>
<td>Bhavani, Jay</td>
<td></td>
</tr>
<tr>
<td>Bhala, Raj</td>
<td></td>
</tr>
<tr>
<td>Bhardwaj, Anurima</td>
<td></td>
</tr>
<tr>
<td>Bhidé, Amar V.</td>
<td></td>
</tr>
<tr>
<td>Bialkin, Kenneth J.</td>
<td></td>
</tr>
<tr>
<td>Bialos, Jeffrey P.</td>
<td></td>
</tr>
<tr>
<td>Bickford, Jewelle</td>
<td></td>
</tr>
<tr>
<td>Biddle, George C.</td>
<td></td>
</tr>
<tr>
<td>Biegut, Stephen Edward</td>
<td></td>
</tr>
<tr>
<td>Biel, Eric R.</td>
<td></td>
</tr>
<tr>
<td>Biemann, Betsy</td>
<td></td>
</tr>
<tr>
<td>Bienen, Henry S.</td>
<td></td>
</tr>
<tr>
<td>Bierley, John C.</td>
<td></td>
</tr>
<tr>
<td>Biersteker, Thomas J.</td>
<td></td>
</tr>
<tr>
<td>Biggs, John H.</td>
<td></td>
</tr>
<tr>
<td>Biggs, Marcia Polk Fuller</td>
<td></td>
</tr>
<tr>
<td>Biglari, Hamid</td>
<td></td>
</tr>
<tr>
<td>Billingsley, Lucy C.</td>
<td></td>
</tr>
<tr>
<td>Bilmes, Linda J.</td>
<td></td>
</tr>
<tr>
<td>Bindenagel, James D.</td>
<td></td>
</tr>
<tr>
<td>Bingle, Michael J.*</td>
<td></td>
</tr>
<tr>
<td>Binkley, Nicholas Burns</td>
<td></td>
</tr>
<tr>
<td>Binnendijk, Anika Locke</td>
<td></td>
</tr>
<tr>
<td>Binnendijk, Hans</td>
<td></td>
</tr>
<tr>
<td>Birdsall, Nancy</td>
<td></td>
</tr>
<tr>
<td>Birkeland, John P.</td>
<td></td>
</tr>
<tr>
<td>Bisat, Amer*</td>
<td></td>
</tr>
<tr>
<td>Bissell, Richard E.</td>
<td></td>
</tr>
<tr>
<td>Bizhko, Anatoly†</td>
<td></td>
</tr>
<tr>
<td>Black, Cathleen P.</td>
<td></td>
</tr>
<tr>
<td>Black, Leon D.</td>
<td></td>
</tr>
<tr>
<td>Black, Stanley Warren III</td>
<td></td>
</tr>
<tr>
<td>Blacker, Coir D.</td>
<td></td>
</tr>
<tr>
<td>Blackwell, Blair</td>
<td></td>
</tr>
<tr>
<td>Blackwell, J. Kenneth</td>
<td></td>
</tr>
<tr>
<td>Blackwell, Robert D.</td>
<td></td>
</tr>
<tr>
<td>Blair, Oni Kay†</td>
<td></td>
</tr>
<tr>
<td>Blake, Robert O.</td>
<td></td>
</tr>
<tr>
<td>Blank, Jonathan</td>
<td></td>
</tr>
<tr>
<td>Blank, Stephen</td>
<td></td>
</tr>
<tr>
<td>Blankfein, Lloyd C.</td>
<td></td>
</tr>
<tr>
<td>Blanton Rogers, Sharie A.</td>
<td></td>
</tr>
<tr>
<td>Blechman, Barry M.</td>
<td></td>
</tr>
<tr>
<td>Bleek, Philip C.</td>
<td></td>
</tr>
<tr>
<td>Bleich, Jeffrey L.</td>
<td></td>
</tr>
<tr>
<td>Bleier, Edward</td>
<td></td>
</tr>
<tr>
<td>Blendon, Robert Jay</td>
<td></td>
</tr>
<tr>
<td>Blinder, Alan S.</td>
<td></td>
</tr>
<tr>
<td>Blinderman, Eric H.</td>
<td></td>
</tr>
<tr>
<td>Blinken, Alan John</td>
<td></td>
</tr>
<tr>
<td>Blinken, Antony J.</td>
<td></td>
</tr>
<tr>
<td>Blinken, Donald</td>
<td></td>
</tr>
<tr>
<td>Bloch, Julia Chang</td>
<td></td>
</tr>
<tr>
<td>Bloom, Evan T.</td>
<td></td>
</tr>
<tr>
<td>Bloomberg, Michael R.</td>
<td></td>
</tr>
<tr>
<td>Bloomfield, Kathy Finn</td>
<td></td>
</tr>
<tr>
<td>Blum, Richard C.</td>
<td></td>
</tr>
<tr>
<td>Blumenthal, Sidney S.</td>
<td></td>
</tr>
<tr>
<td>Blumenthal, W. Michael</td>
<td></td>
</tr>
<tr>
<td>Blumling, Mark</td>
<td></td>
</tr>
<tr>
<td>Blumrosen, Alexander B.</td>
<td></td>
</tr>
<tr>
<td>Blyth, Mark M.</td>
<td></td>
</tr>
<tr>
<td>Boas, Katherine</td>
<td></td>
</tr>
<tr>
<td>Bob, Daniel E.</td>
<td></td>
</tr>
<tr>
<td>Name</td>
<td>Title</td>
</tr>
<tr>
<td>-----------------------------</td>
<td>--------------------------------</td>
</tr>
<tr>
<td>Brady, Nicholas F.</td>
<td></td>
</tr>
<tr>
<td>Brady, Rose</td>
<td></td>
</tr>
<tr>
<td>Brainard, Lael</td>
<td></td>
</tr>
<tr>
<td>Bramwell, Elizabeth R.</td>
<td></td>
</tr>
<tr>
<td>Branch, Daniel H.</td>
<td></td>
</tr>
<tr>
<td>Brannen, Samuel J.†</td>
<td></td>
</tr>
<tr>
<td>Branscomb, Lewis M.</td>
<td></td>
</tr>
<tr>
<td>Branson, Louise</td>
<td></td>
</tr>
<tr>
<td>Braswell, Kimberly</td>
<td></td>
</tr>
<tr>
<td>Brauchli, Marcus W.</td>
<td></td>
</tr>
<tr>
<td>Braunischvig, David</td>
<td></td>
</tr>
<tr>
<td>Brautigam, Deborah A.</td>
<td></td>
</tr>
<tr>
<td>Bray, David Alec†</td>
<td></td>
</tr>
<tr>
<td>Brazeal, Aurelia E.</td>
<td></td>
</tr>
<tr>
<td>Breck, Henry R.</td>
<td></td>
</tr>
<tr>
<td>Breed, Henry Eltinge III</td>
<td></td>
</tr>
<tr>
<td>Bremer, L. Paul III</td>
<td></td>
</tr>
<tr>
<td>Bremer, Louis William*</td>
<td></td>
</tr>
<tr>
<td>Bremer, Ian A.</td>
<td></td>
</tr>
<tr>
<td>Brennan, Margaret Mary</td>
<td></td>
</tr>
<tr>
<td>Brenner, Kieran</td>
<td></td>
</tr>
<tr>
<td>Brenner, Lee J.</td>
<td></td>
</tr>
<tr>
<td>Breslauer, George William</td>
<td></td>
</tr>
<tr>
<td>Brewer, John D.</td>
<td></td>
</tr>
<tr>
<td>Breyer, Chloe A.</td>
<td></td>
</tr>
<tr>
<td>Breyer, Jim</td>
<td></td>
</tr>
<tr>
<td>Breyer, Stephen G.</td>
<td></td>
</tr>
<tr>
<td>Briger, Peter L. Jr.</td>
<td></td>
</tr>
<tr>
<td>Brigety, Reuben Earl II</td>
<td></td>
</tr>
<tr>
<td>Brigham, Lawson W.</td>
<td></td>
</tr>
<tr>
<td>Brill, Steven D.</td>
<td></td>
</tr>
<tr>
<td>Brillembourg, Clara E.</td>
<td></td>
</tr>
<tr>
<td>Brilliant, Larry</td>
<td></td>
</tr>
<tr>
<td>Brimley, Shawn William</td>
<td></td>
</tr>
<tr>
<td>Brimmer, Esther Diane</td>
<td></td>
</tr>
<tr>
<td>Brinker, Nancy Goodman</td>
<td></td>
</tr>
<tr>
<td>Brinkley, Douglas G.</td>
<td></td>
</tr>
<tr>
<td>Brinkley, Paul A.</td>
<td></td>
</tr>
<tr>
<td>Brister, Paul D.</td>
<td></td>
</tr>
<tr>
<td>Britell, Jenne K.</td>
<td></td>
</tr>
<tr>
<td>Britt, David V.B.</td>
<td></td>
</tr>
<tr>
<td>Broad, Molly Corbett</td>
<td></td>
</tr>
<tr>
<td>Broad, Robin</td>
<td></td>
</tr>
<tr>
<td>Broadman, Harry G.</td>
<td></td>
</tr>
<tr>
<td>Brock, Steven Vernon</td>
<td></td>
</tr>
<tr>
<td>Brockmann, Heidi A.</td>
<td></td>
</tr>
<tr>
<td>Broda, Frederick C.</td>
<td></td>
</tr>
<tr>
<td>Brodsky, William J.</td>
<td></td>
</tr>
<tr>
<td>Brody, Christopher W.</td>
<td></td>
</tr>
<tr>
<td>Brody, Kenneth D.</td>
<td></td>
</tr>
<tr>
<td>Brokaw, Tom</td>
<td></td>
</tr>
<tr>
<td>Bronfman, Edgar Jr.</td>
<td></td>
</tr>
<tr>
<td>Bronin, Luke A.</td>
<td></td>
</tr>
<tr>
<td>Bronner, Ethan S.</td>
<td></td>
</tr>
<tr>
<td>Bronson, Rachel</td>
<td></td>
</tr>
<tr>
<td>Brookins, Carole L.</td>
<td></td>
</tr>
<tr>
<td>Brose, Christian</td>
<td></td>
</tr>
<tr>
<td>Brosens, Frank P.</td>
<td></td>
</tr>
<tr>
<td>Broughton, Christopher</td>
<td></td>
</tr>
<tr>
<td>Nicholas</td>
<td></td>
</tr>
<tr>
<td>Brower, Charles N.</td>
<td></td>
</tr>
<tr>
<td>Brown, Alice L.</td>
<td></td>
</tr>
<tr>
<td>Brown, Bartram S.</td>
<td></td>
</tr>
<tr>
<td>Brown, Binta Niambi</td>
<td></td>
</tr>
<tr>
<td>Brown, Caroline E.</td>
<td></td>
</tr>
<tr>
<td>Brown, Frances Z.</td>
<td></td>
</tr>
<tr>
<td>Brown, Frederic J.</td>
<td></td>
</tr>
<tr>
<td>Brown, Gwendolyn A.</td>
<td></td>
</tr>
<tr>
<td>Brown, Harold</td>
<td></td>
</tr>
<tr>
<td>Brown, John Preston*</td>
<td></td>
</tr>
<tr>
<td>Brown, Jonathan A.C.</td>
<td></td>
</tr>
<tr>
<td>Brown, Katherine A.</td>
<td></td>
</tr>
<tr>
<td>Brown, Katherine A.</td>
<td></td>
</tr>
<tr>
<td>Brown, Kathleen</td>
<td></td>
</tr>
<tr>
<td>Brown, Leon Carl</td>
<td></td>
</tr>
<tr>
<td>Brown, Michael</td>
<td></td>
</tr>
<tr>
<td>Brown, Michael E.</td>
<td></td>
</tr>
<tr>
<td>Brown, Neil Robert</td>
<td></td>
</tr>
<tr>
<td>Brown, Richard P. Jr.</td>
<td></td>
</tr>
<tr>
<td>Brown, Seyom</td>
<td></td>
</tr>
<tr>
<td>Brown Weiss, Edith</td>
<td></td>
</tr>
<tr>
<td>Browning, David S.</td>
<td></td>
</tr>
<tr>
<td>Bruce, Judith</td>
<td></td>
</tr>
<tr>
<td>Brun, Leslie A.</td>
<td></td>
</tr>
<tr>
<td>Brune, Nancy E.*</td>
<td></td>
</tr>
<tr>
<td>Bruno, Greg</td>
<td></td>
</tr>
<tr>
<td>Brutton, Bronwyn E.</td>
<td></td>
</tr>
<tr>
<td>Bryan, Greyson L.</td>
<td></td>
</tr>
<tr>
<td>Bryant, Michael E.</td>
<td></td>
</tr>
<tr>
<td>Bryant, Ralph C.</td>
<td></td>
</tr>
<tr>
<td>Bryson, John E.</td>
<td></td>
</tr>
<tr>
<td>Brzezinski, Mark F.</td>
<td></td>
</tr>
<tr>
<td>Brzezinski, Mika</td>
<td></td>
</tr>
<tr>
<td>Brzezinski, Zbigniew</td>
<td></td>
</tr>
<tr>
<td>Buaron, Roberto</td>
<td></td>
</tr>
<tr>
<td>Buchanan, Scott C.</td>
<td></td>
</tr>
<tr>
<td>Buchman, Mark Edward</td>
<td></td>
</tr>
<tr>
<td>Buchwald, Mike†</td>
<td></td>
</tr>
<tr>
<td>Bucknam, Mark A.</td>
<td></td>
</tr>
<tr>
<td>Budinger, William</td>
<td></td>
</tr>
<tr>
<td>Bueno de Mesquita, Bruce</td>
<td></td>
</tr>
<tr>
<td>Buergenthal, Thomas</td>
<td></td>
</tr>
<tr>
<td>Buffett, Howard Warren†</td>
<td></td>
</tr>
<tr>
<td>Buffone, Steven</td>
<td></td>
</tr>
<tr>
<td>Bukowski, Raven M.</td>
<td></td>
</tr>
<tr>
<td>Bullock, Mary Brown</td>
<td></td>
</tr>
<tr>
<td>Bumpas, Stuart Maryman</td>
<td></td>
</tr>
<tr>
<td>Bunzel, Jeffrey H.</td>
<td></td>
</tr>
<tr>
<td>Burand, Deborah K.</td>
<td></td>
</tr>
<tr>
<td>Burch, Tory*</td>
<td></td>
</tr>
<tr>
<td>Burden, Amanda*</td>
<td></td>
</tr>
<tr>
<td>Burgess, John A.</td>
<td></td>
</tr>
<tr>
<td>Burke-White, William W.</td>
<td></td>
</tr>
<tr>
<td>Burks, Jonathan W.</td>
<td></td>
</tr>
<tr>
<td>Burnett, Dale A.</td>
<td></td>
</tr>
<tr>
<td>Burnham, Christopher</td>
<td></td>
</tr>
<tr>
<td>Bancroft</td>
<td></td>
</tr>
<tr>
<td>Burns, Patrick Owen</td>
<td></td>
</tr>
<tr>
<td>Burns, R. Nicholas</td>
<td></td>
</tr>
<tr>
<td>Burns, William J.</td>
<td></td>
</tr>
<tr>
<td>Burrows, Mathew</td>
<td></td>
</tr>
<tr>
<td>Burt, Richard R.</td>
<td></td>
</tr>
<tr>
<td>Burton, Daniel F. Jr.</td>
<td></td>
</tr>
<tr>
<td>Burwell, Sylvia Mathews</td>
<td></td>
</tr>
<tr>
<td>Busby, Joshua W.</td>
<td></td>
</tr>
<tr>
<td>Bush, Mary K.</td>
<td></td>
</tr>
<tr>
<td>Bush, Richard Clarence III</td>
<td></td>
</tr>
<tr>
<td>Bushell, Andrew</td>
<td></td>
</tr>
<tr>
<td>Bussey, John C.</td>
<td></td>
</tr>
<tr>
<td>Butler, Paul W.</td>
<td></td>
</tr>
<tr>
<td>Butler, Samuel C.</td>
<td></td>
</tr>
<tr>
<td>Butler, William J.</td>
<td></td>
</tr>
<tr>
<td>Buultjens, Ralph</td>
<td></td>
</tr>
<tr>
<td>Buxbaum, Richard M.</td>
<td></td>
</tr>
<tr>
<td>Buyse, Gail</td>
<td></td>
</tr>
<tr>
<td>Byrne, Barbara*</td>
<td></td>
</tr>
<tr>
<td>Byrne, Patrick M.</td>
<td></td>
</tr>
<tr>
<td>Byrnes, Maureen K.</td>
<td></td>
</tr>
<tr>
<td>C</td>
<td></td>
</tr>
<tr>
<td>Cabrera, Ángel</td>
<td></td>
</tr>
<tr>
<td>Cáceres, Diane Alleva</td>
<td></td>
</tr>
<tr>
<td>Caesar, Camille M.</td>
<td></td>
</tr>
<tr>
<td>Cahill, Kevin M.</td>
<td></td>
</tr>
<tr>
<td>Cahn, Jonathan D.</td>
<td></td>
</tr>
<tr>
<td>Calabia, Dawn Tennant</td>
<td></td>
</tr>
<tr>
<td>Calabia, F. Christopher</td>
<td></td>
</tr>
<tr>
<td>Calabresi, Massimo F.T.</td>
<td></td>
</tr>
<tr>
<td>Calder, Kent Eyring</td>
<td></td>
</tr>
<tr>
<td>Caldera, Louis E.</td>
<td></td>
</tr>
<tr>
<td>Caldwell, Dan Edward</td>
<td></td>
</tr>
<tr>
<td>Caldwell, William B. IV</td>
<td></td>
</tr>
<tr>
<td>Calhoun, Craig J.</td>
<td></td>
</tr>
<tr>
<td>Califano, Joseph A. Jr.</td>
<td></td>
</tr>
<tr>
<td>Califano, Mark Gerard</td>
<td></td>
</tr>
<tr>
<td>Callaghan, Thomas M.</td>
<td></td>
</tr>
<tr>
<td>Callander, Robert J.</td>
<td></td>
</tr>
<tr>
<td>Callesen, Michael A.</td>
<td></td>
</tr>
<tr>
<td>Callejo, David Patrick</td>
<td></td>
</tr>
<tr>
<td>Cambria, Salvatore F.</td>
<td></td>
</tr>
<tr>
<td>Cammock, Perry A.</td>
<td></td>
</tr>
<tr>
<td>Camp, Roderic A.</td>
<td></td>
</tr>
<tr>
<td>Campbell, Carolyn Margaret</td>
<td></td>
</tr>
<tr>
<td>Campbell, Colin G.</td>
<td></td>
</tr>
<tr>
<td>Campbell, Elizabeth C.</td>
<td></td>
</tr>
<tr>
<td>Campbell, F. Gregory</td>
<td></td>
</tr>
<tr>
<td>Campbell, Kurt M.</td>
<td></td>
</tr>
</tbody>
</table>

* Elected to membership in 2014.
† Elected to a five-year term membership in 2014.
Cavanagh, Richard Edward
Cavanagh, Carey
Cavanagh, Matthew
Cavasino, David
Cave, Ray Charles
Cedil, Luis
Celeste, Richard F.
Cervantes, Samuel
Anthony†
Cha, Victor D.
Chadde, Maya
Chai, Chucky
Chalasani, Gennan, Rekha
Chamberlain, Robert
Pfundstein
Chambers, Anne Cox
Chambers, Tiffani†
Chamie, Joseph
Chan, Gerald L.
Chan, Ronne C.
Chan, Sewell
Chang, David C.
Chang, Garett C.C.
Chang, Joyce
Chang, Juju
Chans, Clifford
Chains, Jonathan A.
Chao, Angela A.
Chao, Elaine L.
Chapin, Edith C.
Charap, Samuel
Charles, Robert Bruce
Charlet, Katherine Phillips
Charney, Craig R.
Charnovitz, Steve
Chartener, Robert
Chase, Anthony R.
Chatterjee, Purpindu
Chatterji, Aaron K.
Chaudhary, Shamila
Chaves, Robert J.
Chavez, Rebecca Bill
Chayes, Anthony Handler
Chayes, Sarah P.
Checki, Terrence J.
Chen, Cameron Ray†
Chen, John S.
Chen, Kimball C.
Chen, Lincoln C.
Chenault, Kenneth I.
Cheney, Richard B.
Cheney, Stephen A.
Chenoweth, Erica†
Cherian, Saj
Chesler, Ellen
 Cheson, Sheila C.
Chewning, Eric Dwight
Chiarelli, Peter W.
Chickering, A. Lawrence
Chin, Sally Portia
Chira, Susan D.
Cho, Albert H.
Choffnes, Eileen R.
Choi, Audrey
Chollet, Derek H.
Chon, Julie
Choucri, Nazli
Chowdhry, Aysha Afzal
Christensen, Guillermo
Santiago
Christensen, Stanley F.
Christensen, Thomas J.
Christenson, Michael J.
Christianson, Geryld B.
Christian, Daniel William
Churchill, Bruce B.
Cicerone, Ralph J.
Ciorciari, John David
Cirincione, Joe
Cisneros, Adriana M.
Clancy, Lauren
Clapp, Priscilla A.
Clara, Richard H.
Clark, J. H. Cullum
Clark, John Stephen Jr.
Clark, Mark Edmund
Clark, Mayree C.
Clark, Wesley K.
Clarke, Donald C.
Clarke, Teresa Hillary
Clark-Johnson, Susan J.
Claude, Raul Marcelo
Clauss, Eileen B.
Clement, Peter A.
Cleveland, Peter Matthews
Clifford, Donald K. Jr.
Clifford, Mark Lambert
Clift, William R.
Clinton, Chelsea
Clinton, William Jefferson
Cloherty, Patricia M.
Cloonan, Edward T.
Clooney, George
Coatsworth, John H.
Cobb, Charles E. Jr.
Cobb, Sue McCourt
Cochran, Barbara S.
Coffey, C. Shelby III
Cogan, Charles G.
Coggins, Bridget L.
Cohan, William David
Cohen, Abby Joseph
Cohen, Ariel
Cohen, Benjamin J.
Cohen, Betsy
Cohen, Eliot A.
Cohen, Herman J.
Cohen, Jared
Cohen, Jerome Alan
Cohen, Joel E.
Cohen, Michael David†
Cohen, Richard M.
Cohen, Roberta Jane
Cohen, Stephen Bruce
Cohen, Stephen F.
Cohen, Stephen S.
Cohen, Warren 1.
Cohen, William S.
Colby, Elbridge A.
Colby, Jonathan E.
Cole, Jonathan R.
Coleman, Isobel
Coleman, John W.
Coleman, Lewis W.
Coleman, William T. Jr.
Coles, Julius E.
Coles, Tull, Carmen
Coll, Alberto R.
Collazo, Ernest J.
Collins, Jay
Collins, Joseph J.
Collins, Mark M. Jr.
Collins, Nancy Walbridge*
Collins, Susan M.
Collins, Timothy C.
Collins, Wayne Dale
Colwell, Rita R.
Comstock, Philip E. Jr.
Conde, Cesar R.
Conde, Enrique Augusto†
Cone, Sydney M. III
Conley, Dalton
Conley, Jill G.
Connors, Leila Anne
Connolly, Gerald E.
Connor, John T. Jr.
Connors, Celeste
Considine, Jill M.
Constable, Pamela
Contreras, Pat†
Conway, Jill
Cook, Charles
Cook, Frances D.
Cook, Gary M.
Cook, Lisa D.*
Cook, Steven A.
Cook, Goodwin
 Cooke, John F.

* Elected to membership in 2014.
† Elected to a five-year term membership in 2014.
Cooley, Thomas F.
Coombe, George
William Jr.
Coon, Jane Abell
Cooney, Joan Ganz
Cooper, Ann K.
Cooper, Christian Harley
Cooper, John Milton Jr.
Cooper, Kathleen B.
Cooper, Kerry
Cooper, Richard N.
Cooper, Walter
Copelin, Edward Clark†
Corcoran, Andrea M.
Corcoran, Carole A.
Cornell, Henry
Corsell, Peter L.
Cortez, Christopher
Cosgrove, Elliot J.
Cott, Suzanne
 Cotter, William R.
Couric, Katherine A.
Courington, Karen
Elizabeth†
Courtney, Alexandra Marie
Courtney, Brooke
Courtney, William
Couzens, Elizabeth M.
Covey, Jock
Cowal, Sally Grooms
Cowen, Geoffrey
Cowell, Janet
Cowhey, Peter F.
Cox, Berry R.
Cox, Edward F.
Cox, Howard E. Jr.
Cox, Jessica Lynn
Cox, Stephen John†
Coy, Craig P.
Craddock, Bantz J.
Cranham, Margaret E.
Craint, Alan R. Jr.
Crandall, Russell C.
Craner, Lorne W.
Crawford, Edward
Jacobs IV†
Crawford, John F.
Crebo-Rediker, Heidi E.
Creed, Alexandra Wallace
Creekmore, Marion V. Jr.
Creighton, James L.
Crichton, Kyle

* Elected to membership in 2014.
† Elected to a five-year term membership in 2014.
Devine, C. Maury
Devine, John J.
Devine, Thomas J.
De Vos, Christian Michael†
de Vries, Rimmer
Dewey, Taylor B.
DeYoung, Karen J.
Diamond, Larry J.
Diamond, Michael W.
Diamond, Robert E.
Diaz, Anthony J.†
Diaz, Charley L.
Dickey, Christopher S.
Dicks, Norman D.
Dickson-Horton, Valerie L.
Didion, Joan
Diehl, Jackson K.
di Giovanni, Janine
Dilenschneider, Robert L.
DiMartino, Rita
Dimon, Jamie
Dine, Thomas A.
Dinerstein, Robert C.
Dinkins, David N.
DiPerna, Paula
Dirks, Nicholas Bernard
Distlerath, Linda M.
Diu, Nadia
Djerejian, Edward P.
DiMartino, Rita
Dillenschneider, Robert L.
Dixon, Ernesto†
Dobriansky, Paula J.
Doctoroff, Daniel L.
Dodd, Christopher J.
Dodin, Reema
Doebele, Justin W.
Dodin, Reema
Dolan, Rita
Dolgov, Sergey
Dominguez, Jorge I.
Domínguez, Agustín
Domínguez, Agustín
Domínguez, Jorge I.
Donahue, Thomas R.
Donaldson, Peter J.
Donaldson, Robert H.
Donaldson, William H.
D'Onofrio, Peter
Donatich, John E.
Donehoo, Stephen C.
Donfried, Karen Erika
Dong, Nelson G.†
Donlon, Thomas E.
Donohoe, Charles
Donohue, Laura K.
Donohue, Thomas J. Sr.
Donovan, Michael Geiger
Doran, Charles F.
Doran, Michael Scott
Dory, Amanda Jean
Doshi, Raj Ramesh†
Doty, Grant R.
Dougan, Diana Lady
Dougherty, James P.
Dougherty, Jill M.
Douglas, Michael
Douglas, Loren Robert
Douglas, Robert R.
Douraghi, 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 A.
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.
Duffy, Joseph D.
Duffie, David A.
Duffy, Gloria Charmian
Duffy, James H.
DuGan, Gordon F.
Duggan, Tim
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
Dykan, Karen
Dyson, Esther

E
Ear, Sophal
Easterly, Jennie M.
Eastman, John Lindner
Easum, Donald B.
Eberhard, James Paul
Claus†
Eberhart, Ralph E.
Eberstadt, Nicholas
Echols, Marsha A.
Eck, Bailey Morris
Economy, Elizabeth C.
Ecton, Donna R.
Eddleman, Linda Hiniker
Eddy, Randolph P. III
Edel, Charles Nicholas†
Edelman, Marian Wright
Edelman, Richard Winston
Ederle, Brendan G.
Edington, Mark D.W.
Edley, Christopher Jr.
Edwards, George C. III
Edwards, Howard L.
Edwards, Mickey
Edwards, Robert H.
Edwards, Robert H. Jr.
Effron, Blair
Efron, Alex
Effros, 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.
Eisenbrandt, Charles R.
Eizenstat, Stuart E.
Elden, Richard
Elders, Christopher C.
Eliasson, Sten
Elliott, Dorinda
Elliot, Inger McCabe
Ellis, James Reed
Ellis, Mark S.
Ellis, Patricia
Ellis, Rodney
Ellison, Keith
Ellison, Keith Paty
El-Shazli, Heba F.
Elson, Edward Elliott
Ely-Raphel, Nancy Halliday
Emanuel, Ezekiel Jonathan
Embree, Ainslie Thomas
Emehelu, Chinoonso T.
Emerson, John B.
Emmert, Mark A.
Engel, Richard*
Engelberg, Stephen
Ensor, David B.
Entwistle, L. Brooks
Epstein, Jason
Epstein, Joshua M.
Erb, Guy F.
Erb, Richard D.
Erbmen, Claude E.
Eck, Cara F.
Eckel, Alexander T.
Erdmann, Andrew P.N.
Erickson, Andrew S.
Erwin, Clark K.
Escrigina, Ana A.
Esfandiari, Haleh
Esper, Mark T.
Esserman, Susan G.
Etsy, 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
Fant, Jonathan Foster
Faraci, John V. Jr.
Faruq, Tom J.
Farkas, Evelyn N.
Fetter, Steve
Fessenden, Hart
Fesharaki, Fereidun
Ferrell, Robert S.
Ferrell, Lisa Carolyn
Ferré Ramirez, Antonio
Ferré, Maurice A.
Ferré, Helen Aguirre
Ferrari, Mario B.
Fernholz, Mauricio
Fernandez, Katherine
Fernandez, Jose W.
Fernandes, Benjamin J.†
Ferguson, Tim W.
Ferguson, Roger W. Jr.
Ferguson, Charles H.
Fenzel, Michael R.
Ferguson, Samuel Brown
Feldman, Mark B.
Feldman, Daniel F.
Feldman, Mark B.
Feldstein, Martin S.
Feldstein, Steven
Felix, Donald
Fenton, David
Fenzel, Michael R.
Ferguson, Charles H.
Ferguson, James L.
Ferguson, Roger W. Jr.
Ferguson, Tim W.
Fernandes, Benjamin J.†
Fernandez, Jose W.
Fernandez, Katherine
Berglund†
Fernholz, Mauricio
Ferrari, Bernard Thomas
Ferrari, Mario B.
Ferrá, Helen Aguirre
Ferrés, Maurice A.
Ferré Ramírez, Antonio Luis
Ferrell, Lisa Carolyn
Ferrell, Robert S.
Fesharaki, Fereidun
Fessenden, Hart
Fetter, Steve

* Elected to membership in 2014.
† Elected to a five-year term membership in 2014.
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  
Garment, Suzanne R.  
Gates, Robert M.  
Gates, Henry Louis Jr.  
Gaston, Erica L.  
Garza, Antonio Oscar Jr.  
Garrett, Geoffrey M.  
Garrett, Laurie  
Garriott de Cayeux, Laetitia  
Garten, Jeffrey E.  
Garwin, Richard L.  
Garza, Antonio Oscar Jr.  
Gastong, Erica L.  
Gates, Henry Louis Jr.  
Gates, Robert M.  
Gati, Charles  
Gard, Robert G. Jr.  
Garber, Larry A.  
Ganoe, Charles S.  
Gannon, John C.  
Gann, Pamela Brooks  
Gardner, Richard N.  
Garment, Suzanne R.  
Garnett, Sherman  
Garrett, Geoffrey M.  
Garrett, Laurie  
Gedmin, James A.  
Gavrilis, James A.  
Gavin, Francis J.  
Gavrilis, James A.  
Gay, Catherine  
Gayle, Helene D.  
Gedmin, V. Jeffrey  
Geier, Philip O.  
Geithner, Timothy F.  
Gelb, Bruce S.  
Gelb, Leslie H.  
Gellert, Michael E.  
Gellman, Sherman  
Gell-Mann, Murray  
Gelpert, Anna  
Geltzer, Joshua A.  
Genser, Jared  
George, Robert P.  
Georgescu, Peter Andrew  
Gephart, Richard A.  
Gerber, Burton L.  
Gerber, Louis  
Gerber, Sander*  
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.  
Geltzer, Joshua A.†  
Gelpern, Anna  
Gell-Mann, Murray  
Gellman, Barton  
Gellman, Michael  
Gelfer, Tatiana C.  
Ghaemi, Hadi  
Ghirelone, Loren  
Gholz, Charles Eugene  
Ghori-Ahmad, Safiya J.  
Giacomo, Carol Ann  
Giambastiani, Ed Jr.  
Giffen, James Henry  
Giffen, Gordon D.  
Gil, Andrés Valerio  
Gilbert, G. S. Beckwith  
Gilbert, Jackson B.  
Gilbert, Nili E.M.  
Gilbert, Jackson B.  
Gilbert, Steven J.  
Gill, Bates  
Gillette, Michael James  
Gillis, Ryan†  
Gilmore, Richard  
Gimelli, Noa Catalina  
Ginsberg, Gary L.  
Ginsberg, Marc Charles  
Ginsburg, Jane C.  
Ginsburg, Ruth Bader  
Giral, Catalina  
Givhan, Walter D.  
Gjelten, Thomas G.  
Glasier, Bonnie S.  
Glauber, Robert R.  
Glennon, Michael J.  
Gleyenstein, Peter  
Glickman, Daniel R.  
Glickman, Steven G.  
Globohner, Norma  
Glenc, Thomas H.  
Gluck, Carol  
Gluck, Frederick W.  
Glyn, Jason J.†  
Godwin, Peter  
Goel, Anish  
Goetz, Richard Karl  
Gohar, Kian†  
Goins, Charlynn  
Gobly, James T.  
Goldberg, Nicholas  
Goldberg, Ronnie L.  
Golden, James R.  
Goldfarb, Deborah  
Goldfield, Harold P.  
Goldfield, Jacob D.  
Goldgeier, James M.  
Goldin, Karl  
Goldman, Charles N.  
Goldman, Guido  
Goldman, Marshall L.  
Goldman, Merle D.  
Goldman, Neal D.  
Goldman, Zachary K.†  
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.  
Goldhar, Shawn P.M.  
Golob, Paul D.  
Golodryga, Bianna  
Golston, Allan C.  
Gomez, Heidi N.  
Gomory, Raphael E.  
Gomper, David C.  
Gonen, Ron  
Gonzalez, Emilio Tomas  
Gonzalez, Juan Sebastian  
Goodman, Allan E.  
Goodman, Herbert I.  
Goodman, John B.  
Goodman, Mary Beth  
Goodman, Matthew P.  
Goodman, Nancy F.*  
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.  
Gorordo, Leonardo Felice†  
Gostin, Lawrence O.  
Gottbaum, Victor  
Gottlieber, Noah  
Gottmoecker, Rose E.  
Gottfried, Kurt  
Gottlieb, Geoffrey A.  
Gottlieb, Gidon A.G.  
Gottlieb, Michael J.†  
Gottsegen, Peter M.  
Gould, Cheryl*  
Gould, Peter G.  
Gourevitch, Philip D.  
Grace, Lola Nashashibi  
Grady, Robert E.  
Graff, Garrett M.  
Griff, Henry Franklin  
Graham, Bob  
Graham, Thomas Edward  
Graham, Thomas Jr.  
Graham, Thomas W.  
Granger, Kay  
Graff, James M.  
Grant, HeidiHONEcker  
Grant, James D.  
Graubard, Stephen  
Richards  
Graves, Christopher J.  
Gray, C. Boyden  
Gray, Hanna Holborn  
Gray, Matthew  
Gray-Little, Bernadette*  
Greathead, R. Scott  
Greco, Richard Jr.  
Green, Carl J.  
Green, Daniel Rogers  
Green, Eric F.  
Green, Jerold D.  
Green, Mark Anderson  
Green, Michael J.  
Green, Robert Shane  
Green, Viviana Lopez†  
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

* Elected to membership in 2014.  
† Elected to a five-year term membership in 2014.
Greenway, Hugh D.S.
Green-Weiskel, Lucia†
Gregg, Donald P.
Gregorian, Vartan
Gregson, Wallace C. Jr.
Grenier, Robert L.
Grenier, Stephen M.
Griego, Linda
Grimes, William W.
Grinberg, Itai
Grisson, 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
Gutfried, John H.
Gutfried, John H.
Gwirtzman, Bernard M.
Gyari, Lodi Gyaltsen

H
Haas, Mimi L.
Haas, Richard N.
Haave, Christopher E.
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.
Hamilton, Stevie Bernard Jr.†
Hammonds, D. Holly
Hamre, John J.
Hancock, Ellen
Hand, Bailey
Hand, Lloyd N.
Hand, Scott M.
Handelman, Stephen
Handler, Scott
Handler, Stephanie Gosnell
Hanft, Noah
Hansell, Herbert J.
Hanson, Gordon H.
Hantz, Giselle P.
Hantzopoulos, Paraskeve
Hardin, Edward J.
Hardin, Katherine A.
Harding, Deborah A.
Harding, Harry
Hardman, Hilliard†
Hardman, John Boisfeuillett†
Hardt, John P.
Hargrove, John Lawrence
Harilaran, Hari N.*
Harlan, Joshua D.
Harland, Christopher Munro
Harley, Jeffrey Allan
Harlow, D. Brooke*  
Harman, Jane
Harmon, James A.
Harney, Alexandra
Harold, Jacob†
Harold, Scott W.
Harrel, James W.
Harper, Conrad K.
Harrington, Maureen Ann
Harris, David A.
Harris, Jessica
Harris, Joshua J.
Harris, Karen*
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.
Hartley, Scott E.†
Hartman, Arthur A.
Hasteltine, William Alan
Hashemi, Noosheen
Haskell, John H.F. Jr.
Hathaway, James Lindley
Hathaway, Oona A.
Hathaway, Robert M.
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.
Hedge, John E.
Hedstrom, Leif
Hendrickson, David C.
Henkin, Alice H.
Henneberry, Tom
Hennessey, James R.*
Henninger, Daniel P.
Henrikson, Alan K.
Henry, Emé 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

* Elected to membership in 2014.
† Elected to a five-year term membership in 2014.
<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hochberg, Susan</td>
<td></td>
</tr>
<tr>
<td>Hodes, Matthew</td>
<td></td>
</tr>
<tr>
<td>Hodgkinson, Sandra Lynn*</td>
<td></td>
</tr>
<tr>
<td>Hodin, Michael W.</td>
<td></td>
</tr>
<tr>
<td>Hoeger, Amoretta M.</td>
<td></td>
</tr>
<tr>
<td>Hoehn, Andrew R.</td>
<td></td>
</tr>
<tr>
<td>Hoehn, William E. Jr.</td>
<td></td>
</tr>
<tr>
<td>Hoenlein, Malcolm I.</td>
<td></td>
</tr>
<tr>
<td>Hof, Frederic C.</td>
<td></td>
</tr>
<tr>
<td>Hoffman, A. Michael</td>
<td></td>
</tr>
<tr>
<td>Hoffman, Bruce</td>
<td></td>
</tr>
<tr>
<td>Hoffmann, Stanley</td>
<td></td>
</tr>
<tr>
<td>Hogan, Jeffrey N.</td>
<td></td>
</tr>
<tr>
<td>Hogan, Timothy</td>
<td></td>
</tr>
<tr>
<td>Hoge, James F. Jr.</td>
<td></td>
</tr>
<tr>
<td>Hoge, Warren</td>
<td></td>
</tr>
<tr>
<td>Hoguet, George Roberts</td>
<td></td>
</tr>
<tr>
<td>Hoinkes, Mary Elizabeth</td>
<td></td>
</tr>
<tr>
<td>Holcomb, Scott</td>
<td></td>
</tr>
<tr>
<td>Holden, John L.</td>
<td></td>
</tr>
<tr>
<td>Holdren, John P.</td>
<td></td>
</tr>
<tr>
<td>Holewinski, Sarah Theresa*</td>
<td></td>
</tr>
<tr>
<td>Holgate, Laura S.H.</td>
<td></td>
</tr>
<tr>
<td>Hollick, Ann Lorraine</td>
<td></td>
</tr>
<tr>
<td>Holliday, Stuart W.</td>
<td></td>
</tr>
<tr>
<td>Hollowfield, James Frank</td>
<td></td>
</tr>
<tr>
<td>Holloway, Dwight F. Jr.</td>
<td></td>
</tr>
<tr>
<td>Holmes, Henry Allen</td>
<td></td>
</tr>
<tr>
<td>Holmes, Kim R.</td>
<td></td>
</tr>
<tr>
<td>Holmes, Stephen T.</td>
<td></td>
</tr>
<tr>
<td>Holmgren, Brett Michael†</td>
<td></td>
</tr>
<tr>
<td>Holt, Blaine D.</td>
<td></td>
</tr>
<tr>
<td>Holtschneider, Dennis H.</td>
<td></td>
</tr>
<tr>
<td>Holtzman, Elizabeth</td>
<td></td>
</tr>
<tr>
<td>Holum, John D.</td>
<td></td>
</tr>
<tr>
<td>Hooda, Sheila</td>
<td></td>
</tr>
<tr>
<td>Hooker, Richard D. Jr.</td>
<td></td>
</tr>
<tr>
<td>Hope, Judith Richards</td>
<td></td>
</tr>
<tr>
<td>Hope, Richard O.</td>
<td></td>
</tr>
<tr>
<td>Hopkins, Jonathan James</td>
<td></td>
</tr>
<tr>
<td>Horlick, Gary N.</td>
<td></td>
</tr>
<tr>
<td>Horman, Robert D.</td>
<td></td>
</tr>
<tr>
<td>Horn, Karen N.</td>
<td></td>
</tr>
<tr>
<td>Horn, Sally K.</td>
<td></td>
</tr>
<tr>
<td>Horner, Matina Souretis</td>
<td></td>
</tr>
<tr>
<td>Hornig, George R.</td>
<td></td>
</tr>
<tr>
<td>Hornik, Richard H.</td>
<td></td>
</tr>
<tr>
<td>Hornthal, James</td>
<td></td>
</tr>
<tr>
<td>Horowitz, Michael C.†</td>
<td></td>
</tr>
<tr>
<td>Horton, Robert Scott</td>
<td></td>
</tr>
<tr>
<td>Hosmer, Bradley C.</td>
<td></td>
</tr>
<tr>
<td>Hoston, Germaine A.</td>
<td></td>
</tr>
<tr>
<td>Hottelet, Richard C.</td>
<td></td>
</tr>
<tr>
<td>Houck, James W.</td>
<td></td>
</tr>
<tr>
<td>Houghton, Amory Jr.</td>
<td></td>
</tr>
<tr>
<td>Houghton, James R.</td>
<td></td>
</tr>
<tr>
<td>House, Karen Elliott</td>
<td></td>
</tr>
<tr>
<td>Houser, Trevor</td>
<td></td>
</tr>
<tr>
<td>Howard, A. E. Dick</td>
<td></td>
</tr>
<tr>
<td>Howard, Christopher Bernard</td>
<td></td>
</tr>
<tr>
<td>Howard, LeAnne Noelani†</td>
<td></td>
</tr>
<tr>
<td>Howard, Lyndsay C.</td>
<td></td>
</tr>
<tr>
<td>Howard, M. William Jr.</td>
<td></td>
</tr>
<tr>
<td>Howell, Ernest M.</td>
<td></td>
</tr>
<tr>
<td>Howk, Jason</td>
<td></td>
</tr>
<tr>
<td>Howson, Nicholas Calcina</td>
<td></td>
</tr>
<tr>
<td>Hrinak, Donna J.</td>
<td></td>
</tr>
<tr>
<td>Hrynkow, Sharon H.</td>
<td></td>
</tr>
<tr>
<td>Hsu, Ta-Lin</td>
<td></td>
</tr>
<tr>
<td>Huang, Eugene J.*</td>
<td></td>
</tr>
<tr>
<td>Hubbard, Allan B.</td>
<td></td>
</tr>
<tr>
<td>Hubbard, R. Glenn</td>
<td></td>
</tr>
<tr>
<td>Huber, Richard L.</td>
<td></td>
</tr>
<tr>
<td>Huberman, Benjamin</td>
<td></td>
</tr>
<tr>
<td>Hudson, Manley O. Jr.</td>
<td></td>
</tr>
<tr>
<td>Hudson, Michael C.</td>
<td></td>
</tr>
<tr>
<td>Hubeiner, Lee W.</td>
<td></td>
</tr>
<tr>
<td>Huey, John W. Jr.</td>
<td></td>
</tr>
<tr>
<td>Huey Evans, Gay J.</td>
<td></td>
</tr>
<tr>
<td>Hufbauer, Gary C.</td>
<td></td>
</tr>
<tr>
<td>Hughes, Christopher†</td>
<td></td>
</tr>
<tr>
<td>Hughes, Lynn N.</td>
<td></td>
</tr>
<tr>
<td>Hughes, R. John</td>
<td></td>
</tr>
<tr>
<td>Hughes, Thomas Lowe</td>
<td></td>
</tr>
<tr>
<td>Hull, Edmund J.</td>
<td></td>
</tr>
<tr>
<td>Hulman, John C.</td>
<td></td>
</tr>
<tr>
<td>Hultman, Tamela</td>
<td></td>
</tr>
<tr>
<td>Hultquist, Timothy A.</td>
<td></td>
</tr>
<tr>
<td>Hume, Cameron R.</td>
<td></td>
</tr>
<tr>
<td>Hume, Ellen H.</td>
<td></td>
</tr>
<tr>
<td>Hummer-Tuttle, Maria</td>
<td></td>
</tr>
<tr>
<td>Hunt, David A.</td>
<td></td>
</tr>
<tr>
<td>Hunt, Kathleen E.</td>
<td></td>
</tr>
<tr>
<td>Hunt, Swannee</td>
<td></td>
</tr>
<tr>
<td>Hunter, Robert E.</td>
<td></td>
</tr>
<tr>
<td>Hunter, Shireen T.</td>
<td></td>
</tr>
<tr>
<td>Hunter, Thomas O.</td>
<td></td>
</tr>
<tr>
<td>Hunter, William Curt</td>
<td></td>
</tr>
<tr>
<td>Huntington, Patricia Skinner</td>
<td></td>
</tr>
<tr>
<td>Hurd, Joseph K. III</td>
<td></td>
</tr>
<tr>
<td>Hurllock, James B.</td>
<td></td>
</tr>
<tr>
<td>Hurst, Robert J.</td>
<td></td>
</tr>
<tr>
<td>Hurwitz, Sol</td>
<td></td>
</tr>
<tr>
<td>Huszar, Andrew C.</td>
<td></td>
</tr>
<tr>
<td>Hutchings, Robert L.</td>
<td></td>
</tr>
<tr>
<td>Hutchins, Glenn H.</td>
<td></td>
</tr>
<tr>
<td>Huyck, Philip M.</td>
<td></td>
</tr>
<tr>
<td>Hyatt, Joel Z.</td>
<td></td>
</tr>
<tr>
<td>Hyland, Richard</td>
<td></td>
</tr>
<tr>
<td>Hyman, Allen I.</td>
<td></td>
</tr>
<tr>
<td>Ibargüen, Alberto</td>
<td></td>
</tr>
<tr>
<td>Ibargüen, Diego</td>
<td></td>
</tr>
<tr>
<td>Ignatius, Adi</td>
<td></td>
</tr>
<tr>
<td>Ignatius, David R.</td>
<td></td>
</tr>
<tr>
<td>Ijaz, Mansoor</td>
<td></td>
</tr>
<tr>
<td>Ilkenberry, G. John</td>
<td></td>
</tr>
<tr>
<td>Immergut, Mel M.</td>
<td></td>
</tr>
<tr>
<td>Inboden, William Charles III*</td>
<td></td>
</tr>
<tr>
<td>Inderfurth, Karl F.</td>
<td></td>
</tr>
<tr>
<td>Indig, Jennifer Buntman</td>
<td></td>
</tr>
<tr>
<td>Indyk, Martin S.</td>
<td></td>
</tr>
<tr>
<td>Ingeber, Rebecca</td>
<td></td>
</tr>
<tr>
<td>Inman, Bobby R.</td>
<td></td>
</tr>
<tr>
<td>Intriligator, Michael D.</td>
<td></td>
</tr>
<tr>
<td>Irvin, Patricia L.</td>
<td></td>
</tr>
<tr>
<td>Isaacs, Maxine</td>
<td></td>
</tr>
<tr>
<td>Isaacson, Walter S.</td>
<td></td>
</tr>
<tr>
<td>Isemann, Frederick J.</td>
<td></td>
</tr>
<tr>
<td>Isenberg, Steven L.</td>
<td></td>
</tr>
<tr>
<td>Isham, Christopher</td>
<td></td>
</tr>
<tr>
<td>Iskenderian, Mary Ellen</td>
<td></td>
</tr>
<tr>
<td>Ispahani Bartos, Mahnaz</td>
<td></td>
</tr>
<tr>
<td>Istel, Yves-André</td>
<td></td>
</tr>
<tr>
<td>Istrabadi, Feisal Amin</td>
<td></td>
</tr>
<tr>
<td>Itoh, William H.</td>
<td></td>
</tr>
<tr>
<td>Ivester, M. Douglas</td>
<td></td>
</tr>
<tr>
<td>Iyengar, Radha</td>
<td></td>
</tr>
<tr>
<td>J</td>
<td></td>
</tr>
<tr>
<td>Jabber, Paul</td>
<td></td>
</tr>
<tr>
<td>Jackelen, Henry R.</td>
<td></td>
</tr>
<tr>
<td>Jackley, Jessica</td>
<td></td>
</tr>
<tr>
<td>Jacklin, Nancy P.</td>
<td></td>
</tr>
<tr>
<td>Jackson, Bruce Pircairn</td>
<td></td>
</tr>
<tr>
<td>Jackson, Jesse L. Sr.</td>
<td></td>
</tr>
<tr>
<td>Jackson, John H.</td>
<td></td>
</tr>
<tr>
<td>Jackson, Sarah</td>
<td></td>
</tr>
<tr>
<td>Jackson, Shirley Ann</td>
<td></td>
</tr>
<tr>
<td>Jacobs, Kenneth</td>
<td></td>
</tr>
<tr>
<td>Jacobs, Lawrence A.</td>
<td></td>
</tr>
<tr>
<td>Jacobson, Mark R.</td>
<td></td>
</tr>
<tr>
<td>Jacobson, Roberta S.</td>
<td></td>
</tr>
<tr>
<td>Jacoby, Charles H. Jr.</td>
<td></td>
</tr>
<tr>
<td>Jacoby, Jonathan Todd</td>
<td></td>
</tr>
<tr>
<td>Jaffe, Amy Myers</td>
<td></td>
</tr>
<tr>
<td>Jaffe, Eric†</td>
<td></td>
</tr>
<tr>
<td>Jagannath, Ram M.</td>
<td></td>
</tr>
<tr>
<td>Jakes, Susan J.</td>
<td></td>
</tr>
<tr>
<td>Jamal, Amaney A.*</td>
<td></td>
</tr>
<tr>
<td>James, Francis John</td>
<td></td>
</tr>
<tr>
<td>Janes, Jackson</td>
<td></td>
</tr>
<tr>
<td>Janis, Mark Weston</td>
<td></td>
</tr>
<tr>
<td>Janke, Aleksandra</td>
<td></td>
</tr>
</tbody>
</table>
Janklow, Morton L.
Janow, Merit E.
Jao, Richard C.†
Jaquette, Jane S.
Jarvis, Nancy A.
Jayanti, Anuradha T.
Jebb, Cindy R.
Jeddy, Ali Sheezar* 
Jeffery, Reuben III
Jeffrey, James Franklin
Jehl, Douglas
Jenevein, Patrick III
Jenkins, Carol
Jennings, Elizabeth
Jervis, Robert
Jeter, Howard F.
Jett, Dennis C.
Jilani, Erum Rubina
Joel, Jennifer Stacey
John, Eric G.
Johns, Leslie
Johns, Raymond E. Jr.
Johnson, Darin E.W.
Johnson, David E.*
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, Gina Maria O.†
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.
Joseph, Richard A.
Josephson, William
Joskow, Paul L.
Jouwlan, George A.
Judge, Barbara Thomas
Jumper, John P.
Junz, Helen B.
Juster, Kenneth I.
K
Kaden, David M.†
Kaden, Lewis B.
Kadlec, Robert P.
Kagan, Robert W.
Kahl, Colin H.*
Kahler, Miles
Kahn, Joseph F.
Kahn, Thomas S.
Kaiser, Miranda Margaret
Kaiser, Robert G.
Kalaris, Thomas Llewellyn
Kalb, Marvin
Kalicki, Jan H.
Kalir, Erez C.
Kalmbach, Charles F.
Kamarck, Elaine C.
Kamin, David†
Kamke, Maria
Kaminsky, Howard
Kamsky, Virginia Ann
Kanak, Donald P.
Kandra, Robert A.
Kanet, Roger E.
Kang, C. S. Eliot
Kang, Jane
Kaniewski, Daniel John
Kaniki, Mbago†
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.
Kaplan, Thomas S.*
Kapnick, Scott Bancroft
Kapoor, Vikas
Kapp, Robert A.
Kapstein, Ethan B.
Karabell, Zachary
Karafa, Kristian C.
Karalekas, Anne
Karamanian, Susan L.
Karantycky, Adrian
Karatz, Bruce E.
Karl, Jonathan David
Karl, Terry Lynn
Karlin, Mara E.†
Karns, Margaret P.
Karol, Adam
Karp, Jonathan D.
Karsner, Andy
Kasdin, Robert
Kass, Stephen L.
Kassalow, Jordan S.
Kassel, Whitney M.
Kassinger, Theodore W.
Kassoff, Allen H.
Kasten, Robert K.*
Kathwari, Faroq
Kataro, Peter
Katz, Daniel Roger
Katz, Robert J.
Katz, Sherman E.
Katz, Stanley N.
Katzenstein, Peter J.
Kaufman, Richard L.
Kaufman, Daniel J.
Kaufman, Henry
Kaufman, Robert R.
Kaufman, Zachary Daniel
Kausner, Gregory M.
Kavoukjian, Michael E.
Kay, Kira
Kay, Charles R.
Kaye, Dalia Dassa
Kaye, David A.
Kayem, Juliette N.
Kazemi, Farhad
Kea, Charlotte G.
Kean, Thomas H.
Keane, John M.
Keck, Elizabeth Ellen
Keefe, Patrick S.R.
Keeler, Timothy J.
Keen, Purl K.*
Keenan, Kevin Michael
Keene, Lonnie
Keene, Tom* 
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.
Kelly, Raymond W.*
Kelman, Herbert C.
Kemble, Eugenia
Kemp, Geoffrey
Kempe, Frederick S.
Kempler, Lee S.
Kempner, Maximilian W.
Kendall, Donald McIntosh
Kennon, Christopher J.
Kennedy, Craig
Kennedy, David W.
Kennedy, Edward Jr.
Kennedy, Joe
Kent, Muhtar
Kent, Philip I.
Keohane, Nannerl O.
Keohane, Robert O.
Keravouri, 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.
Khaishgi, Mohammedulla*
Khalidi, Rashid I.
Khalilzad, Zalmay M.
Khatchadourian, Raffi
Khator, Renu
Khushcheva, Nina L.
Khuri, Nicola N.
Kiernan, Robert Edward III
Kiley, Robert R.
Kim, Andrew
Kim, Andrew Byung-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
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
Koh, Jay L.
Kohler, Jeffrey B.*
Kohn, Donald L.
Kohut, Andrew
Kojac, Jeffrey
Kojima, J. Christopher
Kolb, Charles E.M.
Kolbe, Jim
Kolodziej, Edward A.
Koltai, Steven R.
Komisar, Lucy
Kondracke, Morton
Konzelmann, Joseph†
Koonin, Steven E.
Korb, Lawrence J.
Korgaonkar, Nikhilesh
Kormi, Nushin
Kornbluh, Karen
Kornblum, John C.
Kosaraju, Akhila
Kostiw, Michael Vincent
Kotecha, Mahesh K.
Kotler, Steven
Kourakos, William
Kovner, Bruce S.
Kraemer, Robert E.
Kramer, J. Reed
Kramer, Jane
Kramer, Michael
Kramer, Orin S.
Kramer, Steven Philip
Kranz, Thomas F.
Krasner, Stephen D.
Krasno, Richard M.
Krauss, Clifford
Krauthammer, Charles
Kravis, Henry R.
Kravis, Marie-Josee
Kreek, Mary Jeanne
Kreikemeier, Chad
Krens, Thomas
Krepinevich, Andrew F.
Krepon, Michael
Kreps, Sarah Elizabeth
Kriegel, Jay L.
Krikorian, Victoria Reznik
Krisher, Bernard
Kristof, Nicholas D.
Kristoff, Sandra J.
Kroeger, Kate M.
Kroenig, Matthew*
Kronman, Anthony
Townsend
Krueger, Anne O.
Krukak, Charles Chandler
Ku, Charlotte
Kubarych, Roger M.
Kuehnast, Kathleen R.
Kuenstner, Nancy Jo
Kuiken, Michael
Kull, Steven G.
Kullman, Ellen Jamison*
Kumar, Anil
Kumar, Maria Teresa
Kumar, Nisha
Kumar, Raj Udiaver
Kumar, Vinay
Kumar-Sinha, Punita
Kundra, Vivek
Kuniholm, Bruce Robellet
Kunstadter, Geraldine S.
Kupchan, Charles A.
Kupchan, Clifford A.
Kurth, James R.
Kurtzer, Daniel C.
Kurtz-Phelan, Daniel†
Kuryk, Hildy†
Kushen, Robert A.
Kux, Dennis
Kwoh, Stewart
Labott, Elise
Labowitz, Sarah†
Lachman, Jonathan S.
Ladd, Edward
Lader, Philip
Ladislaw, Sarah Olivia
Ladner, Drew J.
LaFleur, Vinca
Lagomasino, Maria Elena
Lagon, Mark P.
Lai, Joseph G.
Laipson, Ellen
Lake, David A.
LaMarche, Gara
Lamb, Denis
Lambert, Brett B.
Lambeth, Benjamin S.
Lamb-Hale, Nicole Yvette
Lampton, David M.
Lan, Iris
Lancaster, Carol J.
Land, Richard D.
Landau, George W.
Lander, Eric S.*
Lane, Aikojean
Lane, Charles M.
Lane, David J.
Lane, Randall Arthur
Lane, Robert W.
Laney, James T.
Langlois, Robert James
Lanken, Jonathan P.
LaPalombara, Joseph
Lapham, Lewis H.
Lapidus, Gail W.
Lardy, Nicholas R.
Lariviére, Richard W.
Larrabee, F. Stephen
Larsen, Randall J.
Larson, Charles R.
Larson, Ellie K.
LaSpada, Salvatore
Lasry, Marc
Lasser, Lawrence J.
Lateef, Noel V.
Lauder, Laura Heller
Lauder, Leonard A.
Lauder, Ronald S.
Lauder, William Philip
Laudicina, Paul A.
Lawing, Philip C. Jr.
Laurenti, Jeffrey
Lautenbach, Ned C.
Lautz, Terrill Edward
Lavelle, Kathryn C.
Lavizzo-Mourey, Risa*
Lawrence, Richard D.
Lawrence, Robert Z.
Lawson, Eugene K.
Lawson, Sandra Guylay
Lawson-Remer, Terra
Layne, Christopher
Lazarus, Shelly B.
Lazarus, Steven
Leach, James A.
Leach, Richard Alan*
Leader-Chivee, Lauren
Leaman, J. Welby*
Leatherman, John Matthew
LeClerc, Paul
Lee, David Y.
Lee, Ellana
Lee, Esther
Lee, Isaac
Lee, Jeffrey Kai-Leung†
Lee, Jennifer Stuart†
Lee, Nancy
Lee, Thea Mei
Lee, Therese
Leebroon, David W.
Leedom-Ackerman, Joanne
Leeds, Jeffrey T.
Leeds, Roger S.
Lee-Kung, Dinah
Leet, Kenneth H.M.
Leffall, LaSalle D. III
Leggett, Paul Matthews
Legro, Jeffrey W.
Legvold, Robert
Lehman, John F.
Lehman, Ronald Frank II
Lehner, Peter H.
Lehr, Amy Karen
Lehrer, Jim
Leich, John Foster
Leidholdt, Dorchcn A.
Leiter, Michael E.
Leland, Marc E.
Leland, Olivia M.
Lemack, Carie A.
LeMelle, Gerald A.
Le Melle, Tilden J.
Lemkin, Bruce Stuart
Lemle, J. Stuart
Lemkin, Bruce Stuart
Le Melle, Tilden J.
LeMelle, Gerald A.
Lemack, Carie A.
Leland, Olivia M.
Lippey, Brian C.
Lippman, Thomas W.
Lipton, Robert J.
Lichtenstein, Cynthia Crawford
Liebowitz, Jessica K.
Liebman, Jonathan Roy
Liecnstien, Bevis
Liebenow, Larry A.
Lieber, James E.
Lieber, Robert J.
Lieberman, Joseph I.
Lieberman, Nancy A.
Lieberthal, Keith L.
Lieberthal, Kenneth G.
Lieu, Betty W.
Liu, Eric P.
Liu, Yaowei^*
Livingstone, Robert Geral
Loaiiza, David Jesse
Lockhart, Dennis P.
Lodal, Jan M.
Lodge, George Cabot
Loeb, Daniel S.
Loeb, Marshall
Loewenstein, Andrew B.
Logan, Francis D.
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
Lor, Bette Bao
Lord, Kristin M.
Lord, Winston
Lorentzen, Oivind III
Lorimer, Linda Koch
Loskota, Brie Jeannette^†
Lotriente, Catherine B.
Louie, Gilman G.
Louis, William Roger
Loury, Glenn Cartman
Love, Reginald L.
Lovejoy, Thomas E.
Lowen Kron, 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.
Luers, Amy^*
Luers, Wendy W.
Luers, William H.
Lugo, Luis E.
Lujan, Fernando M.
Lukatsevich, Ross Z.
Lundeberg, Gretta
Lundqvist, Bertil
Lundstrom, Mark
Lustick, Ian S.
Lustig, Matthew J.*
Lute, Douglas E.
Lute, Jane Holl
Luttwack, Edward N.
Lux, Marshall^*
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 A.^†
Lyon, David W.
Lyons, James E.
Lyons, Richard Kent
M
Ma, Connie Ye
Ma, Yong Damien
Mabry, Marcus B.
Mabus, Raymond E.
MacCormack, Charles Felix
MacDonald, Bruce Walter
MacDougall, 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
Madhavan, Akshay
Maffei, Greg*
Maguire, John David
Mahany, Daniel R.
Mahmoud, Adel
Mahnken, Thomas G.
Mahoney, Paul G.
Mahoney, Thomas H. IV
Mai, Vincent A.
Maier, Charles S.
Makarjan, Anna A.
Makin, John Holmes
Makinson, Carolyn
Mako, William P.
Makovskv, David A.
* Elected to membership in 2014.
† Elected to a five-year term membership in 2014.
<table>
<thead>
<tr>
<th>Name</th>
<th>Membership Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marshall, Zachary Blake</td>
<td>Elected to membership in 2014.</td>
</tr>
<tr>
<td>Marshall, Katherine</td>
<td></td>
</tr>
<tr>
<td>Marshall, F. Ray</td>
<td></td>
</tr>
<tr>
<td>Marshall, Robert L.</td>
<td></td>
</tr>
<tr>
<td>Malmgren, Harald B.</td>
<td></td>
</tr>
<tr>
<td>Malmgren, K. Philippa</td>
<td></td>
</tr>
<tr>
<td>Maloney, Jason David*</td>
<td></td>
</tr>
<tr>
<td>Malpass, David R.</td>
<td></td>
</tr>
<tr>
<td>Maltese, Michael</td>
<td></td>
</tr>
<tr>
<td>Malz, Gideon Daniel</td>
<td></td>
</tr>
<tr>
<td>Mamdani, Mahmoud A.</td>
<td></td>
</tr>
<tr>
<td>Manatt, Nikole M.†</td>
<td></td>
</tr>
<tr>
<td>Manca, Marie Antoinette</td>
<td></td>
</tr>
<tr>
<td>Mancuso, Mario</td>
<td></td>
</tr>
<tr>
<td>Mandaville, Alicia Phillips</td>
<td></td>
</tr>
<tr>
<td>Mandelbaum, Michael</td>
<td></td>
</tr>
<tr>
<td>Maniatis, Gregory A.</td>
<td></td>
</tr>
<tr>
<td>Mann, James H.</td>
<td></td>
</tr>
<tr>
<td>Mann, Michael D.</td>
<td></td>
</tr>
<tr>
<td>Mann, Thomas E.</td>
<td></td>
</tr>
<tr>
<td>Mannina, Michael Angelo†</td>
<td></td>
</tr>
<tr>
<td>Mans, Darius</td>
<td></td>
</tr>
<tr>
<td>Mansoor, Peter R.</td>
<td></td>
</tr>
<tr>
<td>Manuel, Anja</td>
<td></td>
</tr>
<tr>
<td>Manyika, James</td>
<td></td>
</tr>
<tr>
<td>Manzi, Jim</td>
<td></td>
</tr>
<tr>
<td>Marans, Joel Eugene</td>
<td></td>
</tr>
<tr>
<td>Marchetti, Louis G. III</td>
<td></td>
</tr>
<tr>
<td>Marchick, David M.</td>
<td></td>
</tr>
<tr>
<td>Marcom, John E. Jr.</td>
<td></td>
</tr>
<tr>
<td>Marczak, Jason</td>
<td></td>
</tr>
<tr>
<td>Mares, David Richard*</td>
<td></td>
</tr>
<tr>
<td>Margon, Sarah</td>
<td></td>
</tr>
<tr>
<td>Mariner, Joanne</td>
<td></td>
</tr>
<tr>
<td>Mariotti, Steve J.</td>
<td></td>
</tr>
<tr>
<td>Mark, Hans M.</td>
<td></td>
</tr>
<tr>
<td>Mark-Jusbasche, Rebecca P.</td>
<td></td>
</tr>
<tr>
<td>Marks, Joshua Antoni Meyer</td>
<td></td>
</tr>
<tr>
<td>Marks, Paul A.</td>
<td></td>
</tr>
<tr>
<td>Marlin, Alice Tepper</td>
<td></td>
</tr>
<tr>
<td>Marquet, Louis David</td>
<td></td>
</tr>
<tr>
<td>Marquis, Susan L.</td>
<td></td>
</tr>
<tr>
<td>Marr, Phebe A.</td>
<td></td>
</tr>
<tr>
<td>Marron, Donald B.</td>
<td></td>
</tr>
<tr>
<td>Marsh, Tom F.</td>
<td></td>
</tr>
<tr>
<td>Marshall, Andrew W.</td>
<td></td>
</tr>
<tr>
<td>Marshall, Dale Rogers</td>
<td></td>
</tr>
<tr>
<td>Marshall, F. Ray</td>
<td></td>
</tr>
<tr>
<td>Marshall, Katherine</td>
<td></td>
</tr>
<tr>
<td>Marshall, Zachary Blake</td>
<td></td>
</tr>
<tr>
<td>Marteau, Daniel L.</td>
<td></td>
</tr>
<tr>
<td>Mather, Kimberly Joy</td>
<td></td>
</tr>
<tr>
<td>Martin, Daniel Richard</td>
<td></td>
</tr>
<tr>
<td>Martin, Lynn Morley</td>
<td></td>
</tr>
<tr>
<td>Martin, Susan F.</td>
<td></td>
</tr>
<tr>
<td>Martin, William F.</td>
<td></td>
</tr>
<tr>
<td>Martinez, Roman IV</td>
<td></td>
</tr>
<tr>
<td>Marton, Kati I.</td>
<td></td>
</tr>
<tr>
<td>Maru, Vivek</td>
<td></td>
</tr>
<tr>
<td>Mas, Jorge</td>
<td></td>
</tr>
<tr>
<td>Masin, Michael T.</td>
<td></td>
</tr>
<tr>
<td>Masoud, Tarek</td>
<td></td>
</tr>
<tr>
<td>Massey, L. Camille</td>
<td></td>
</tr>
<tr>
<td>Massey, Walter E.</td>
<td></td>
</tr>
<tr>
<td>Massimino, Elisa C.</td>
<td></td>
</tr>
<tr>
<td>Mastanduno, Michael</td>
<td></td>
</tr>
<tr>
<td>Masters, Carlson A.</td>
<td></td>
</tr>
<tr>
<td>Matheson, Michael J.</td>
<td></td>
</tr>
<tr>
<td>Mathews, Jessica T.</td>
<td></td>
</tr>
<tr>
<td>Mathews, Michael S.</td>
<td></td>
</tr>
<tr>
<td>Mathias, D. Stephen</td>
<td></td>
</tr>
<tr>
<td>Mathias, Dale</td>
<td></td>
</tr>
<tr>
<td>Mathias, Edward J.</td>
<td></td>
</tr>
<tr>
<td>Mathis, Brian Pierre</td>
<td></td>
</tr>
<tr>
<td>Matlock, Jack F. Jr.</td>
<td></td>
</tr>
<tr>
<td>Matos Rodriguez, Félix V.</td>
<td></td>
</tr>
<tr>
<td>Matsukata, Naotaka</td>
<td></td>
</tr>
<tr>
<td>Matthews, Barbara C.</td>
<td></td>
</tr>
<tr>
<td>Matthews, Eugene A.</td>
<td></td>
</tr>
<tr>
<td>Mattox, Gale A.</td>
<td></td>
</tr>
<tr>
<td>Matuszewski, Daniel C.</td>
<td></td>
</tr>
<tr>
<td>Matzke, Richard H.</td>
<td></td>
</tr>
<tr>
<td>Maxwell, Ann Tittie</td>
<td></td>
</tr>
<tr>
<td>Maxwell, Kenneth R.</td>
<td></td>
</tr>
<tr>
<td>Maxwell, Rahsaan</td>
<td></td>
</tr>
<tr>
<td>May, Peter W.</td>
<td></td>
</tr>
<tr>
<td>Maybank, AlexiS Macy</td>
<td></td>
</tr>
<tr>
<td>Mayer, Claudette</td>
<td></td>
</tr>
<tr>
<td>Mayer, Jason D.†</td>
<td></td>
</tr>
<tr>
<td>Mayer, William Emilio</td>
<td></td>
</tr>
<tr>
<td>Mayhew, Alice E.</td>
<td></td>
</tr>
<tr>
<td>Mazur, Jay</td>
<td></td>
</tr>
<tr>
<td>McAfee, William Gage</td>
<td></td>
</tr>
<tr>
<td>McAllister, Jef Oliarius</td>
<td></td>
</tr>
<tr>
<td>McAllister, Singleton B.</td>
<td></td>
</tr>
<tr>
<td>McAndrews, Brendan J.†</td>
<td></td>
</tr>
<tr>
<td>McAuliffe, Jane Dammen</td>
<td></td>
</tr>
<tr>
<td>McBride, Sharon Kelly</td>
<td></td>
</tr>
<tr>
<td>McCaffrey, Barry R.</td>
<td></td>
</tr>
<tr>
<td>McCain, John S. III</td>
<td></td>
</tr>
<tr>
<td>McCann, Edward F. II</td>
<td></td>
</tr>
<tr>
<td>McCarron, Suzanne</td>
<td></td>
</tr>
<tr>
<td>McCarter, John W. Jr.</td>
<td></td>
</tr>
<tr>
<td>McCarthy, James P.</td>
<td></td>
</tr>
<tr>
<td>McCarthy, Kathleen D.</td>
<td></td>
</tr>
<tr>
<td>McCarthy, Terence Arthur</td>
<td></td>
</tr>
<tr>
<td>McCarthy-Beehner, Julie</td>
<td></td>
</tr>
<tr>
<td>McCaw, Craig O.</td>
<td></td>
</tr>
<tr>
<td>McCaw, Susan R.</td>
<td></td>
</tr>
<tr>
<td>McChrystal, Stanley A.</td>
<td></td>
</tr>
<tr>
<td>McCles, Kimberly M.</td>
<td></td>
</tr>
<tr>
<td>McClell, Robert L.</td>
<td></td>
</tr>
<tr>
<td>McClymont, Mary E.</td>
<td></td>
</tr>
<tr>
<td>McConnel, M. Porter</td>
<td></td>
</tr>
<tr>
<td>McCord, Gordon C.</td>
<td></td>
</tr>
<tr>
<td>McCormack, Elizabeth J.</td>
<td></td>
</tr>
<tr>
<td>McCormack, Richard</td>
<td></td>
</tr>
<tr>
<td>Thomas Fox</td>
<td></td>
</tr>
<tr>
<td>McCormick, David H.</td>
<td></td>
</tr>
<tr>
<td>McCouch, Donald G.</td>
<td></td>
</tr>
<tr>
<td>McCoy, Debbie</td>
<td></td>
</tr>
<tr>
<td>McCoy, Jennifer L.</td>
<td></td>
</tr>
<tr>
<td>McCracken, Andrew B.†</td>
<td></td>
</tr>
<tr>
<td>McCray, Ronald David</td>
<td></td>
</tr>
<tr>
<td>McCue, Susan</td>
<td></td>
</tr>
<tr>
<td>McCurdy, Dave K.</td>
<td></td>
</tr>
<tr>
<td>McDermott, Jim</td>
<td></td>
</tr>
<tr>
<td>McDevitt, Sean Daniel</td>
<td></td>
</tr>
<tr>
<td>McDonald, Alonzo L.</td>
<td></td>
</tr>
<tr>
<td>McDona, Tom</td>
<td></td>
</tr>
<tr>
<td>McDonough, William J.</td>
<td></td>
</tr>
<tr>
<td>McDougall, Gay J.</td>
<td></td>
</tr>
<tr>
<td>McEneaney, Kyle Eamonn</td>
<td></td>
</tr>
<tr>
<td>McMaster, Edward Bruce</td>
<td></td>
</tr>
<tr>
<td>McFarland, Kathleen Troia</td>
<td></td>
</tr>
<tr>
<td>McFarlane, Jennifer A.</td>
<td></td>
</tr>
<tr>
<td>McFarlane, Robert C.</td>
<td></td>
</tr>
<tr>
<td>MCFate, Patricia Ann</td>
<td></td>
</tr>
<tr>
<td>McFaul, Michael A.</td>
<td></td>
</tr>
<tr>
<td>McGarr, Cappy R.</td>
<td></td>
</tr>
<tr>
<td>McGlynn, Margaret</td>
<td></td>
</tr>
<tr>
<td>McGowan, Alan H.</td>
<td></td>
</tr>
<tr>
<td>McGregor, James L.</td>
<td></td>
</tr>
<tr>
<td>McGurn, William</td>
<td></td>
</tr>
<tr>
<td>McHale, Judith A.</td>
<td></td>
</tr>
<tr>
<td>McHenry, Donald F.</td>
<td></td>
</tr>
<tr>
<td>Mclntosh, Sean Justin†</td>
<td></td>
</tr>
<tr>
<td>McKeen, David</td>
<td></td>
</tr>
<tr>
<td>McKenna, Tjada D’Oyen</td>
<td></td>
</tr>
<tr>
<td>McNeney, Morgan</td>
<td></td>
</tr>
<tr>
<td>McKeon, Elizabeth A.</td>
<td></td>
</tr>
<tr>
<td>McKibben, Tracy B.</td>
<td></td>
</tr>
<tr>
<td>McLarty, Thomas F. III</td>
<td></td>
</tr>
<tr>
<td>McLaughlin, Charles James IV</td>
<td></td>
</tr>
<tr>
<td>McLaughlin, John E.</td>
<td></td>
</tr>
<tr>
<td>McLean, Jeffrey J.</td>
<td></td>
</tr>
<tr>
<td>McLean, Mora L.</td>
<td></td>
</tr>
<tr>
<td>McLean, Sheila Avrin</td>
<td></td>
</tr>
<tr>
<td>McLin, Jon Blythe</td>
<td></td>
</tr>
<tr>
<td>McManus, Doyle</td>
<td></td>
</tr>
<tr>
<td>McManus, Herbert Ray</td>
<td></td>
</tr>
<tr>
<td>McPherson, M. Peter</td>
<td></td>
</tr>
<tr>
<td>McQuade, Lawrence C.</td>
<td></td>
</tr>
<tr>
<td>McRaven, William H.†</td>
<td></td>
</tr>
<tr>
<td>Meacham, Carl E.</td>
<td></td>
</tr>
<tr>
<td>Mead, Dana G.</td>
<td></td>
</tr>
<tr>
<td>Mead, E. Scott</td>
<td></td>
</tr>
<tr>
<td>Mead, Walter Russell</td>
<td></td>
</tr>
<tr>
<td>Meadows, Jeanne Terry</td>
<td></td>
</tr>
<tr>
<td>Mearsheimer, John J.</td>
<td></td>
</tr>
<tr>
<td>Medavoy, Mike</td>
<td></td>
</tr>
<tr>
<td>Medawar, Adrienne</td>
<td></td>
</tr>
<tr>
<td>Medina, Kathryn B.</td>
<td></td>
</tr>
<tr>
<td>Medish, Mark Christian</td>
<td></td>
</tr>
<tr>
<td>Meeker, Mary*</td>
<td></td>
</tr>
<tr>
<td>Meeks, James Joseph†</td>
<td></td>
</tr>
<tr>
<td>Meers, Sharon I.</td>
<td></td>
</tr>
<tr>
<td>Meertens, Michelle A.</td>
<td></td>
</tr>
<tr>
<td>Meese, Michael J.</td>
<td></td>
</tr>
<tr>
<td>Mehlman, Kenneth B.</td>
<td></td>
</tr>
<tr>
<td>Mehra, Sanjeev K.</td>
<td></td>
</tr>
<tr>
<td>Mehreteab, Ghebre Selassie</td>
<td></td>
</tr>
<tr>
<td>Mehta, Probir J.</td>
<td></td>
</tr>
<tr>
<td>Mehta, Ved</td>
<td></td>
</tr>
<tr>
<td>Meigs, Montgomery C.</td>
<td></td>
</tr>
<tr>
<td>Meiman Hock, Kellie</td>
<td></td>
</tr>
<tr>
<td>Meisels, A. Greer</td>
<td></td>
</tr>
<tr>
<td>Meissner, Doris M.</td>
<td></td>
</tr>
<tr>
<td>Melby, Eric D.K.</td>
<td></td>
</tr>
<tr>
<td>Melia, Allison</td>
<td></td>
</tr>
<tr>
<td>Melin, Nicholas O’Brien</td>
<td></td>
</tr>
<tr>
<td>Melloan, George R.</td>
<td></td>
</tr>
<tr>
<td>Melton, Carol A.</td>
<td></td>
</tr>
<tr>
<td>Melwani, Anish*</td>
<td></td>
</tr>
<tr>
<td>Mendelson, Sarah E.</td>
<td></td>
</tr>
<tr>
<td>Mendelson Forman, Johanna Sebastian</td>
<td></td>
</tr>
<tr>
<td>Mendillo, Jane L.</td>
<td></td>
</tr>
<tr>
<td>Mendlovitz, Saul H.</td>
<td></td>
</tr>
<tr>
<td>Mendoza, Roberto G.</td>
<td></td>
</tr>
<tr>
<td>Meng, Sue</td>
<td></td>
</tr>
<tr>
<td>Menon, Rajan</td>
<td></td>
</tr>
<tr>
<td>Menschel, Robert B.</td>
<td></td>
</tr>
<tr>
<td>Merisotis, Jamie P.*</td>
<td></td>
</tr>
</tbody>
</table>
Merkel, Claire Sechler
Merkel, David A.
Meron, Theodor
Merow, John E.
Merritt, Jack Neil
Merszei, Zoltan
Mestdag, Willem
Meselson, Matthew S.
Meserve, Richard A.
Mestres, Ricardo A. Jr.
Metzl, Jamie Frederic
Meyer, Edward C.
Meyer, Karl E.
Meyer, Laurence H.*
Meyer, Michael Ryder
Meyer, Noa
Meyerman, Harold J.
Meyers, Hannah Elka†
Meyerson, Roger B.
Meyerson, Toby S.
Meyerson, Stephen A.
Meyerson, Michael B.
Meyerson, Michael R.
Meyerson, Michael S.
Meyerson, Michael T.
Meyerson, Michael W.
Meyerson, Michael Y.
Meyerson, Michael Z.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.
Meyerson, Richard B.?
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
Nguyen, Ha Nhu
Nicholas, N. J. Jr.
Nichols, Rodney W.
Nicholson, Jan
Nides, Thomas R.
Niehuss, John M.
Niehuss, Rosemary Neahe
Nielsen, Nancy
Nielsen, Suzanne Christine
Nilsson, Keith R.
Nilsson, Kenneth A.
Nimerz, Matthew
Nimr, Amer N.
Nitze, William A.
Noam, Eli M.
Nolan, Janne Emilie
Nolan, Leigh Elizabeth†
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
Nursatty, Timur
Nussbaum, Bruce
Nuzum, Henry G.†
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
O'Connor, Eileen M.†
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, Kangdan
O'Hanlon, Michael
O'Hearn, Katherine I.
Ohtagaki, John
Ojito, Mirta
O'Keefe, Daniel
Okobi, Ebelechukuwu
Adaeezer*\nOlayan, Hutham S.
Oliver, April A.
Oliver, John L. III
Olivera, Armando J.*
Ollivant, Douglas A.
Olson, Jane T.
Olson, Lyndon L. Jr.
Olson, Ronald L.
Olver Parchi, Parizad June
O'Malley, Cormac K.H.
O mestad, Thomas E.
O'Neal, E. Stanley
O'Neill, Kathleen A.
O'Neil, Michael J.
O'Neil, Shannon K.*
O'Neil, Brian Deveraux
O'Neill, Matthew
Onek, Joseph N.
Oneyegoro, Obinna A. Jr.
Oppenheimer, Andres M.
Oppenheimer, Michael F.
O'Rey, 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.
Osias, 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, D. Thompson†
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, Deven J.*
Parekh, Sanjay
Parent, Louise M.
Paris, Jonathan
Parker, C. Allen
Parker, Elizabeth Rindskopf
Parker, Jay M.
Parker, Michelle S.
Parker, Ned
Parker, Penny L.
Parker Feld, Karen
Parkinson, Roger P.
Parks, Michael Christopher
Parnell, Sean*
Parsky, Gerald L.
Parsons, Richard D.
Pascal, Alexander
Pascoe, B. Lynn
Pascual, Carlos E.
Passer, Juliette M.
Passman, Pamela S.
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
Patterson, Richard North*\nPattiz, Norman J.
Paul, Douglas L.
Paul, Roland A.
Paulikas, Steven
Paulson, Henry M. Jr.
Paulson, John Alfred
Paulus, Judith K.
Paumgarten, Nicholas
Paxton, Richard North*
Paxton, Harriet
Paxton, John B.
Paxton, Megan
Paul, Douglas L.
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, Rene 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.
Perez, Antonio F.
Perez, David
Perez, Luis J.
Pérez-Plat, Mariel
Perkins, Edward J.
Perkins, Roswell B.
Perkovich, George R.
Perlman, Janice Elaine
Perlmuter, Barbara S.
Perlmuter, Louis
Permesly, Jennifer L.†
Perrett, 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.
Petersen, 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, Steven B.
Phan, Dang Tan Pharr, Susan J.
Phelps, Edmund S. Phillion, Suzanne Kathryn†
Phillips, Cecil M. Phillips, David L.
Phillips, Jeanne L. Phillips-Barrasso, Kate
Pickering, Thomas R. Piedra, Alberto M. Jr.
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
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 Podhorez, 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
Fond, Elizabeth Poneman, Daniel Bruce
Pool-Eckert, Marquita J. Popadiuk, Roman
Popat, Pranav Pravin† Popkin, Anne B.
Popp, John G.* Potmesly, Jennifer L.
Porges, Marisa L. Porreca, Nicole Anne†
Porter, John Edward Portes, Richard
Porzeckanski, Arturo C. Posen, Adam S.
Posen, Barry R. Posner, Michael
Posner, Samuel James Pouted, George H.
Potstol, 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
Pregenzer, Arian L. Press, William H.
Pressler, Larry Preston, Stephen W.
Prewitt, Kenneth Price, Bryan
Price, Daniel M. Price, Jonathon David†
Price, Raymond K. Jr. Price, Robert
Price, Steven Priest, William W. J 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
Puller, Robert H. Pulling, Edward L.
Pulling, Thomas L. Purcell, Susan Kaufman
Puri, Shifaži Pursley, Robert E.
Putnam, Robert D. Pyle, Kenneth B.
Pyle, Michael Jason
Q
Qalbani, Adeel Quinton, Anthony C.E.
Quam, Lois E. Quandt, William B.
Quarcoo, Ashley Juliette† Quartel, Robert Jr.
Querrey, Kimberly* Quigley, Kevin F.F.
Quinn, Jane Bryant Quintanilla, Pablo B.
Qureshi, Rabia
R
Raab, Jennifer J. Raas, Whitney
Rabb, Bruce Rabin, Stuart J.*
Radia, Kirill M.† Radtke, Robert W.
Rahman, Anika Rahman, Zeenat
Raimondo, Gina Raines, Franklin D.
Raisian, John Ramakrishna, Kilaparti
Ramamurthy, Pradeep† Raman, Aneesah
Ramaswamy, Sangeetha Ramachandi, Sunny
Ramer, Bruce M. Ramirez, Lila L.
Ramo, Simon Ramsay, Alston
Ramsey, W. Russell Randall, Lisa
Randolph, R. Sean Randt, Clark T. Jr.
Rankin, Clyde E. III Raphel, Robin Lynn
Rapp, Edward J. Rappaport, Alan
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. Reballes, Iván C.
Ramos, Alston Reeves, Samuel Jesse†
Reckford, Jonathan T.M. Rediker, Douglas Alan
Red, Charles B. Reed, Jack
Reed, Joseph Vernier Reed, Lucy Ferguson
Reese, William Sears Reeves, Samuel Jesse†
Reffkin, Robert Regan, Ned
Regens, James L. Reichert, William M.
Reid, Rob* Reif, Leo Rafael
Reiling, Peter A. Reilly, Saskia Shane
Reilly, William K.  
Reimer, Dennis Joe  
Reimers, Fernando Miguel  
Reinhardt, John E.  
Reinhart, Carmen M.  
Reinhart, Vincent*  
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.  
Repper, John C.  
Resnicoff, Arnold E.  
Ressell, Teresa M.  
Reuter, Timothy  
Revere, Evans J.R.  
Revesz, Richard L.  
Revzin, Philip S.  
Rhinesmith, Stephen H.  
Rhodes, William R.  
Ricardel, Mira R.  
Rendell, Malcolm  
Ridgway, Rozanne L.  
Rieff, David  
Rielly, John E.  
Rieschel, Gary E.  
Rifat, Imran  
Rifkind, Robert S.  

Rinehart, Brooke†  
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, Jeremy†  
Robbins, Rachel F.  
Robert, Stephen  
Roberts, Bradley H.  
Roberts, Carter S.†  
Roberts, John J.  
Roberts, Walter R.  
Robertson, Charles K.*  
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, Mark L.†  
Rockefeller, Nicholas  
Rockefeller, Steven C.  
Rockett, Jason Mitchell†  
Rockwell, Hays H.  
Rockwell, Keith McElroy  
Rodin, Judith  
Rodman, Lindsay L.  
Rodriguera, Sergio Jr.  
Rodriguez, Eric†  
Rodríguez, Jorge Javier  
Rodríguez, Rita M.  
Rodriguez, Stephen P.  
Rodrik, Dani  
Roedy, Bill  
Roett, Riordan  
Rogers, Edward M. Jr.  
Rogers, James E.  
Rogers, John M.  
Roggero, Frederick F.  
Rogoff, Kenneth S.  
Rohan, Karen M.  
Rohatyn, Felix G.  
Rohlen, Thomas P.  
Rohlfing, Joan  
Rooke, Ervin J.  
Roman, Nancy Ellen  
Romanowski, Alina L.  
Romer, Paul  
Romero, Philip Joseph  
Romero-Barcelo, Carlos A.  
Rometty, Virginia M.  
Romig, Alton D. Jr.  
Rondeau, Ann E.  
Rooney, Megan E.  
Roosevelt, Theodore IV  
Roper, William Bruce Jr.†  
Rose, Charles Peete Jr.  
Rose, Daniel  
Rose, Elihu  
Rose, Gideon  
Rose, Joseph B.  
Rose, Marshall  
Rosecrance, Richard  
Rosen, Amy M.  
Rosen, Daniel H.  
Rosen, Gary  
Rosen, Jack  
Rosen, Jeffrey A.  
Rosen, Robert L.  
Rosenberg, Mark B.  
Rosenberg, Zeda F.  
Rosenblatt, Lionel A.  
Rosenblatt, Peter R.  
Rosenblum, Mort L.  
Rosenfeld, Gerald  
Rosenfeld, Patricia L.  
Rosenkranz, Robert  
Rosenweig, Jeffrey A.  
Rosenhal, Andrew M.  
Rosenthal, Douglas Eu rico  
Rosenthal, Jacob  
Rosenthal, Joel H.  
Rosenthal, Mitchell S.  
Rosenwald, E. John Jr.  
Rosenwald, Nina  
Rosenzweig, Robert M.  
Rosett, Claudia  
Rosner, Jeremy D.  
Rosol, Michael S.  
Rosovsky, Henry  
Ross, Christopher W.S.  
Ross, Dennis B.  
Ross, Gary N.  
Ross, Robert S.  
Ross, Thomas Jr.  
Rossabi, Morris  
Rosso, David J.  
Rossootti, Charles O.  
Rostow, Nicholas  
Rotberg, Robert I.  
Roth, Kenneth  
Roth, Stanley O.  
Rothkopf, David Jochanan  
Rottenberg, Linda D.  
Roubini, Nouriel  
Rougeau, Gary  
Rout, Ronald A.  
Rovine, Arthur W.  
Rowen, Henry S.  
Rowny, Edward L.  
Roy, J. Stapleton  
Rubenstein, David M.  
Rubenstein, Leonard S.  
Rubin, Arthur Mark  
Rubin, Barnet R.  
Rubin, Gretchen C.  
Rubin, James P.  
Rubin, Nancy H.  
Rubin, Nilmimi Gunaratne  
Rubin, Robert E.  
Rubin, Trudy S.  
Rudder, Philip C.  
Rudensteine, Neil L.  
Rudin, William C.  
Ruenitz, Robert M.  
Ruger, Jennifer Prah*  
Ruggie, John G.  
Ruggiero, Anthony II  
Rugh, William A.  
Rumbaugh, Russell  
Rumer, Eugene B.  
Runde, Daniel Fitzgerald  
Runge, Carlisle Ford  
Rupp, George  
Russell, Bradley S.  
Rutherford, Alanna C.  
Ryan, John T. III  
Ryan, Jordan Dimock  
Ryan, Kevin P.  
Ryan, Mary C.  
Ryan, Patrick G. Jr.  
Ryan, Patrick Kevin†  
S  
Sabinis-Helf, Theresa  
Sachs, Jeffrey D.  
Sachs, Philippe Eric  
Sacks, Paul M.  
Sadat, Leila Nadya

* Elected to membership in 2014.  
† Elected to a five-year term membership in 2014.
Saeed, Ahmed M.
Sagan, Scott D.
Saghri, Faraj
Sakoian, Carol Knuth
Salacuse, Jeswald William
Salam, Reihan
Salazar, Ana Maria
Saliba, Zainab
Saleh, Ulla Rickert
Salem, George R.
Salikuddin, Tamanna
Salomon, David R.
Salomon, Richard E.
Salomon, William R.
Salzman, Anthony David
Samoilov, Barry
Sampson, Paul
Samuels, Barbara Christie II
Samuels, Leslie Bernard
Samuels, Michael A.
Samuels, Richard J.
Sanchez, Francisco J.
Sanchez, Miguel Antonio
Sanchez, Orlando
Sandalow, David
Sandberg, Sheryl K.
Sandel, Michael J.
Sander, Alison B.
Sander, Barry A.
Sander, Alison B.
Sandel, Michael J.
Sandberg, Sheryl K.
Sandalow, David
Sanchez, Francisco J.
Sanchez, Miguel Antonio
Sanchez, Orlando
Sandalow, David
Sandberg, Sheryl K.
Sandel, Michael J.
Sander, Alison B.
Sander, Barry A.
Sander, Alison B.
Sanchez, Francisco J.
Sanchez, Miguel Antonio
Sanchez, Orlando
Sandalow, David
Sandberg, Sheryl K.
Sandel, Michael J.
Sander, Alison B.
Sander, Barry A.
Sander, Alison B.
Sanchez, Francisco J.
Sanchez, Miguel Antonio
Sanchez, Orlando
Sandalow, David
Sandberg, Sheryl K.
Sandel, Michael J.
Sander, Alison B.
Sander, Barry A.
Sander, Alison B.
Sanchez, Francisco J.
Sanchez, Miguel Antonio
Sanchez, Orlando
Sandalow, David
Sandberg, Sheryl K.
Sandel, Michael J.
Sander, Alison B.
Sander, Barry A.
Sander, Alison B.
Sanchez, Francisco J.
Sanchez, Miguel Antonio
Sanchez, Orlando
Sandalow, David
Sandberg, Sheryl K.
Sandel, Michael J.
Sander, Alison B.
Sander, Barry A.
Sander, Alison B.
Sanchez, Francisco J.
Sanchez, Miguel Antonio
Sanchez, Orlando
Sandalow, David
Sandberg, Sheryl K.
Sandel, Michael J.
Sander, Alison B.
Sander, Barry A.
Sander, Alison B.
Sanchez, Francisco J.
Sanchez, Miguel Antonio
Sanchez, Orlando
Sandalow, David
Sandberg, Sheryl K.
Sandel, Michael J.
Sander, Alison B.
Sander, Barry A.
Sander, Alison B.
Sanchez, Francisco J.
Sanchez, Miguel Antonio
Sanchez, Orlando
Sandalow, David
Sandberg, Sheryl K.
Sandel, Michael J.
Sander, Alison B.
Sander, Barry A.
Sander, Alison B.
Sinkin, Richard N.
Sinha, Sylvana Q.
Singleton, Lincoln
Singham, Shanker A.
Singham, Shanker A.
Singh, Prabhjot†
Singh, Ashika†
Singh, Tony
Smith, Calvin G.
Simon, Steven
Simon, Hugh V. Jr.
Simon, Steven
Singh, Ashika†
Singh, Prehabjot†
Singleton, Lincoln
Sinha, Sylvana Q.
Sinkin, Richard N.
Sisk, Mark S.
Sitaraman, Ganesh†
Sitrick, James Baker
Siva, Dileepan
Skelton, DJ†
Skinner, Kiron Kanina
Sklarow, Jennifer Friedman
Skoczylas, Paul Edward
Skol, Michael
Skolnikof, Eugene B.
Skora, Alexander J.
Skorka, Melissa†
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.
Smallley, Kathleen
Smart, Christopher W.
Smeall, Christopher
Smith, Adam*
Smith, Anna Deaveare
Smith, Dane F. Jr.
Smith, Edwin Milton
Smith, Fern M.
Smith, Fred Gary
Smith, Frederick Wallace
Smith, Gayle E.
Smith, Gordon Dee*
Smith, Harold C.*
Smith, Hedrick L.
Smith, Jean Kennedy
Smith, Jeffrey H.
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, W. Y.
Snodgrass, Guy
Snowe, Olympia J.
Snyder, Jed C.
Snyder, Richard E.
Snyder, Timothy D.
Sobel, Clifford M.
Sobel, Richard Paul
Sobol, Dorothy Meadow
Sobol, Julia
Soderberg, Nancy E.
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.
Sondheimer, Rachel
Milstein†
Sonenshine, H. Marshall
Sonenshine, Tara Diane
Sonnenberg, Maurice
Sorel, Marc†
Sorensen, Gillian Martin
Sorkin, Andrew Ross*
Soros, George
Soros, Jonathan
Soudriette, Richard W.
Sovern, Michael I.
Spatler, 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
Spengler, Laurie Jean
Sperling, Gene B.
Spero, Joan E.
Spero, Joshua B.
Spero, Jerry I.
Spiegel, Daniel L.
Spiegel, John W.
Spiegel, Randy L.
Spielvogel, Carl
Spiers, Ronald Ian
Spindler, J. Andrew
Spoon, Alan
Staats, Jennifer Bulkeley
Stahl, Lesley R.
Staley, Jes
Staley, Thomas Walter
Stam, Allan C.
Stamas, George Paul
Stamas, Stephen
Stanger, Allison Katherine
Stanislaw, Joseph A.
Stanley, Deirdre
Starrs, Ann M.
Stavridis, James George
Stavropoulos,
Daphne Zoe†
Stearns Lawson, Brooke
Stecher, Esta Eiger
Steel, Ronald
Steiger, Paul E.
Stein, Elliott
Steinberg, David J.
Steinberg, James B.
Steinberg, Mark R.
Steinberg, Richard H.
Steinbruner, John D.
Steiner, Joshua L.
Steiner, Steven E.
Steinhardt, Michael H.*
Steinhaus, Joel†
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, Meghan
Elizabeth†
Stewart, Ruth Ann
Stiehm, Judith Hicks
Stiglitz, Joseph E.

* Elected to membership in 2014.
† Elected to a five-year term membership in 2014.
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.
Streeb, Gordon L.
Stremelau, John J.
Strianese, Michael T.
Stringer, Howard
Strmkecki, Marin J.
Strock, James M.
Stromseth, Jane E.
Stromseth, Jonathan R.
Stroh, James
Stuciak, Caroline
Stuart, Scott M.
Stubbs, John
Studzinski, John J.
Sturchio, Jeffrey L.
Stry, Rose
Sughrue, Karen M.
Suleiman, Ezra N.
Sullivan, Daniel S.
Sullivan, Gordon R.
Sullivan, John D.
Sullivan, Travis J.
Sulmeyer, Michael
Sult, Masuda†
Sumar, Fatema Z.
Summers, Lawrence H.
Sun, Angela†
Sundhiya, Ibrahim K.
Sununu, John E.
Su, Yumin, Kati
Suro, Roberto A.
Sutphen, Mona K.
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 Clar
Swiers, Peter Bird
Swift, Christopher
Swonk, Diane
Syron, Richard F.
Szelke, Deborah
Szweczyk, Bart M.
Szporluk, Roman
T
Taft, William H. IV
Tagliabue, Paul
Tahir-Kheli, Shirin R.
Taeid, James D.
Talbott, Strobe
Talwar, Nick
Talwar, Puneet
Tama, Jordan
Tananbaum, Steven A.
Tan Bhala, Karavan N.
Tang, David K. Y.
Tanner, David A.*
Tanner, Harold
Taner, Raymond
Tapia, Raul R.
Tarbert, Heath P.
Tarnoff, Peter
Tarr, Jeffrey R.*
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, Aleisha
Taylor, Arthur R.
Taylor, Cathy L.
Taylor, Christopher T.
Taylor, Diana L.
Taylor, James S.
Taylor, John Brian
Taylor, Kathryn Pelgrin
Taylor, Margret L.
Taylor, Scott D.
Teece, David J.
Teichner, Martha A.
Teitel, Ruti G.
Teitelbaum, Michael S.
Telhami, Shihab
Tellis, Ashley Joachim
Temin, Jonathan Harold†
Tempelsman, Maurice
Temple, Ronald S.
Temple-Raston, Dina
Tent, George J.
Tepperman, Jason Harris
Tepperman, Jonathan
Tercek, Mark R.
Terracciano, Anthony P.
Terrell, Frederick O.*
Terry, Sarah Meiklejohn
Thames, Knox
Theobald, Thomas C.
Theros, Patrick Nickolas
Thielmann, A. Gregory
Thiessen, Marc Alexander
Thoman, G. Richard
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.
Thor, Louise
Thukkaram, Navin
Thulin, Inge
Tien, John K. Jr.
Tienda, Marta
Tierney, Paul E. Jr.
Tiersky, Ronald
Till, Kimberly
Timbers, William H.
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.
Tof, Monica Duffy
Tolbert, David
Toll, Maynard J. Jr.
Tomer, Leonor
Tomkins, Graves
Toobin, Jeffrey R.

* Elected to membership in 2014.
† Elected to a five-year term membership in 2014.
Unger, David C.
Untermeyer, Charles Graves
Upah, Samuel Phineas
Upton, Maureen T.
Usher, William R.
Ussery, Terdema L. II
Utgoff, Victor A.

Ve, Michael H.
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.
vander Vink, Gregory E.
Van Zandt, David Edgar
Varela, Marta B.
Varia, Nisha
Varmus, Harold E.
Varney, Christine A.
Vaughan, Patricia C.
Vecchi, Sesto E.
Vega, Yvette Ellen*
Veit, Carol Michele
Veit, Lawrence A.
Velandy, Siddhartha M.
Velshi, Ali*
Venables, Philip John*
Vendley, William F.
Veneman, Ann M.
Venkayya, Rajeev V.
Verbin, 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.
Via, Dennis L.*
Victor, Alice S.
Victor, Jonah A.†
Vidal, David J.
Videt, Pote P.
Vidugiris, Vaida†
Viebranz, Curtis Gray
Viera, Paul E. Jr.
Vitvork, Tommy†
Viets, Richard Noyes
Vignarajah, Krishanti
Vila, Adis M.
Villasenor, John*
Vinograd, Samantha†
Viscusi, Enzo
Visotsky, Burton L.
Vitale, Alberto
Vitale, David J.
Vittori, Jodi M.
Vlastic, Mark V.
Voell, Richard Allen
Voelz, Ezra F.
Vogelgesang, Sandy Louise
Vogelson, Jay M.
Volker, 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
Wachter, Linda J.
Wachtel, Andrew Baruch
Wadsworth Darby, Mary
Wager, Todd K.
Waggoner, Robert C.
Wagner, Gernot
Wagner, Rachael Anne†
Wahba, Marcelle M.
Wainstein, Kenneth L.
Wait, Jarett F.
Wala, Rahar†
Wald, Jesse M.
Waldron, Arthur
Wales, Jane M.
Walker, Darren
Walker, Jenonne
Walker, John L.
Walker, Joshua W.*
Walker, Nancy J.
Walker-Huntley, Mary L.
Wall, Christopher R.
Wallace, Roger Windham
Wallach, Kenneth L.
Wallander, Celeste Ann
Wallenstein, Marc A.
Wallenstein, Mitchel B.
Wallich, Christine I.
Wallison, Peter J.
Wall Spitzer, Silda Alice
Walsh, Brian W.
Walsh, Ian K.
Walsh, Matthew P.*
Walsh, Michaela
Walsh, Patrick M.
Walt, Stephen M.
Walter, Barbara F.
Walters, Barbara
Walton, Anthony John
Walton, R. Keith
Wang, Alex Li-Teh*
Wang, Fei-Ling
Wang, Tom

Ward, Katherine T.
Ward, William E.
Warner, Edward L. III
Warner, John William
Warner, Lesley Anne†
Warner, Margaret G.
Warner, Mark R.
Warner, Volney James
Warren, Rick
Warren, Setti D.
Washburn, Bre M.
Washburn, John L.
Washington, Kweli E.
Wasserman, Debra L.
Waters, John Richard III
Watson, Alexander F.
Watson, Peter S.
Watts, John H.
Waxman, Matthew C.
Waxman, Sharon
Wayne, Earl Anthony*
Weaver, David R.
Webb, Hoyt K.
Weber, Andrew C.
Weber, Doron
Weber, Jon F.
Weber, Vin
Webber, Timothy
Webster, William H.
Wechsler, William F.
Weddle, Steven
Wedgwood, Ruth

Wehrle, Leroy Snyder
Wei, Shang-Jin
Weiksner, George B.
Weil, Frank A.
Weill, Sanford I.
Weinberg, Adam
Weinberg, David B.
Weinberg, Steven
Weiner, Allen S.
Weiner, Rebecca Ulam
Weiner, Richard S.
Weinrod, W. Bruce
Weinstein, David E.
Weinstein, Jeremy M.
Weinstein, Michael M.
Weinstock, Davis II
Weisberg, Jacob M.
Weisman, Steven R.
Weiss, Andrew
Weiss, Andrew S.
Weiss, Antonio Francesco
Weiss, Charles
Weiss, Cora
Weiss, Daniel Gideon
Weiss, Martin Andrew
Weiss, Stanley A.
Weiss Lurie, Christina
Weitz, Gerald Rockford
Welch, C. David
Welch, Jasper A. Jr.
Welch, Larry D.
Weld, Susan Roosevelt
Weld, William F.
Welle, George W. Jr.
Wells, Damon
Wells, Jabali K.
Wells, Louis T. Jr.
Wells, Samuel F. Jr.
Wendt, Allan
Wertheim, Mitzi Mallina
Westbrook, Stephen D.
Weschler, Joanna
West, Edwin J.
West,通车, Marissa Celeste*
Wessel, Michael R.
West, F. J. Bing
West, J. Robinson
West, Owen O’Driscoll
West, Togo D. Jr.
Westin, David
Westin, Sherrie Rollins
Westly, Steven P.
Wethington, Olin L.
Weymouth, Elizabeth G.
<table>
<thead>
<tr>
<th>Name</th>
<th>Title or Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weymouth, Elizabeth K.*</td>
<td></td>
</tr>
<tr>
<td>Whalen, Joseph Eugenie†</td>
<td></td>
</tr>
<tr>
<td>Wharton, Clifton R. Jr.</td>
<td></td>
</tr>
<tr>
<td>Wharton, Jaron</td>
<td></td>
</tr>
<tr>
<td>Wheeler, John K.</td>
<td></td>
</tr>
<tr>
<td>Wheeler, Seth F.</td>
<td></td>
</tr>
<tr>
<td>Whitaker, Jennifer Seymour</td>
<td></td>
</tr>
<tr>
<td>Whitaker, Mark</td>
<td></td>
</tr>
<tr>
<td>White, John P.</td>
<td></td>
</tr>
<tr>
<td>White, Julia A.</td>
<td></td>
</tr>
<tr>
<td>White, Mary Jo</td>
<td></td>
</tr>
<tr>
<td>White, Maureen</td>
<td></td>
</tr>
<tr>
<td>White, Peter C.</td>
<td></td>
</tr>
<tr>
<td>White, William H.</td>
<td></td>
</tr>
<tr>
<td>Whitehead, John C.</td>
<td></td>
</tr>
<tr>
<td>Whitman, Christine Todd</td>
<td></td>
</tr>
<tr>
<td>Whitman, Marina v.N.</td>
<td></td>
</tr>
<tr>
<td>Whitney, Craig R.</td>
<td></td>
</tr>
<tr>
<td>Whitson, Sarah Leah Sally</td>
<td></td>
</tr>
<tr>
<td>Whittemore, Frederick B.</td>
<td></td>
</tr>
<tr>
<td>Wiarda, Howard J.</td>
<td></td>
</tr>
<tr>
<td>Wickett, Xenia B.M.</td>
<td></td>
</tr>
<tr>
<td>Wien, Anita Volz</td>
<td></td>
</tr>
<tr>
<td>Wiener, Carolyn Seely</td>
<td></td>
</tr>
<tr>
<td>Wiener, Malcolm H.</td>
<td></td>
</tr>
<tr>
<td>Wier, Anthony D.</td>
<td></td>
</tr>
<tr>
<td>Wiesel, Elie</td>
<td></td>
</tr>
<tr>
<td>Wilby, Peter</td>
<td></td>
</tr>
<tr>
<td>Wildenthal, C. Kern</td>
<td></td>
</tr>
<tr>
<td>Wilhelm, Robert E.</td>
<td></td>
</tr>
<tr>
<td>Wilkerson, Thomas Lloyd</td>
<td></td>
</tr>
<tr>
<td>Wilkie, Robert</td>
<td></td>
</tr>
<tr>
<td>Wilkins, Lauren Z.</td>
<td></td>
</tr>
<tr>
<td>Wilkinson, Amy M.</td>
<td></td>
</tr>
<tr>
<td>Wilkinson, Sharon P.</td>
<td></td>
</tr>
<tr>
<td>Williams, Aaron S.</td>
<td></td>
</tr>
<tr>
<td>Williams, Barry K.</td>
<td></td>
</tr>
<tr>
<td>Williams, Brian D.</td>
<td></td>
</tr>
<tr>
<td>Williams, Christine</td>
<td></td>
</tr>
<tr>
<td>Williams, Cindy</td>
<td></td>
</tr>
<tr>
<td>Williams, Dave H.</td>
<td></td>
</tr>
<tr>
<td>Williams, Harold M.</td>
<td></td>
</tr>
<tr>
<td>Williams, Margaret Douglas</td>
<td></td>
</tr>
<tr>
<td>Williams, Michael John</td>
<td></td>
</tr>
<tr>
<td>Williams, Paul D.</td>
<td></td>
</tr>
<tr>
<td>Williams, Paul R.</td>
<td></td>
</tr>
<tr>
<td>Williams, Reba White</td>
<td></td>
</tr>
<tr>
<td>Williams, Whitney R.*</td>
<td></td>
</tr>
<tr>
<td>Williams, William J. Jr.</td>
<td></td>
</tr>
<tr>
<td>Williamson, Edwin Dargan</td>
<td></td>
</tr>
<tr>
<td>Williamson, Irving A.</td>
<td></td>
</tr>
<tr>
<td>Williamson, Samuel Gates</td>
<td></td>
</tr>
<tr>
<td>Wilkie, Wendell Lewis II</td>
<td></td>
</tr>
<tr>
<td>Willrich, Mason</td>
<td></td>
</tr>
<tr>
<td>Wilmers, Robert G.</td>
<td></td>
</tr>
<tr>
<td>Wilson, Don M. III</td>
<td></td>
</tr>
<tr>
<td>Wilson, Ernest James III</td>
<td></td>
</tr>
<tr>
<td>Wilson, Isaiah III</td>
<td></td>
</tr>
<tr>
<td>Wilson, Margaret S.</td>
<td></td>
</tr>
<tr>
<td>Wilson, Rodney K.</td>
<td></td>
</tr>
<tr>
<td>Winch, Steven D.</td>
<td></td>
</tr>
<tr>
<td>Wendrem, Robert</td>
<td></td>
</tr>
<tr>
<td>Winfield, W. Montague</td>
<td></td>
</tr>
<tr>
<td>Wing, Adrien Katherine</td>
<td></td>
</tr>
<tr>
<td>Winik, Jay</td>
<td></td>
</tr>
<tr>
<td>Winitzer, Ori</td>
<td></td>
</tr>
<tr>
<td>Winkler, Matthew A.</td>
<td></td>
</tr>
<tr>
<td>Winokur, Barton J.</td>
<td></td>
</tr>
<tr>
<td>Winokur, Herbert S. Jr.</td>
<td></td>
</tr>
<tr>
<td>Winterer, Philip S.</td>
<td></td>
</tr>
<tr>
<td>Winters, Laura</td>
<td></td>
</tr>
<tr>
<td>Wirth, David A.</td>
<td></td>
</tr>
<tr>
<td>Wirth, Timothy E.</td>
<td></td>
</tr>
<tr>
<td>Wisch, Steven J.</td>
<td></td>
</tr>
<tr>
<td>Wise, Carol</td>
<td></td>
</tr>
<tr>
<td>Wise, Louise</td>
<td></td>
</tr>
<tr>
<td>Wiseman, Michael Martin</td>
<td></td>
</tr>
<tr>
<td>Wisner, Frank G.</td>
<td></td>
</tr>
<tr>
<td>Wisner, Graham G.</td>
<td></td>
</tr>
<tr>
<td>Wisner, Melissa A.</td>
<td></td>
</tr>
<tr>
<td>Witkowski, Anne A.</td>
<td></td>
</tr>
<tr>
<td>Wittes, Tamara Coffman</td>
<td></td>
</tr>
<tr>
<td>Wohlforth, William C.</td>
<td></td>
</tr>
<tr>
<td>Wolcott, Jackie*</td>
<td></td>
</tr>
<tr>
<td>Wolf, Benjamin</td>
<td></td>
</tr>
<tr>
<td>Wolf, Charles Jr.</td>
<td></td>
</tr>
<tr>
<td>Wolf, Ira</td>
<td></td>
</tr>
<tr>
<td>Wolf, Michael J.*</td>
<td></td>
</tr>
<tr>
<td>Wolf, Robert</td>
<td></td>
</tr>
<tr>
<td>Wolfe, Josh</td>
<td></td>
</tr>
<tr>
<td>Wolfensohn, James D.</td>
<td></td>
</tr>
<tr>
<td>Wolff, Alan W.</td>
<td></td>
</tr>
<tr>
<td>Wolff, I. Peter</td>
<td></td>
</tr>
<tr>
<td>Wolfowitz, Paul D.</td>
<td></td>
</tr>
<tr>
<td>Wolin, Neal S.</td>
<td></td>
</tr>
<tr>
<td>Wolosky, Lee S.</td>
<td></td>
</tr>
<tr>
<td>Wolstencroft, Tracy R.</td>
<td></td>
</tr>
<tr>
<td>Wong, Alex Nelson†</td>
<td></td>
</tr>
<tr>
<td>Wong, Eric Hao-Wai†</td>
<td></td>
</tr>
<tr>
<td>Woo, Meredith Jung-En</td>
<td></td>
</tr>
<tr>
<td>Woodruff, Judy C.</td>
<td></td>
</tr>
<tr>
<td>Woodruff, Robert W.</td>
<td></td>
</tr>
<tr>
<td>Woods, Ward W.</td>
<td></td>
</tr>
<tr>
<td>Woodward, Susan L.</td>
<td></td>
</tr>
<tr>
<td>Woolsey, R. James</td>
<td></td>
</tr>
<tr>
<td>Woolsey, Suzanne H.</td>
<td></td>
</tr>
<tr>
<td>Woon, Eden Y.</td>
<td></td>
</tr>
<tr>
<td>Worden, Minky</td>
<td></td>
</tr>
<tr>
<td>Worenkien, Jacob J.</td>
<td></td>
</tr>
<tr>
<td>Worley, Elizabeth</td>
<td></td>
</tr>
<tr>
<td>Worn, David B.</td>
<td></td>
</tr>
<tr>
<td>Worthington, Samuel A.</td>
<td></td>
</tr>
<tr>
<td>Wortzel, Larry M.</td>
<td></td>
</tr>
<tr>
<td>Wray, Cecil</td>
<td></td>
</tr>
<tr>
<td>Wright, Joseph R. Jr.</td>
<td></td>
</tr>
<tr>
<td>Wright, Lawrence G.</td>
<td></td>
</tr>
<tr>
<td>Wright, Robin</td>
<td></td>
</tr>
<tr>
<td>Wright, William H. II</td>
<td></td>
</tr>
<tr>
<td>Wrona, Richard M. Jr.</td>
<td></td>
</tr>
<tr>
<td>Wucker, Michele M.</td>
<td></td>
</tr>
<tr>
<td>Wuellner, Melinda</td>
<td></td>
</tr>
<tr>
<td>Wulf, Norman A.</td>
<td></td>
</tr>
<tr>
<td>Wunderle, William D.</td>
<td></td>
</tr>
<tr>
<td>Wyler, Thomas Straus†</td>
<td></td>
</tr>
<tr>
<td>Wylie, Andrew</td>
<td></td>
</tr>
<tr>
<td>Wyser-Pratte, Guy Patrick</td>
<td></td>
</tr>
<tr>
<td>Yacoubian, Mona</td>
<td></td>
</tr>
<tr>
<td>Yaffe, Andrea Meryl</td>
<td></td>
</tr>
<tr>
<td>Yale, Matthew Alan</td>
<td></td>
</tr>
<tr>
<td>Yalman, Nur O.</td>
<td></td>
</tr>
<tr>
<td>Yalowitz, Kenneth S.</td>
<td></td>
</tr>
<tr>
<td>Yamada, Tadataka</td>
<td></td>
</tr>
<tr>
<td>Yang, Jerry</td>
<td></td>
</tr>
<tr>
<td>Yang, Linda Tsao</td>
<td></td>
</tr>
<tr>
<td>Yang, Phoebe L.</td>
<td></td>
</tr>
<tr>
<td>Yankelovich, Daniel</td>
<td></td>
</tr>
<tr>
<td>Yanney, Michael B.</td>
<td></td>
</tr>
<tr>
<td>Yared, Pierre†</td>
<td></td>
</tr>
<tr>
<td>Yassif, Jaime M.†</td>
<td></td>
</tr>
<tr>
<td>Yegen, Christian C.</td>
<td></td>
</tr>
<tr>
<td>Yellen, Janet Louise</td>
<td></td>
</tr>
<tr>
<td>Yeo, Andrew I.</td>
<td></td>
</tr>
<tr>
<td>Yeo, Peter</td>
<td></td>
</tr>
<tr>
<td>Yergin, Daniel H.</td>
<td></td>
</tr>
<tr>
<td>Yochelson, John N.</td>
<td></td>
</tr>
<tr>
<td>Yoffie, David B.</td>
<td></td>
</tr>
<tr>
<td>Yohanaess, Daniel W.</td>
<td></td>
</tr>
<tr>
<td>Yordan, Jaime Ernesto</td>
<td></td>
</tr>
<tr>
<td>York, Jed</td>
<td></td>
</tr>
<tr>
<td>Yost, Casimir A.</td>
<td></td>
</tr>
<tr>
<td>Young, Alice</td>
<td></td>
</tr>
<tr>
<td>Young, Andrew</td>
<td></td>
</tr>
<tr>
<td>Young, George H. III</td>
<td></td>
</tr>
<tr>
<td>Young, Jay T.</td>
<td></td>
</tr>
<tr>
<td>Young, M. Crawford</td>
<td></td>
</tr>
<tr>
<td>Young, Mark D.</td>
<td></td>
</tr>
<tr>
<td>Young, Michael K.</td>
<td></td>
</tr>
<tr>
<td>Young, Nancy</td>
<td></td>
</tr>
<tr>
<td>Youngblood, Kneeland C.</td>
<td></td>
</tr>
<tr>
<td>Younger, Stephen M.</td>
<td></td>
</tr>
<tr>
<td>Youngwood, Alfred D.</td>
<td></td>
</tr>
<tr>
<td>Yun, Philip W.</td>
<td></td>
</tr>
<tr>
<td>Yunus, Monica Helena†</td>
<td></td>
</tr>
<tr>
<td>Yzaguirre, Raul H.</td>
<td></td>
</tr>
<tr>
<td>Z</td>
<td></td>
</tr>
<tr>
<td>Zabel, William D.</td>
<td></td>
</tr>
<tr>
<td>Zacharia, Janine</td>
<td></td>
</tr>
<tr>
<td>Zack, Stephen N.*</td>
<td></td>
</tr>
<tr>
<td>Zafar, Shaarik H.</td>
<td></td>
</tr>
<tr>
<td>Zagoria, Donald S.</td>
<td></td>
</tr>
<tr>
<td>Zahn, Paula A.</td>
<td></td>
</tr>
<tr>
<td>Zaidi, Zeeshan</td>
<td></td>
</tr>
<tr>
<td>Zakaria, Arshad R.</td>
<td></td>
</tr>
<tr>
<td>Zakaria, Fareed</td>
<td></td>
</tr>
<tr>
<td>Zakheim, Dov S.</td>
<td></td>
</tr>
<tr>
<td>Zaleski, Michel</td>
<td></td>
</tr>
<tr>
<td>Zames, Matthew E.*</td>
<td></td>
</tr>
<tr>
<td>Zanoyan, Vahan B.</td>
<td></td>
</tr>
<tr>
<td>Zarate, Juan Carlos</td>
<td></td>
</tr>
<tr>
<td>Zarb, Frank G.</td>
<td></td>
</tr>
<tr>
<td>Zartman, I. William</td>
<td></td>
</tr>
<tr>
<td>Zawacki, Benjamin</td>
<td></td>
</tr>
<tr>
<td>Zbar, Brett Ives Wally</td>
<td></td>
</tr>
<tr>
<td>Zegart, Amy B.</td>
<td></td>
</tr>
<tr>
<td>Zelenko, Laura S.</td>
<td></td>
</tr>
<tr>
<td>Zelikow, Philip D.</td>
<td></td>
</tr>
<tr>
<td>Zell, Leah Joy</td>
<td></td>
</tr>
<tr>
<td>Zelleke, Andargachew S.</td>
<td></td>
</tr>
<tr>
<td>Zelnick, C. Robert</td>
<td></td>
</tr>
<tr>
<td>Zemmol, Jonathan I.</td>
<td></td>
</tr>
<tr>
<td>Zephyrin, Laurie C.</td>
<td></td>
</tr>
<tr>
<td>Zheng, Nan</td>
<td></td>
</tr>
<tr>
<td>Zilkha, Donald E.</td>
<td></td>
</tr>
<tr>
<td>Zilkha, Ezra K.</td>
<td></td>
</tr>
<tr>
<td>Zimmerman, Jay S.</td>
<td></td>
</tr>
<tr>
<td>Zimmermann, Peter D.</td>
<td></td>
</tr>
<tr>
<td>Zimmermann, Stephen S.*</td>
<td></td>
</tr>
<tr>
<td>Zimpher, Nancy L.</td>
<td></td>
</tr>
<tr>
<td>Zinberg, Dorothy Shore</td>
<td></td>
</tr>
<tr>
<td>Zingher, Tally</td>
<td></td>
</tr>
<tr>
<td>Zipp, Brian R.</td>
<td></td>
</tr>
<tr>
<td>Zirin, James D.</td>
<td></td>
</tr>
<tr>
<td>Zittrain, Jonathan L.</td>
<td></td>
</tr>
<tr>
<td>Zoellick, Robert B.</td>
<td></td>
</tr>
<tr>
<td>Zogby, James J.</td>
<td></td>
</tr>
<tr>
<td>Zonis, Marvin</td>
<td></td>
</tr>
<tr>
<td>Zubrow, Barry L.*</td>
<td></td>
</tr>
<tr>
<td>Zucker, Howard Alan</td>
<td></td>
</tr>
<tr>
<td>Zuckerman, Harriet</td>
<td></td>
</tr>
<tr>
<td>Zuckerman, Mortimer B.</td>
<td></td>
</tr>
<tr>
<td>Zwick, Charles J.</td>
<td></td>
</tr>
<tr>
<td>Zysman, John A.</td>
<td></td>
</tr>
</tbody>
</table>

* Elected to membership in 2014.
† Elected to a five-year term membership in 2014.
Corporate Members

FOUNDERS
Bank of America Merrill Lynch
Chevron Corporation
Citi
Exxon Mobil Corporation
The Goldman Sachs Group, Inc.
Hess Corporation
JPMorgan Chase & Co.
McKinsey & Company, Inc.
The Nasdaq OMX Group
PepsiCo, Inc.

PRESIDENT’S CIRCLE
Alcoa Inc.
American Express
Barclays
Bennett Jones LLP
BlackRock
Bloomberg
BP p.l.c.
Bridgewater Associates, LP
CA Technologies
The Coca-Cola Company
Credit Suisse
Dell Inc.

CORPORATE PROGRAM MEMBERSHIP

SECTOR REPRESENTATION

- Financial Institutions (non-bank) 29%
- Real Estate 2%
- Other 2%
- Energy and Power 7%
- Health Care 4%
- Media, Telecommunications, and Technology 10%
- Industrial 17%
- Consumer 3%
- Services 16%
- Banks 10%

AFFILIATES
ACE Limited
Airbus Americas, Inc.
Allen & Overy LLP
Allied World Assurance Company, Ltd.
American International Group
Apollo Management, LP
Aramco Services Company
Arnhold and S. Bleichroeder Holdings, Inc.
Arnold & Porter LLP
AT&T
Baker, Nye Advisors, Inc.
The Baldwin-Gottschalk Group
The Bank of New York Mellon Corporation
BASF Corporation
Bingham McCutchen LLP
The Blackstone Group L.P.
The Boeing Company
Booz Allen Hamilton Inc.
Bunge Limited
C. R. Bard, Inc.
Canadian Imperial Bank of Commerce
<table>
<thead>
<tr>
<th>Corporate Members and Benefits of Membership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Caterpillar Inc.</td>
</tr>
<tr>
<td>Caxton Associates</td>
</tr>
<tr>
<td>Cigna</td>
</tr>
<tr>
<td>CIT Group Inc.</td>
</tr>
<tr>
<td>CNA</td>
</tr>
<tr>
<td>ConocoPhillips Company</td>
</tr>
<tr>
<td>Control Risks Group</td>
</tr>
<tr>
<td>Corsair Capital</td>
</tr>
<tr>
<td>Covington &amp; Burling</td>
</tr>
<tr>
<td>Craig Drill Capital Corporation</td>
</tr>
<tr>
<td>Crédit Agricole Corporate and Investment Bank</td>
</tr>
<tr>
<td>Deere &amp; Company</td>
</tr>
<tr>
<td>Deloitte.</td>
</tr>
<tr>
<td>Depository Trust &amp; Clearing Corporation (DTCC)</td>
</tr>
<tr>
<td>DynCorp International</td>
</tr>
<tr>
<td>Economist Intelligence Unit</td>
</tr>
<tr>
<td>EMD Serono, Inc.</td>
</tr>
<tr>
<td>Energy Intelligence Group, Inc.</td>
</tr>
<tr>
<td>Equinox Partners, L.P.</td>
</tr>
<tr>
<td>Estee Lauder Companies Inc.</td>
</tr>
<tr>
<td>Expedia, Inc.</td>
</tr>
<tr>
<td>Facebook</td>
</tr>
<tr>
<td>FedEx Corporation</td>
</tr>
<tr>
<td>Finmeccanica North America</td>
</tr>
<tr>
<td>Freeport-McMoRan Copper and Gold Inc.</td>
</tr>
<tr>
<td>General Atlantic LLC</td>
</tr>
<tr>
<td>General Electric Company</td>
</tr>
<tr>
<td>Gibson, Dunn &amp; Crutcher, LLP</td>
</tr>
<tr>
<td>GlaxoSmithKline</td>
</tr>
<tr>
<td>Granite Associates LP</td>
</tr>
<tr>
<td>Guardsmark LLC</td>
</tr>
<tr>
<td>Hitachi, Ltd.</td>
</tr>
<tr>
<td>Houlihan Lokey</td>
</tr>
<tr>
<td>IBM Corporation</td>
</tr>
<tr>
<td>Indus Capital Partners, LLC</td>
</tr>
<tr>
<td>Investcorp International, Inc.</td>
</tr>
<tr>
<td>Invus Group, LLC</td>
</tr>
<tr>
<td>ITOCHU International</td>
</tr>
<tr>
<td>Jacobs Asset Management, LLC</td>
</tr>
<tr>
<td>Kroll</td>
</tr>
<tr>
<td>MacAndrews &amp; Forbes Holdings Inc.</td>
</tr>
<tr>
<td>Mannheim LLC</td>
</tr>
<tr>
<td>Marsh &amp; McLennan Companies, Inc.</td>
</tr>
<tr>
<td>Marubeni America Corporation</td>
</tr>
<tr>
<td>MeadWestvaco Corporation</td>
</tr>
<tr>
<td>Mercantil Servicios Financieros</td>
</tr>
<tr>
<td>Merck &amp; Co., Inc.</td>
</tr>
<tr>
<td>Microsoft Corporation</td>
</tr>
<tr>
<td>Milbank, Tweed, Hadley &amp; McCloy LLP</td>
</tr>
<tr>
<td>Mitsubishi Corporation (Americas)</td>
</tr>
<tr>
<td>Mitsubishi Heavy Industries America, Inc.</td>
</tr>
<tr>
<td>Mitsui &amp; Co. (U.S.A.), Inc.</td>
</tr>
<tr>
<td>Moore Capital Management L.P.</td>
</tr>
<tr>
<td>Northern Trust</td>
</tr>
<tr>
<td>Northrop Grumman</td>
</tr>
<tr>
<td>Occidental Petroleum Corporation</td>
</tr>
<tr>
<td>The Olayan Group</td>
</tr>
<tr>
<td>Palantir Technologies</td>
</tr>
<tr>
<td>Pfizer Inc.</td>
</tr>
<tr>
<td>PricewaterhouseCoopers LLP (PwC)</td>
</tr>
<tr>
<td>Raytheon Company</td>
</tr>
<tr>
<td>Rothschild North America, Inc.</td>
</tr>
<tr>
<td>salesforce.com, inc.</td>
</tr>
<tr>
<td>Sandalwood Securities, Inc.</td>
</tr>
<tr>
<td>Siguler Guff &amp; Company L.P.</td>
</tr>
<tr>
<td>Silver Lake Partners</td>
</tr>
<tr>
<td>Simpson Thacher &amp; Bartlett LLP</td>
</tr>
<tr>
<td>Sony Corporation of America</td>
</tr>
<tr>
<td>Standard &amp; Poor's</td>
</tr>
<tr>
<td>Stryker Corporation</td>
</tr>
<tr>
<td>Sullivan &amp; Cromwell LLP</td>
</tr>
<tr>
<td>T. Rowe Price Group</td>
</tr>
<tr>
<td>The Tata Group</td>
</tr>
<tr>
<td>Telefónica Internacional U.S.A.</td>
</tr>
<tr>
<td>TIAA-CREF</td>
</tr>
<tr>
<td>Time Warner Inc.</td>
</tr>
<tr>
<td>Tishman Speyer Properties, Inc.</td>
</tr>
<tr>
<td>TOTAL S.A.</td>
</tr>
<tr>
<td>U.S. Chamber of Commerce</td>
</tr>
<tr>
<td>Volkswagen Group of America, Inc.</td>
</tr>
<tr>
<td>Vornado Realty Trust</td>
</tr>
<tr>
<td>Walmart</td>
</tr>
<tr>
<td>Warburg Pincus LLC</td>
</tr>
<tr>
<td>Western Union</td>
</tr>
<tr>
<td>White &amp; Case LLP</td>
</tr>
<tr>
<td>WPP</td>
</tr>
<tr>
<td>Wyoming Investment LLC</td>
</tr>
<tr>
<td>Xerox Corporation</td>
</tr>
<tr>
<td>Zurich</td>
</tr>
<tr>
<td>ASSOCIATES</td>
</tr>
<tr>
<td>AARP</td>
</tr>
<tr>
<td>Banca d’Italia</td>
</tr>
<tr>
<td>Hemispheric Partners</td>
</tr>
<tr>
<td>Japan Bank for International Cooperation</td>
</tr>
<tr>
<td>Oxford Analytica Inc.</td>
</tr>
</tbody>
</table>

For more information, please contact the Corporate Program at 212.434.9684 or corporate@efri.org.
BENEFITS OF CORPORATE MEMBERSHIP

FOUNDERS ($100,000+)

- Two invitations for the chief executive officer or designates to attend the annual dinner with the CFR Board of Directors
- One invitation for a senior executive to attend the annual dinner honoring CFR’s major benefactors
- Professional development opportunity for three rising executives to participate as “Corporate Leaders” in conjunction with 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)
- All President’s Circle and Affiliates benefits

PRESIDENT’S CIRCLE ($60,000+)

- One invitation for the chief executive officer or designate to attend the annual fall dinner with the CFR Board of Directors
- Professional development opportunity for two rising executives to participate as “Corporate Leaders” in conjunction with the highly competitive CFR Term Member Program
- Opportunities for senior executives to attend small private events with world and business leaders, Ambassador’s Lunch series, breakfasts with members of Congress, in-depth study groups, and roundtables led by CFR fellows
- Priority registration for general meetings, roundtables, and high-level events
- Two private briefings by a CFR fellow tailored to the company’s interests
- Special advertising rates in Foreign Affairs
- All Affiliates benefits

AFFILIATES ($30,000+)

- Invitations for executives to attend a range of CFR 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 Corporate Conference, CFR’s annual summit on geopolitical and geoeconomic challenges of interest to the global business community
- Invitations for young professionals to participate in special briefings and conference calls
- Participation in interactive, rapid-response briefings and analysis by CFR fellows and other experts on breaking news
- One private briefing by a CFR fellow tailored to the company’s interests
- Access to the members-only section of CFR.org, which includes Foreign Affairs digital content and archives and on-the-record conference call and meeting replays
- Six print subscriptions to Foreign Affairs, discounted individual and bulk subscriptions, and special shipping rates, as well as custom marketing packages and cross-platform opportunities
- Reduced rates for rental of the Harold Pratt House in New York City and 1777 F Street in Washington, DC
- Recognition on CFR’s corporate membership roster
Endowed and Named Chairs, Fellowships, and Lectureships

**ENDOWED CHAIRS, 2013–2014**

**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 current Dillon Fellow.

**ENI ENRICO MATTEI CHAIR IN MIDDLE EAST AND AFRICA STUDIES**

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

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

This chair 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 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
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 recognize the importance of conflict prevention, the chair is currently held by Paul B. Stares.

PAUL A. VOLCKER CHAIR IN INTERNATIONAL ECONOMICS
This chair was established in 1997 to honor Mr. Volcker, former chairman of the 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
This fellowship was established in 2002 with a gift from Bernard L. Schwartz and focuses on the global integration of financial markets and their significance for U.S. economic and foreign policy. The 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 Scott D. Campbell, U.S. Marine Corps; Captain Charles L. Cashin III, U.S. Coast Guard; Colonel Patrick J. Mahaney Jr., U.S. Army; Captain William J. Parker III, U.S. Navy; and Colonel Robert S. Spalding III, U.S. Air Force.

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 2013–2014 Murrow Fellow was Fred Kaplan, national security columnist, Slate.

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 2013–2014 National Intelligence Fellow was Charles E. Berger.

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 2013–2014 fellows were Sarah E. Kreps, David D. Palkki, and Mira Rapp-Hooper.

ENDOWED AND SPECIALLY FUNDED PROGRAMS
ExxonMobil Women and Development 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
LECTURES 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 featured Samantha Power, U.S. ambassador to the United Nations.

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 role of financial power in national security with Daniel L. Glaser, assistant secretary for terrorist financing in the Office of Terrorist Financing and Financial Crimes at the U.S. Department of the Treasury; Lee S. Wolosky, partner at Boies, Schiller & Flexner LLP and former director for transnational threats at the National Security Council; and Juan C. Zarate, senior adviser at the Center for Strategic and International Studies and former deputy national security adviser for combating terrorism.

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. The most recent 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 former president of Veritas Capital LLC. This year’s lecture featured the service chiefs, General Raymond T. Odierno, chief of staff, U.S. Army; General James F. Amos, commandant, U.S. Marine Corps; General Mark A. Welsh III, chief of staff, U.S. Air Force; Admiral Robert J. Papp Jr., commandant, U.S. Coast Guard; and Vice Admiral Michelle J. Howard, deputy 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 Jim Yong Kim, president of the World Bank Group.

KENNETH A. MOSKOW MEMORIAL LECTURE ON HOMELAND SECURITY AND COUNTERTERRORISM
This lecture honors the memory of longtime Council member Kenneth A. Moskow, who made this lectureship possible through a generous bequest. His intent was to establish an annual meeting to bring together the leaders of the intelligence community and promote discussion on critical issues in counterterrorism. This year’s lecture featured General Keith B. Alexander, commander of the U.S. Cyber Command, director of the National Security Agency, and chief of the Central Security Service.

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. The most recent 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 directors 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 Dmitry Medvedev, former president of the Russian Federation.
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 Stephen A. Schwarzman, chairman and chief executive officer, and cofounder of the Blackstone Group L.P.

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 membership. This year’s lecture featured Jan Eliasson, deputy 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 Jessica Tuchman Mathews, president of the Carnegie Endowment for International Peace.

MALCOLM 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 Council members Malcolm and Carolyn Wiener. This year’s lecture featured a panel discussion on 3-D printing with Thomas Campbell, associate director for outreach and research associate professor at the Institute for Critical Technology and Applied Science at the Virginia Polytechnic Institute and State University; Sam Cervantes, chief executive officer of Solidoodle; and Robert Reid, author and technology entrepreneur.
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 IAFs selected 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, the program expanded to include 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 spend a year working in government or at an international organization. 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 fifty.

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 2013–2014 PLACEMENTS

David Adesnik, Institute for Defense Analyses. Placed at the American Enterprise Institute.
Lindsay P. Cohn, University of Northern Iowa. Placed at the U.S. Department of Defense.
Kent E. Davis-Packard, U.S. Department of State. Placed at the American University in Cairo and the Brookings Institution.
Theodore N. Nemeroff, Steptoe & Johnson LLP. Placed at the U.S. Department of State.
Alexander J. Thurston, Northwestern University. Placed at the U.S. Department of State.
Curtis Valentine, Maryland Campaign for Achievement Now. Placed at the Council on Foreign Relations and the U.S. Department of Education.

INTERNATIONAL AFFAIRS FELLOWS IN JAPAN, SPONSORED BY HITACHI, LTD. 2013–2014 PLACEMENTS

Annette Bradford, George Washington University. Placed at the Tomodachi Initiative and Meiji University.
Derick Du Vivier, Nipponica MD. Placed at the Meiji Institute for Global Affairs.
Deena Magnall, U.S. Department of State. Placed at the Japan Institute of International Affairs.

INTERNATIONAL AFFAIRS FELLOWS IN SOUTH KOREA, SPONSORED BY THE ASAN INSTITUTE FOR POLICY STUDIES 2013–2014 PLACEMENTS

Bridget L. Coggins, Dartmouth College. Placed at the Asan Institute for Policy Studies.
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 is composed of the following distinguished individuals:

Chair: David M. Rubenstein, Vice Chairman, Council on Foreign Relations; Cofounder and Co-Chief Executive Officer, the Carlyle Group
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 of the Executive Board, RUSNANO
Paul Desmarais Jr. (Canada), Chairman and Co-Chief Executive Officer, Power Corporation of Canada
Mathias Döpfner (Germany), Chairman and Chief Executive Officer, Axel Springer AG
André Esteves (Brazil), Chairman and Chief Executive Officer, BTG Pactual
José Antonio Fernández Carbajal (Mexico), Executive Chairman, 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
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), Chief Executive Officer and Chairman of the Management Board, Norilsk Nickel
Charles David Powell (United Kingdom), Lord of Bayswater, House of Lords
Paolo Scaroni (Italy), Deputy Chairman, Rothschild Group
Javier Solana (Spain), former Secretary-General of NATO; Distinguished Senior Fellow, Brookings Institution
Patrick Walujo (Indonesia), Cofounder and Managing Partner, Northstar Group
Zhang Xin (China), Chief Executive Officer and Cofounder, SOHO China Limited
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. The CoC, which meets throughout the year in member countries and at an annual conference in the United States, is designed to facilitate candid dialogue among influential opinion leaders from both established and emerging nations. Its ultimate goal is to inject the conclusions of its deliberations into high-level foreign policy circles within member 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 is composed of 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)
Observer Research Foundation (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)
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:

<table>
<thead>
<tr>
<th></th>
<th>BUSINESS</th>
<th>NONBUSINESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>New York Area</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Under 40</td>
<td>$1,860</td>
<td>$450</td>
</tr>
<tr>
<td>40 and Over</td>
<td>3,610</td>
<td>810</td>
</tr>
<tr>
<td>Washington, DC, Area</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Under 40</td>
<td>$1,580</td>
<td>$380</td>
</tr>
<tr>
<td>40 and Over</td>
<td>3,070</td>
<td>690</td>
</tr>
<tr>
<td>National</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Under 40</td>
<td>$1,010</td>
<td>$250</td>
</tr>
<tr>
<td>40 and Over</td>
<td>1,950</td>
<td>450</td>
</tr>
</tbody>
</table>
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 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 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 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 pro-
grams, activities, services, and other initiatives to enhance participation in the Council by mem-
bers 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 addi-
tional members of any age who are not members of the Board. All names proposed for member-
ship 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 mem-
bers 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 Com-
mittee 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
coopting 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 Commit-
tee 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 Chair-
men, 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 Chair-
man set forth in the By-Laws individually or jointly with the other Co-Chairman, and each refer-
ence 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 limita-
tions 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 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  President
Keith Olson  Executive Vice President, Chief Financial Officer, and Treasurer
Jeffrey A. Reinke  Chief of Staff to the President; Secretary of the Corporation
Caroline Netchvolodoff McCall  Senior Adviser to the President, Planning
Eva Tatarczyk  Executive Assistant to the President
Charles Landow  Adviser to the President
Roma Kaundal  Deputy Director, Strategic Planning
Lindsay Iversen  Special Assistant to the President, Research
Colleen E. Crawford  Special Assistant to the President
Madeline Lagattuta  Special Assistant, Executive Office
Polly Colgan  Program Assistant, Executive Office
Michaela Frisbie  Research Associate, Strategic Planning
Nirvikar Jassal  Research Associate, Model Diplomacy Program
Leslie H. Gelb  Board Senior Fellow
John Nelson  Research Associate, U.S. Foreign Policy

INDEPENDENT TASK FORCE PROGRAM

Christopher M. Tuttle  Director
Veronica Chiu  Program Coordinator

FOREIGN AFFAIRS

EDITORIAL

Gideon Rose  Editor, Peter G. Peterson Chair
Jonathan Tepperman  Managing Editor
Kathryn Allawala  Deputy Managing Editor
Justin Vogt  Deputy Managing Editor
Stuart Reid  Senior Editor
Cameron Abadi  Deputy Web Editor
Anna Kordunsky  Staff Editor
Harrison Monsky  Assistant Editor
Nikita Lalwani  Assistant Editor
Sarah Foster  Business Administrator
Christine Clark  Editorial Assistant

PUBLISHING

Lynda Harnett  Publisher
Emilie Harkin  Marketing Director
Edward Walsh  Advertising Director
Rene Perez  Advertising Sales Account Executive
Stacy Han  Senior Product Manager
Michael Pasuit  Senior Account Manager
Carolina Aguilar  Manager, Business Development
Jonathan Chung  Business Operations Manager
Nora Mathews  Assistant Marketing Manager
Hannah Cassius  Publishing Associate

CFR.ORG

Robert McMahon  Editor
Jeanne Park  Deputy Director
Jeremy Sherlick  Deputy Director, Multimedia
Jonathan Masters  Deputy Editor
Hagit Ariav  Senior Video Producer
Brianna Lee  Senior Production Editor
Julia Ro  Infographic Designer
Mohammed Aly Sergie  Online Writer/Editor
Katherine Wise  Online Writer/Editor
Beina Xu  Associate Writer
Zachary Laub  Multimedia Assistant
Kevin Lizarazo  Multimedia Assistant

DAVID ROCKEFELLER STUDIES PROGRAM

DIRECTOR OF STUDIES OFFICE

James M. Lindsay  Senior Vice President, Director of Studies, and Maurice R. Greenberg Chair
Amy R. Baker  Director, Studies Administration
Patricia Lee Dorff  Editorial Director
Janine Hill  Director, Fellowship Affairs and Studies Strategic Planning
Victoria Alekhine  Deputy Director, Fellowship Affairs and Studies Strategic Planning
Dominic Bocci  Associate Director, Studies Grant Management
Kate Collins  Associate Director, Studies and Diversity Initiative
Alexander Dick-Godfrey  Program Coordinator, Studies Administration
Eli Dvorkin  Production Editor, Publishing
Chase Gilbert  Technology and Editorial Coordinator, Studies

Note: Staff shown as of June 30, 2014.
<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ashley Bregman</td>
<td>Associate Editor, Publishing</td>
</tr>
<tr>
<td>Rachael Kauss</td>
<td>Research Associate, U.S. Foreign Policy</td>
</tr>
<tr>
<td>Aliya Medetbekova</td>
<td>Program Associate, Fellowship Affairs</td>
</tr>
<tr>
<td>Elliott Abrams</td>
<td>Senior Fellow for Middle Eastern Studies</td>
</tr>
<tr>
<td>Edward Alden</td>
<td>Bernard L. Schwartz Senior Fellow for India, Pakistan, and South Asia</td>
</tr>
<tr>
<td>Alyssa Ayres</td>
<td>Senior Fellow for International and National Security Law</td>
</tr>
<tr>
<td>John B. Bellinger III</td>
<td>Adjunct Senior Fellow for India, Pakistan, and South Asia</td>
</tr>
<tr>
<td>Richard K. Betts</td>
<td>Adjunct Senior Fellow for National Security Studies</td>
</tr>
<tr>
<td>Jagdish N. Bhagwati</td>
<td>Senior Fellow for International Economics</td>
</tr>
<tr>
<td>Stephen D. Biddle</td>
<td>Adjunct Senior Fellow for Defense Policy</td>
</tr>
<tr>
<td>Robert D. Blackwill</td>
<td>Henry A. Kissinger Senior Fellow for U.S. Foreign Policy</td>
</tr>
<tr>
<td>Thomas Bollyky</td>
<td>Senior Fellow for Global Health, Economics, and Development</td>
</tr>
<tr>
<td>Max Boot</td>
<td>Jeane J. Kirkpatrick Senior Fellow for National Security Studies</td>
</tr>
<tr>
<td>Karen Brooks</td>
<td>Adjunct Senior Fellow for Asia Studies</td>
</tr>
<tr>
<td>John Campbell</td>
<td>Ralph Bunche Senior Fellow for Africa Policy Studies</td>
</tr>
<tr>
<td>Blake Clayton</td>
<td>Adjunct Fellow for Energy</td>
</tr>
<tr>
<td>Jared Cohen</td>
<td>Adjunct Senior Fellow</td>
</tr>
<tr>
<td>Jerome A. Cohen</td>
<td>Adjunct Senior Fellow for Asia Studies</td>
</tr>
<tr>
<td>Isobel Coleman</td>
<td>Senior Fellow and Director of the Civil Society, Markets, and Democracy Initiative; Director of the Women and Foreign Policy Program</td>
</tr>
<tr>
<td>Steven A. Cook</td>
<td>Hasib J. Sabbagh Senior Fellow for Middle Eastern Studies</td>
</tr>
<tr>
<td>Heidi Crebo-Rediker</td>
<td>Senior Fellow for Middle Eastern Studies</td>
</tr>
<tr>
<td>Robert M. Danin</td>
<td>Eni Enrico Mattei Senior Fellow</td>
</tr>
<tr>
<td>Janine Davidson</td>
<td>Senior Fellow for Defense Policy</td>
</tr>
<tr>
<td>Thomas E. Donilon</td>
<td>Distinguished Fellow</td>
</tr>
<tr>
<td>James P. Dougherty</td>
<td>Adjunct Senior Fellow for Business and Foreign Policy</td>
</tr>
<tr>
<td>Elizabeth C. Economy</td>
<td>C. V. Starr Senior Fellow and Director for Asia Studies</td>
</tr>
<tr>
<td>Richard A. Falkenrath</td>
<td>Shelby Cullom and Kathryn W. Davis Adjunct Senior Fellow for Counterterrorism and Homeland Security</td>
</tr>
<tr>
<td>Jendayi Frazer</td>
<td>Adjunct Senior Fellow for Africa Studies</td>
</tr>
<tr>
<td>Laurie Garrett</td>
<td>Senior Fellow for Global Health</td>
</tr>
<tr>
<td>Yanzhong Huang</td>
<td>Senior Fellow for Global Health</td>
</tr>
<tr>
<td>Ed Husain</td>
<td>Senior Fellow for Middle Eastern Studies</td>
</tr>
<tr>
<td>Robert Kahn</td>
<td>Steven A. Tananbaum Senior Fellow for International Economics</td>
</tr>
<tr>
<td>Karen Kornbluh</td>
<td>Senior Fellow for Digital Policy</td>
</tr>
<tr>
<td>Joshua Kurlantzick</td>
<td>Senior Fellow for Southeast Asia</td>
</tr>
<tr>
<td>Mark P. Lagon</td>
<td>Adjunct Senior Fellow for Human Rights</td>
</tr>
<tr>
<td>Terra Lawson-Remer</td>
<td>Fellow for Civil Society, Markets, and Democracy</td>
</tr>
<tr>
<td>Gayle Tzemach Lemmon</td>
<td>Senior Fellow for Women and Foreign Policy</td>
</tr>
<tr>
<td>Michael A. Levi</td>
<td>David M. Rubenstein Senior Fellow for Energy and the Environment and Director of the Program on Energy Security and Climate Change</td>
</tr>
<tr>
<td>Sebastian Mallaby</td>
<td>Paul A. Volcker Senior Fellow for International Economics and Director of the Maurice R. Greenberg Center for GeoEconomics Senior Fellow for India, Pakistan, and South Asia</td>
</tr>
<tr>
<td>Daniel S. Markey</td>
<td>Shannon K. O'Neil Senior Fellow for Latin America Studies</td>
</tr>
<tr>
<td>Meghan L. O'Sullivan</td>
<td>Adjunct Senior Fellow</td>
</tr>
<tr>
<td>Peter R. Orszag</td>
<td>Adjunct Senior Fellow</td>
</tr>
<tr>
<td>Stewart M. Patrick</td>
<td>Senior Fellow and Director of the International Institutions and Global Governance Program</td>
</tr>
<tr>
<td>Catherine Powell</td>
<td>Fellow for Women and Foreign Policy</td>
</tr>
<tr>
<td>Carla Anne Robbins</td>
<td>Adjunct Senior Fellow</td>
</tr>
<tr>
<td>Adam Segal</td>
<td>Maurice R. Greenberg Senior Fellow for China Studies</td>
</tr>
<tr>
<td>Stephen Sestanovich</td>
<td>George F. Kennan Senior Fellow for Russian and Eurasian Studies</td>
</tr>
<tr>
<td>Matthew J. Slaughter</td>
<td>Adjunct Senior Fellow for Business and Globalization</td>
</tr>
<tr>
<td>Sheila A. Smith</td>
<td>Senior Fellow for Japan Studies</td>
</tr>
<tr>
<td>Scott A. Snyder</td>
<td>Senior Fellow for Korea Studies and Director of the Program on U.S.-Korea Policy</td>
</tr>
<tr>
<td>Paul B. Stares</td>
<td>General John W. Vessey Senior Fellow for Conflict Prevention and Director of the Center for Preventive Action</td>
</tr>
<tr>
<td>Benn Steil</td>
<td>Senior Fellow and Director of International Economics</td>
</tr>
<tr>
<td>Julia E. Sweig</td>
<td>Nelson and David Rockefeller Senior Fellow for Latin America Studies and Director for Latin America Studies Senior Fellow for Middle Eastern Studies</td>
</tr>
<tr>
<td>Ray Takeyh</td>
<td>Adjunct Senior Fellow for Middle Eastern Studies</td>
</tr>
</tbody>
</table>
Rachel B. Vogelstein  
Fellow for Women and Foreign Policy

Matthew C. Waxman  
Adjunct Senior Fellow for Law and Foreign Policy

Micah Zenko  
Douglas Dillon Fellow

VISITING FELLOWS (2013–2014)

Charles E. Berger  
National Intelligence Fellow, Military Fellow, U.S. Marine Corps

Colonel Scott D. Campbell  
Military Fellow, U.S. Coast Guard

Captain Charles L. Cashin III  
Visiting Fellow, Edward R. Murrow Press Fellow, Distinguished Visiting Fellow, Stanton Nuclear Security Fellow, Military Fellow, U.S. Army

Terrence J. Checki  
Stanton Nuclear Security Fellow

Fred Kaplan  
Military Fellow, U.S. Air Force

Raymond W. Kelly  
Military Fellow, U.S. Navy

Sarah E. Kreps  
Military Fellow, U.S. Army

Colonel Patrick J. Mahaney Jr.  
Military Fellow, U.S. Navy

David D. Palkki  
Stanton Nuclear Security Fellow

Captain William J. Parker III  
Military Fellow, U.S. Navy

Alexandra H. Perina  
International Affairs Fellow, Stanton Nuclear Security Fellow, Military Fellow, U.S. Air Force

Mira Rapp-Hooper  
Military Fellow, U.S. Army

Colonel Robert S. Spalding III  
Military Fellow, U.S. Army

A. Michael Spence  
Distinguished Visiting Fellow, International Affairs Fellow

Curtis C. Valentine  
Research and Program Staff

Aala Abdelgadir  
Research Associate, Civil Society, Markets, and Democracy Initiative

Ben Alter  
Research Associate, National Security

Charlie Anderson  
Research Associate, India, Pakistan, and South Asia

Ashlyn Anderson  
Research Associate, India, Pakistan, and South Asia

Caroline Andridge  
Research Associate, Global Health, Economics, and Development

Isabella Bennett  
Assistant Director, International Institutions and Global Governance

Alexander Brock  
Research Associate, Middle Eastern Studies

Emerson Brooking  
Research Associate, Defense Policy

Maxine Builder  
Research Associate, Global Health, Middle Eastern Studies

Hannah Chartoff  
Research Associate, Middle Eastern Studies

Jay Chittooran  
Research Associate, Studies

Jeremy Cohen  
Research Associate, International Economics

Lauren Dickey  
Research Associate, U.S. Foreign Policy

Allison Dorey  
Research Associate, Energy and Environment

Darcie Draudt  
Research Associate, Korea Studies, Women and Foreign Policy

Anna Feuer  
Research Associate, Center for Preventive Action

Gilberto Garcia  
Research Associate, Latin America Studies

Kevin Grossinger  
Research Associate, India, Pakistan, and South Asia

Asch Harwood  
Research Associate, Africa Studies

Ari Heisteen  
Research Associate, Middle East

Andrew Henderson  
Research Associate, International Economics

Joel Hernandez  
Research Associate, Latin America Studies

Andrew Hill  
Research Associate, Japan Studies

Jonathan Hill  
Research Associate, International Economics

Helia Ighani  
Research Associate, Center for Preventive Action

Alexandra Kerr  
Program Coordinator, International Institutions and Global Governance

Stephanie Leutert  
Research Associate, Latin America Studies

Ella Lipin  
Research Associate, Middle Eastern and Africa Studies

Sha Luo  
Research Associate, International Economics

Alexandra Mahler-Haug  
Research Associate, Energy and National Security

Robert Maxim  
Research Associate, Competitiveness and Foreign Policy

Charles McClean  
Research Associate, Japan Studies

Patrick McCormick  
Research Associate, Studies

Emily Mellgard  
Research Associate, Africa Policy Studies

Harry Oppenheimer  
Research Associate, National Security

William Piekos  
Program Coordinator, Asia Studies

Gregory Roberts  
Research Associate, National Security

Uri Sadot  
Research Associate, Middle Eastern Studies

Jesse Sloman  
Research Associate, Military Fellows

Rebecca Strauss  
Associate Director, Renewing America Publications

Farah Faisal Thaler  
Associate Director, International Institutions and Global Governance

Sharonone Tobias  
Research Associate, Asia Studies

Sigrid von Wendel  
Program Assistant, Civil Society, Markets, and Democracy Initiative

Dinah Walker  
Analyst, Geoeconomics

Martin Willner  
Research Associate, International Institutions and Global Governance

Valerie Wirtschafter  
Research Associate, Latin American Studies

Amelia Wolf  
Research Associate, Center for Preventive Action and International Institutions and Global Governance
Jeffrey Wright  
Research Associate, International Institutions and Global Governance  
May Yang  
Research Associate, International Economics

MEETINGS AND MEMBERSHIP

Nancy D. Bodurtha  
Vice President  
Celia Garay  
Assistant to the Vice President  
Scott R. Woodall  
Program Assistant

NEW YORK MEETINGS

Anastasia M. LaFollette  
Director, Meetings Administration  
Meaghan Fulco  
Deputy Director  
Bari Rogoff  
Assistant Director  
Angela Aranda  
Program Coordinator  
Kate Dinota  
Program Coordinator

WASHINGTON PROGRAM

Christopher M. Tuttle  
Director

WASHINGTON MEETINGS

Emily E. McLeod  
Deputy Director  
Leila Mahnad  
Program Coordinator  
Dexter K. Ndengabaganizi  
Program Associate  
Hallie Tosher  
Program Associate  
Sam Dunderdale  
Program Assistant  
Christina Wald  
Program Assistant

WASHINGTON EXTERNAL AFFAIRS

Patrick C. Costello  
Deputy Director, Congress and U.S. Foreign Policy  
Thomas Bowman  
Associate Director, Washington Program  
Mark A. Collins  
Program Associate, Congress and U.S. Foreign Policy

MEMBERSHIP

Vera Ranola  
Deputy Director  
Julie A. Jenkins  
Deputy Director, Membership Administration  
Jessica D. Thomas  
Program Coordinator  
Lily A. Warnke  
Program Assistant

NATIONAL PROGRAM AND OUTREACH

Irina A. Faskianos  
Vice President  
Maria Casa  
Director, National Program and Outreach Administration  
Amy E. Cunningham  
Associate Director, Religion and Foreign Policy/State and Local Officials, Outreach Administration  
Richard L. Chilton  
Program Coordinator, Outreach Administration  
Alyssa Eilenfeldt  
Program Coordinator, National Program  
Annie Pope  
Program Coordinator, National Program  
Ruth R. Sullivan  
Program Coordinator, National Program  
Catalina Caro Torres  
Program Coordinator, Outreach Administration  
Rachel E. Landry  
Assistant to the Vice President  
Georgia Kinsley  
Program Assistant, National Program and Outreach

CORPORATE AFFAIRS

Suzanne E. Helm  
Vice President, Philanthropy and Corporate Relations  
Aimee Carter  
Washington Director, Corporate Affairs  
Amanda Huckabee Ferlazzo  
Deputy Director, Corporate Affairs  
Megan Lynch  
Associate Director, Corporate Member Relations  
Tanya Shpiniowa  
Associate Director, Corporate Member Relations  
Miriam Freeman  
Program Associate, Washington Corporate Affairs  
Caitlin McCarthy  
Program Associate, Corporate Member Relations  
Alexa Petersen  
Program Associate, Business Development  
Julie Stoever  
Program Associate, Corporate Affairs

GLOBAL COMMUNICATIONS AND MEDIA RELATIONS

Lisa Shields  
Vice President  
Iva Zoric  
Director  
Melinda Wuehler  
Deputy Director  
David Mikhail  
Deputy Director  
Courtney Doggart  
Associate Director  
Sarah Doolin  
Associate Director  
Tricia Miller Klapheke  
Assistant Director  
Kendra Davidson  
Communications Coordinator  
Anthony Smith  
Communications Associate  
Cathryn Adams  
Communications Associate  
John Sherman  
Assistant Editor

DEVELOPMENT

Suzanne E. Helm  
Vice President, Philanthropy and Corporate Relations  
Betsy R. Gude  
Director of Development  
Sharon R. Herbst  
Director, Special Projects  
Sophia Greenhouse  
Assistant Director, Special Projects  
Lena Moy  
Gifts Administrator  
Christopher Brancaccio  
Assistant Director  
Karina Mudd  
Development Coordinator

INFORMATION MANAGEMENT, FINANCE, AND SPECIAL EVENTS

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

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

Library and Research Services

Lilibata V. Gusts  Director
Tracy Paler  Deputy Director
Laura Puls  Associate Director, Research, Instruction, and Digital Resources
Connie M. Stagnaro  Assistant Director, Archives and Intranet Development
India Adams  Library Assistant
Nicholaos 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
Parker Ituk  Front-End Web Developer
Gary Rancier  Assistant Digital Producer
Darnell Lynch  Web Developer
Angel Trajkov  Web Developer

Finance

Jennifer Perez  Director
Jean-Michel Oriol  Deputy Director
Sigi Silvani  Accounting Manager
Latoya Singleton  Finance Manager
Evanda Butler  Senior Staff Accountant
Ryan Kanji  Junior Staff Accountant
Vera Langley  Accounting Associate
Anisa Leka  Staff Accountant
Betty Mak  Accounting Associate
Jesus Sojuaco  Accounts Payable Assistant

Special Events

Valerie Post  Director
Beth Harris  Assistant Director
Madison Meyer  Event Sales Coordinator
Camden Mobley  Special Events Assistant

Human Resources and Administration

Jan Mowder Hughes  Vice President

Human Resources

Margot Hawkins  Director
Angela Corsentino  Deputy Director
Linda Madueme  Deputy Director, Benefits and Compensation
Alexandria Gilkey  Associate Director
Julia Eldridge  Human Resources Coordinator, Benefits and Compensation
Heather Khoury  Human Resources Coordinator
Jeanine Donnelly  Human Resources Associate
Carolyn Trotman  Human Resources Assistant
Clifford Hunt  Interdepartmental Program Associate
Daniel Chardell  Interdepartmental Program Assistant

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
Maureen Hughes  Deputy Director, Event Management
Robert Prinzi  Associate Director, Event Management
William Cornell  Event Scheduling Manager
Julissa Sarabia  Event Manager
Edwin Santiago  Manager, Public Space Maintenance
Christopher Bostick  Printing and Duplication Associate
Trent Caldwell  Event Operations Waiter
Carlos Correa  Facility Operations Assistant
Gilbert Falcon  Evening Facility Operations Assistant
Glen Goldman  Audio Visual Technician
Sandor Macias  Facility Operations Assistant
Herbert McLaughlin  Facility Operations Assistant
Edgar Rivera  Facility and Event Operations Associate
Sunil Sookhram  Facility Operations Assistant
Jose Vargas  Assistant Building Engineer
Marcos Velazquez  Assistant Building Engineer
<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jayson Frum</td>
<td>Director of Operations and Project Management</td>
</tr>
<tr>
<td>Rachel Peterson</td>
<td>Director, Event Management and Special Events</td>
</tr>
<tr>
<td>John Scalia</td>
<td>Deputy Director, Facility Operations</td>
</tr>
<tr>
<td>Karen Garnick</td>
<td>Associate Director, Event Management</td>
</tr>
<tr>
<td>Vanessa Robertson</td>
<td>Associate Director of Facility Operations</td>
</tr>
<tr>
<td>John Fletcher</td>
<td>Audio Visual Engineer</td>
</tr>
<tr>
<td>Melissa Hamilton</td>
<td>Event Assistant</td>
</tr>
<tr>
<td>Joshua Hedges</td>
<td>Facility Operations Assistant</td>
</tr>
<tr>
<td>MJ Johnson</td>
<td>Facility Operations Assistant</td>
</tr>
<tr>
<td>Rafael Magana</td>
<td>Event Operations Waiter</td>
</tr>
<tr>
<td>Amethyst Mckenrick</td>
<td>Assistant to the Director of Operations and Project Management</td>
</tr>
<tr>
<td>Felipe Vaquerano</td>
<td>Building Engineer</td>
</tr>
<tr>
<td>Krista Wessel</td>
<td>Event Coordinator</td>
</tr>
</tbody>
</table>
# Financial Statements

## Statement of Financial Position

**As of June 30, 2014**

### Assets

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$29,265,900</td>
</tr>
<tr>
<td>Accounts receivable, net</td>
<td>1,655,700</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>607,900</td>
</tr>
<tr>
<td>Property held for sale</td>
<td>2,594,500</td>
</tr>
<tr>
<td>Grants and contributions receivable, net</td>
<td>14,218,900</td>
</tr>
<tr>
<td>Contributions receivable for endowment, net</td>
<td>1,462,400</td>
</tr>
<tr>
<td>Inventory</td>
<td>158,700</td>
</tr>
<tr>
<td>Investments</td>
<td>369,190,600</td>
</tr>
<tr>
<td>Land, buildings and building improvements, and equipment, net</td>
<td>72,715,300</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td><strong>$491,869,900</strong></td>
</tr>
</tbody>
</table>

### Liabilities

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>$6,498,200</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>4,397,100</td>
</tr>
<tr>
<td>Accrued postretirement benefits</td>
<td>5,318,000</td>
</tr>
<tr>
<td>Interest rate swap agreement</td>
<td>7,610,600</td>
</tr>
<tr>
<td>Bonds payable</td>
<td>61,170,000</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td><strong>84,993,900</strong></td>
</tr>
</tbody>
</table>

### Commitments

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net assets</td>
<td>68,391,300</td>
</tr>
<tr>
<td>Unrestricted</td>
<td></td>
</tr>
<tr>
<td>Temporarily restricted</td>
<td>170,218,700</td>
</tr>
<tr>
<td>Permanently restricted</td>
<td>168,266,000</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td><strong>406,876,000</strong></td>
</tr>
</tbody>
</table>

### Total liabilities and net assets

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total liabilities and net assets</strong></td>
<td><strong>$491,869,900</strong></td>
</tr>
</tbody>
</table>

To view the full 2014 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, 2014

<table>
<thead>
<tr>
<th>Operating revenue and support</th>
<th>UNRESTRICTED</th>
<th>TEMPORARILY RESTRICTED</th>
<th>PERMANENTLY RESTRICTED</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership dues</td>
<td>$ 5,970,300</td>
<td>$ —</td>
<td>$ —</td>
<td>$ 5,970,300</td>
</tr>
<tr>
<td>Annual giving</td>
<td>8,433,100</td>
<td>—</td>
<td>—</td>
<td>8,433,100</td>
</tr>
<tr>
<td>Corporate memberships and related income</td>
<td>7,981,600</td>
<td>186,000</td>
<td>—</td>
<td>8,167,600</td>
</tr>
<tr>
<td>Grants and contributions</td>
<td>1,300</td>
<td>10,949,200</td>
<td>—</td>
<td>10,950,500</td>
</tr>
<tr>
<td>Foreign Affairs publications</td>
<td>8,213,400</td>
<td>—</td>
<td>—</td>
<td>8,213,400</td>
</tr>
<tr>
<td>Investment return used for current operations</td>
<td>5,956,300</td>
<td>9,015,600</td>
<td>—</td>
<td>14,971,900</td>
</tr>
<tr>
<td>Rental income</td>
<td>2,076,800</td>
<td>—</td>
<td>—</td>
<td>2,076,800</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>146,700</td>
<td>—</td>
<td>—</td>
<td>146,700</td>
</tr>
<tr>
<td>Net assets released from restrictions</td>
<td>22,913,500</td>
<td>(22,913,500)</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Total operating revenue and support</td>
<td>61,693,000</td>
<td>(2,762,700)</td>
<td>—</td>
<td>58,930,300</td>
</tr>
</tbody>
</table>

Operating expenses

Program expenses:

<table>
<thead>
<tr>
<th>Program expenses</th>
<th>UNRESTRICTED</th>
<th>TEMPORARILY RESTRICTED</th>
<th>PERMANENTLY RESTRICTED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Studies Program</td>
<td>22,563,900</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Task Force</td>
<td>334,100</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>NY Meetings</td>
<td>1,340,600</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>DC programs</td>
<td>1,709,300</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Special events</td>
<td>1,046,100</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Foreign Affairs</td>
<td>10,561,400</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>National Program</td>
<td>1,147,000</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Outreach Program</td>
<td>1,268,700</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Term member</td>
<td>341,200</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Websites</td>
<td>3,438,000</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Education initiatives</td>
<td>784,600</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Total program expenses</td>
<td>44,534,900</td>
<td>—</td>
<td>—</td>
</tr>
</tbody>
</table>

Supporting services:

Fundraising:

<table>
<thead>
<tr>
<th>Supporting services</th>
<th>UNRESTRICTED</th>
<th>TEMPORARILY RESTRICTED</th>
<th>PERMANENTLY RESTRICTED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development</td>
<td>1,551,500</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Corporate Program</td>
<td>2,270,000</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Global Board of Advisers</td>
<td>59,200</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Total fundraising</td>
<td>3,880,700</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Management and general</td>
<td>11,463,800</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Membership</td>
<td>1,199,100</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Total supporting services</td>
<td>16,543,600</td>
<td>—</td>
<td>—</td>
</tr>
</tbody>
</table>

Total operating expenses | 61,078,500   | —                      | —                      |

Excess (deficiency) of operating revenue and support over operating expenses | 614,500     | (2,762,700)           | —                      | (2,148,200) |

Nonoperating revenue (loss)

<table>
<thead>
<tr>
<th>Nonoperating revenue (loss)</th>
<th>UNRESTRICTED</th>
<th>TEMPORARILY RESTRICTED</th>
<th>PERMANENTLY RESTRICTED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investment gain in excess of spending rate</td>
<td>4,027,400</td>
<td>26,236,700</td>
<td>—</td>
</tr>
<tr>
<td>Endowment contributions</td>
<td>—</td>
<td>—</td>
<td>2,249,900</td>
</tr>
<tr>
<td>Change in value of on interest rate swap agreement</td>
<td>188,600</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Total nonoperating revenue</td>
<td>4,216,000</td>
<td>26,236,700</td>
<td>2,249,900</td>
</tr>
</tbody>
</table>

To view the full 2014 Financial Statements, please visit www.cfr.org/about/annual_report.
Credits

Editor: Patricia Dorff
Production Editor: Eli Dvorkin
Associate Editor: Ashley Bregman
Photo Editors: Sarah Doolin and Cathryn Adams
Publications Intern: Jordan Dannenberg
Copy Editor: Lia C. Norton
Cover Design: Objective Subject
Production: Gene Crofts

PHOTOS

NASA/Corbis: cover photo (NASA’s Aqua satellite captures an algae bloom on the surface of the Black Sea)
Hills & Company: 5 top
Ralph Alswang: 5 bottom
The Carlyle Group: 6
Don Pollard: 11 top left, top right, bottom left, center right; 14 top; 15; 20; 21; 22; 23; 25
Kaveh Sardari/www.sardari.com: 11 bottom right; 13 right; 14 bottom; 16; 17
Melanie Einzig: 12; 13 left
Leonardo Puccini: 18
Wendi Rose: 27

Note: All titles and affiliations referenced in the Annual Report, including captions, were current at the time of the event.