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Note: This list of Officers and Directors is current as of July 1, 2011. A historical roster of Directors and Officers can be found on pages 25–27.
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Mission Statement

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

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

– maintaining a diverse membership, with special programs to promote interest and develop expertise in the next generation of foreign policy leaders;

– convening meetings at its headquarters in New York and in Washington, DC, and other cities where senior government officials, members of Congress, global leaders, and prominent thinkers come together with CFR members to discuss and debate major international issues;

– supporting a Studies Program that fosters independent research, enabling CFR scholars to produce articles, reports, and books and hold roundtables that analyze foreign policy issues and make concrete policy recommendations;

– publishing Foreign Affairs, the preeminent journal on international affairs and U.S. foreign policy;

– sponsoring Independent Task Forces that produce reports with both findings and policy prescriptions on the most important foreign policy topics; and

– providing up-to-date information and analysis about world events and American foreign policy on its website, CFR.org.
It has been a year of tremendous disruption and challenge across the world: unprecedented uprisings in the Arab world; economic difficulties in the eurozone; the earthquake, tsunami, and subsequent nuclear crisis in Japan; and the killing of Osama bin Laden.

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

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

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

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

In May, CFR and Foreign Affairs published an ebook, The New Arab Revolt: What Happened, What It Means, and What Comes Next. During a time of complex transformation, the volume offers an intellectual context for understanding the upheavals in the Arab world. It brings together more than sixty articles, interviews, congressional testimony, and op-eds from experts and thought leaders; major public statements by Barack Obama, Hillary Clinton, Hosni Mubarak, Muammar al-Qaddafi, and others; as well as other relevant primary source documents.
Council staff and fellows published nearly 90 op-eds on the events in the region in the New York Times, Wall Street Journal, Washington Post, Time, Financial Times, Foreign Policy, Atlantic, Politico, and CNN.com, among others, and have made over 160 appearances on major news outlets including ABC, NBC, CBS, FOX, CNN, al-Jazeera, BBC, PBS, NPR, and MSNBC. Council experts testified before both the Senate Foreign Relations Committee and the House Committee on Foreign Affairs on U.S. policy toward Libya, Egypt, and Lebanon, and they have briefed U.S. government officials in the legislative and executive branches.

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

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

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

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

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

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

Carla A. Hills
Robert E. Rubin
Co-Chairs of the Board
President’s Message

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

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

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

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

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

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

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

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

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

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

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

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

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

As part of CFR’s Religion and Foreign Policy initiative, Archbishop Daniel Deng Bul Yak discussed the religious implications of a potential civil war in Sudan.
Symposium on Global Economics featured Director of the National Economic Council Larry Summers. As part of our C. Peter McColough Series on International Economics, we hosted Secretary of the Treasury Timothy Geithner, former chairman of the Federal Reserve Alan Greenspan, Trade Representative Ronald Kirk, Treasury Undersecretary for International Affairs Lael Brainard, Chairman of the Council of Economic Advisers Austan Goolsbee, and Chairman of the Federal Deposit Insurance Corporation Sheila Bair. We also featured Stuart Levey, the first undersecretary for terrorism and financial markets at the Treasury Department.

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

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

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

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

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

CFR has sponsored a number of Independent Task Forces this fiscal year. In addition to the two Task Forces on trade and education, the Council published a report of the Independent Task Force on U.S. Strategy for Pakistan and Afghanistan, chaired by former deputy secretary...
of state Richard Armitage and former national security adviser Samuel R. Berger and directed by Senior Fellow Daniel Markey. Its report supports a long-term partnership with Pakistan; calls for a new approach to Afghan political reform, reconciliation, and regional diplomacy; and argues that a more limited U.S. mission in Afghanistan would be warranted if the present strategy does not show sufficient signs of progress.

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

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

The Center for Preventive Action—a part of the David Rockefeller Studies Program—has continued its Contingency Planning Memoranda series, which offers practical policy options for managing immediate threats that, should they arise, could seriously jeopardize U.S. interests. It released papers this year on military escalation on the Korean Peninsula, potential election violence in Nigeria, a third Lebanon war, and electoral instability and violence in the Democratic Republic of Congo. CFR
also introduced a new publication series, Policy Innovation Memoranda, which target critical areas where new thinking is needed. They are concise products aimed at policymakers and opinion leaders. So far five have been released: managing the world’s dollar dependency, the U.S. role in defining the rules of cyberspace governance, rethinking peacemaking for Darfur, improving relations with Pakistan, and enhancing U.S. crisis preparedness.

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

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

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

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

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

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

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

CFR.org continues to increase its output and has an average of over 1.2 million page views and 450,000 unique visitors each month.
underscoring the importance of the CFR mission to serve as a comprehensive resource on U.S. foreign policy. I want to thank CFR Co-Chairs Carla A. Hills and Robert E. Rubin, Vice Chair Richard E. Salomon, and the members of the Board of Directors for their able leadership and dedicated service. I also want to thank the Council’s individual and corporate members in New York, Washington, and across the country and the world for their involvement. And lastly, none of this would be possible without CFR’s committed staff and their many contributions to the institution’s work. I truly think that this past year was one of CFR’s most impressive, and I am grateful to the many individuals that helped make it possible.

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

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

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

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

Soon after the March/April issue went to press, a popular upheaval in Tunisia toppled longtime ruler Zine el-Abidine Ben Ali. The turmoil quickly spread to Egypt and then the rest of the Middle East. The extraordinary and rapidly evolving situation created both challenges and opportunities, and *Foreign Affairs* responded with an unprecedented amount of online coverage in order to provide intellectual context for readers in real
time. ForeignAffairs.com featured dozens of top-notch experts covering everything from events in each affected country to the general causes and characteristics of the crisis. This surge of activity generated unprecedented traffic on the website as well as substantial praise. Standout online features included rapid-fire pieces by Michele Penner Angrist on the fall of Ben Ali, Carrie Rosefsky Wickham on Egypt’s Muslim Brotherhood, Steven Cook on U.S.-Egyptian relations, Tony Badran on unrest in Syria, and Frederic Wehrey on Libya’s political dynamics.

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

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

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

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

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

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

Advertising revenue for the magazine in the 2010–2011 fiscal year increased 25 percent over the previous one, thanks to the support of advertisers such as Eni, the Goldman Sachs Group Inc., Lockheed Martin Corporation, Singapore Airlines, Shell Oil Company, Bank of America Merrill Lynch, USEC, and TETRA Technologies, Inc. Two new special sections highlighting graduate schools created a new category for advertising, while sponsored country sections from Japan, Cape Verde,
Indonesia, Equatorial Guinea, the Philippines, Haiti, and Greece also contributed to revenue growth. Online and newsletter advertising sponsorship delivered an 11 percent increase in revenue over last year.

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

Gideon Rose
*Foreign Affairs Editor*
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Vin Weber

* Term Member
† 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, 2011, were Henry S. Bienen, Ann M. Fudge, Colin L. Powell, Penny S. Pritzker, Joan E. Spero, Vin Weber, and Christine Todd Whitman.

The Nominating and Governance Committee was composed of Henry S. Bienen (Chair), Madeleine K. Albright, Mary McInnis Boies, Sylvia Mathews Burwell, Kenneth M. Duberstein, Nancy A. Jarvis, Kenneth I. Juster, Maria Elena Lagomasino, Edward J. Mathias, Jami Miscik, Theodore Roosevelt IV, Stanley S. Shuman, G. Richard Thoman, R. Keith Walton, and Christine Todd Whitman. On December 6, 2010, the Chair invited the Council membership to propose possible candidates. The Nominating and Governance Committee met on February 28, 2011, to consider the pool of names suggested by Council members for the three elective vacancies. Mindful of its mandate to consider “the need for diversity with regard to age, sex, race, geographical representation, and professional background,” the Nominating and Governance Committee developed the following slate of nominees for the Class of 2016: Stephen E. Biegun, David W. Leebron, Eduardo J. Padrón, Colin L. Powell, Kevin P. Ryan, and Christine Todd Whitman. On March 17, 2011, Council members were notified of the slate and of the petition process available to them in accordance with the By-Laws. No petition candidate was put forth. A ballot was mailed to all Council members on May 2, 2011.

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

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

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

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

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

* pro-tempore

Historical Roster of Directors and Officers 26
EXECUTIVE DIRECTORS

<table>
<thead>
<tr>
<th>Name</th>
<th>Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hamilton Fish</td>
<td>1922–28</td>
</tr>
<tr>
<td>Armstrong</td>
<td></td>
</tr>
<tr>
<td>Malcolm W. Davis</td>
<td>1925–27</td>
</tr>
<tr>
<td>Walter H. Mallory</td>
<td>1927–59</td>
</tr>
<tr>
<td>George S. Franklin</td>
<td>1953–71</td>
</tr>
</tbody>
</table>

SECRETARIES

<table>
<thead>
<tr>
<th>Name</th>
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<tbody>
<tr>
<td>Edwin F. Gay</td>
<td>1921–33</td>
</tr>
<tr>
<td>Allen W. Dulles</td>
<td>1933–44</td>
</tr>
<tr>
<td>Frank Altschul</td>
<td>1944–72</td>
</tr>
<tr>
<td>John Temple Swing</td>
<td>1972–87</td>
</tr>
<tr>
<td>Judith Gustafson</td>
<td>1987–2000</td>
</tr>
<tr>
<td>Lilia V. Gusts</td>
<td>2000–2010</td>
</tr>
<tr>
<td>Jeffrey A. Reinke</td>
<td>2010–</td>
</tr>
</tbody>
</table>

HONORARY SECRETARY

Frank Altschul 1972–1981

TREASURERS

<table>
<thead>
<tr>
<th>Name</th>
<th>Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Edwin F. Gay</td>
<td>1921–33</td>
</tr>
<tr>
<td>Whitney H. Shepardson</td>
<td>1933–42</td>
</tr>
<tr>
<td>Clarence E. Hunter</td>
<td>1942–51</td>
</tr>
<tr>
<td>Devereux C. Josephs</td>
<td>1951–52</td>
</tr>
<tr>
<td>Elliott V. Bell</td>
<td>1952–64</td>
</tr>
<tr>
<td>Gabriel Hauge</td>
<td>1964–81</td>
</tr>
<tr>
<td>Peter G. Peterson</td>
<td>1981–85</td>
</tr>
<tr>
<td>C. Peter McColough</td>
<td>1985–87</td>
</tr>
<tr>
<td>Lewis T. Preston</td>
<td>1987–88</td>
</tr>
<tr>
<td>James E. Burke</td>
<td>1988–89</td>
</tr>
<tr>
<td>David Woodbridge</td>
<td>1989–94</td>
</tr>
<tr>
<td>Janice L. Murray</td>
<td>1994–2009</td>
</tr>
<tr>
<td>Kenneth Castiglia</td>
<td>2010–</td>
</tr>
</tbody>
</table>

EDITORS OF FOREIGN AFFAIRS

<table>
<thead>
<tr>
<th>Name</th>
<th>Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Archibald Cary Coolidge</td>
<td>1922–28</td>
</tr>
<tr>
<td>Hamilton Fish</td>
<td></td>
</tr>
<tr>
<td>Armstrong</td>
<td>1928–72</td>
</tr>
<tr>
<td>William P. Bundy</td>
<td>1972–84</td>
</tr>
<tr>
<td>William G. Hyland</td>
<td>1984–92</td>
</tr>
<tr>
<td>Gideon Rose</td>
<td>2010–</td>
</tr>
</tbody>
</table>

DIRECTORS OF STUDIES

<table>
<thead>
<tr>
<th>Name</th>
<th>Years</th>
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<tbody>
<tr>
<td>Percy W. Bidwell</td>
<td>1937–53</td>
</tr>
<tr>
<td>Philip E. Mosely</td>
<td>1955–63</td>
</tr>
<tr>
<td>Richard H. Ullman</td>
<td>1973–76</td>
</tr>
<tr>
<td>Abraham F. Lowenthal</td>
<td>1976–77</td>
</tr>
<tr>
<td>John C. Campbell</td>
<td>1977–78</td>
</tr>
<tr>
<td>Paul H. Kreisberg</td>
<td>1981–87</td>
</tr>
<tr>
<td>William H. Gleystein Jr.</td>
<td>1987–89</td>
</tr>
<tr>
<td>Nicholas X. Rizopoulos</td>
<td>1989–94</td>
</tr>
<tr>
<td>Kenneth H. Keller</td>
<td>1994–95</td>
</tr>
<tr>
<td>Ethan B. Kapstein*</td>
<td>1995–96</td>
</tr>
<tr>
<td>Margaret</td>
<td></td>
</tr>
<tr>
<td>Osmer-McQuade</td>
<td>1979–93</td>
</tr>
<tr>
<td>Harry Boardman</td>
<td>1962–69</td>
</tr>
<tr>
<td>Zygmunt Nagorski Jr.</td>
<td>1969–78</td>
</tr>
<tr>
<td>Marilyn Berger</td>
<td>1978–79</td>
</tr>
<tr>
<td>John C. Campbell</td>
<td>1977–78</td>
</tr>
<tr>
<td>Paul H. Kreisberg</td>
<td>1981–87</td>
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<tr>
<td>William H. Gleystein Jr.</td>
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<td>Nicholas X. Rizopoulos</td>
<td>1989–94</td>
</tr>
<tr>
<td>Kenneth H. Keller*</td>
<td>1994–95</td>
</tr>
<tr>
<td>Ethan B. Kapstein*</td>
<td>1995–96</td>
</tr>
</tbody>
</table>

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

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

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

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

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

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

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

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

Membership is restricted to citizens of the United States or permanent residents who have made formal application to become a citizen. If foreign born, the candidate must submit a written statement that he or she has met this requirement.
APPLICATION REQUIREMENTS
– Letter of nomination from a CFR member;
– Three seconding letters for membership (maximum of four) or two seconding letters for term membership (maximum of three); and
– Completion of online application.

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

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

NOMINATING LETTERS
Candidates must be nominated by a CFR member. Thoughtful, candid, and succinct comments are far more important than formal endorsements of candidates. The first paragraph of a nomination letter must include a clear and comprehensive statement about the nature of the relationship between the candidate and the letter writer. Nomination letters should be no more than five hundred words and should address the following criteria:
– intellectual attainment and expertise;
– degree of experience, interest, and current involvement in international affairs or in other areas affecting international affairs;
– promise of future achievement and service in foreign relations;
– potential contributions to the work of CFR;
– desire and ability to participate in CFR activities; and
– standing among his or her peers.

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

ADDITIONAL RULES AND REGULATIONS TO CONSIDER
Candidates or their nominators are responsible for ensuring that all required application materials are submitted by the filing deadlines. Please also note the following:
– Officers of CFR as well as members of the Board of Directors and Committee on Membership are precluded from nominating or writing seconding letters on any candidate’s behalf.
– A member who is a spouse, close relative (a parent, sibling, cousin, or the like), or near in-law of a candidate may not formally nominate or second that candidate for CFR membership. Members should also refrain from writing on behalf of clients.
– CFR visiting fellows are prohibited from applying for membership until they have completed their fellowship tenure.

DEADLINES, CANDIDATE NOTIFICATION, AND REAPPLICATION
Strict observance of deadlines is essential to staff support of the Committee on Membership’s work. Applications not completed prior to the deadline for any given committee meeting will not
be considered at that time. All membership candidates and their nominators will receive notification of the committee’s decisions according to the schedule below.

<table>
<thead>
<tr>
<th></th>
<th>Application Deadline</th>
<th>Notification</th>
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<tbody>
<tr>
<td>Membership</td>
<td>March 1</td>
<td>late June</td>
</tr>
<tr>
<td></td>
<td>October 1</td>
<td>mid-February</td>
</tr>
<tr>
<td>Term Membership</td>
<td>November 1</td>
<td>late June</td>
</tr>
</tbody>
</table>

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

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

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

**PROFILE OF THE MEMBERSHIP**

<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>1,479</td>
<td>32</td>
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<tr>
<td>Washington, DC, Area</td>
<td>1,447</td>
<td>32</td>
</tr>
<tr>
<td>National/International</td>
<td>1,665</td>
<td>36</td>
</tr>
<tr>
<td>Total</td>
<td>4,591</td>
<td>100</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Profession</th>
<th>Number of Members</th>
<th>Percentage of Membership</th>
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</thead>
<tbody>
<tr>
<td>Business</td>
<td>1,454</td>
<td>32</td>
</tr>
<tr>
<td>Professors, Fellows, and Researchers</td>
<td>832</td>
<td>18</td>
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<tr>
<td>Nonprofit</td>
<td>635</td>
<td>14</td>
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<tr>
<td>Government</td>
<td>529</td>
<td>12</td>
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<tr>
<td>Law</td>
<td>245</td>
<td>5</td>
</tr>
<tr>
<td>University and College Administrators</td>
<td>266</td>
<td>6</td>
</tr>
<tr>
<td>Journalists, Correspondents, and Editors</td>
<td>202</td>
<td>4</td>
</tr>
<tr>
<td>Other</td>
<td>428</td>
<td>9</td>
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<tr>
<td>Total</td>
<td>4,591</td>
<td>100</td>
</tr>
</tbody>
</table>

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

A
Aaron, David L.
Abbot, Charles S.
Abbott, Kimberly M.
Abbott, Wilder K.
Abbour, A. Robert
Abbud, Labeeb M.
Abdalla, Alyce N.†
Abell, Keith W.
Abercrombie-Winstanley, Gina K.
Abernethy, Robert John
Abizaid, John P.
Aboelnaga Kanaan, Mona
Abraham, David
Abramowitz, Michael J.
Abramowitz, Morton I.
Abrams, Elliott
Abrams, William M.
Abshire, David M.
Abuaf, Niso
Aburdene, Odeh F.
Acharya, Nish Hemendra
Ackerly, John Maxon
Ackerman, Peter
Acosta, Daniel J. Jr.
Adams, Gordon M.
Adams, Jacqueline*
Adams, Marjorie A.
Adams, Michael F.
Adams, Robert McCormick
Adams, Timothy Dees
Adams-Endre, Clara L.
Adashi, Eli Y.
Addonizio, Elizabeth
Adelman, Carol C.
Adkerson, Richard*
Adkins, Travis L.
Adler, Allen R.
Afkhami, Amir
Agarwal, Sara R.
Agarwal, Sumit
Aggarwal, Vinod K.
Agostinelli, Robert F.
Aguiar, Eric*
Ahuja, Sanjiv*
Aidinoff, M. Bernard
Ajami, Fouad
Albright, Alice P.*
Albright, Madeleine K.
Alderman, Michael H.
Aldrich, George H.
Alexander, Aileen K.
Alexander, John R.
Alexander, Margo N.
Alfonzo, Rafael
Alford, William P.
Allaire, Paul A.
Allbritton, Joe L.
Allen, Jodie T.
Allen, John R.*
Allen, Jonathan
Allen, Richard V.
Allen, Thad W.
Allen, William L.
Alibhoy, Faheen
Allison, Graham T.
Almond, Michael A.
Alonso, Anne L.
Alter, Jonathan H.
Alter, Karen J.
Alterman, Jon B.
Altman, Daniel†
Altman, Drew
Altman, Roger C.
Altman, William C.
Altschuler, David
Alvarez, Jose E.
Alving, Amy E.
Amirfar, Catherine
Ammoni, Marvin
Amos, Deborah Susan
Anand, Manpreet Singh
Andelman, David A.
Andersen, Harold W.
Anderson, Christine L.
Anderson, Craig B.
Anderson, Desai
Anderson, Edward G. III
Anderson, Gloria B.
Anderson, John B.
Anderson, Lisa
Anderson, Mark A.
Anderson, Paul F.
Andreas, Terry Lynn
Andrews, David R.
Andrews, Michael A.
Angelson, Mark A.
Anson, M. Michael
Anthony, John Duke
Aossey, Nancy A.
Apgar, David P.
Aponte, Mari Carmen
Appiah, Kwame A.
Applebaum, Anne E.
Aquila, Francis J.
Arcos, Crescencio S.
Arend, Anthony Clark
Argov, Gideon
Arkin, Stanley S.
Armacost, Michael H.
Armstrong, Charles Michael
Armstrong, Lloyd Jr.
Arnhold, Henry H.
Aron, Adam M.
Arons, Melinda S.
Aronson, Bernard W.
Aronson, Jonathan David
Arsenic, Deana
Arsht, Adrienne
Art, Robert J.
Arthurs, Albert
Artigiani, Carole
Asgard, Ramin
Assousa, George E.
Athreya, Bama
Atkin, Rebecca†
Atkins, Betsy S.
Atkinson, Caroline
Atuahene, Bernadette
Atwood, J. Brian
Auer, James E.
Auerbach, Paul S.
Aufhauser, David D.
Auguste, Byron Gerald
Augustine, Norman R.
Auspitz, Josiah Lee
Ausubel, Jesse H.
Avedon, John F.
Avery, John E.
Avery, William H.
Avni, Ronit
Awuah, Patrick G. Jr.
Axelrod, Robert M.
Ayers, H. Brandt
Ayón, David R.
Ayres, Alyssa
Ayyar, Balan Rama*
Azim, Khalid
Azimi, Shad†
B
Babbitt, Bruce
Babbitt, Eileen F.
Babbitt, Harriet C.
Bacchus, James L.
Bacevich, Andrew J.
Bader, Christine
Bader, William B.
Baer, Donald A.
Bagley, Bruce M.
Bagley, Elizabeth Frawley
Bahar, Michael
Bailey, Jed
Bailey, Ronald Lewis
Bains, Leslie E.
Baird, Peter W.
Baker, Amy†
Baker, Arnold B.
Baker, Audrey H.
Baker, Howard H. Jr.
Baker, James A. III
Baker, James H.
Baker, John R.
Baker, Nancy Kassebaum
Baker, Pauline H.
Baker, Stewart A.
Baker, Thurbert E.
Bakhash, Shaul
Bakstansky, Peter
Balaran, Paul

* Elected to membership in 2011.
† Elected to a five-year term membership in 2011.
Note: Membership shown as of July 1, 2011.
* Elected to membership in 2011.

† Elected to a five-year term membership in 2011.
Bott, John C.
Boufford, Jo Ivey
Boughner, Devry S.
Bouis, Antonina W.
Boulware-Miller, Kay
Boustany, Charles W. Jr.
Bouton, Marshall M.
Bovin, Denis A.
Bower, Joseph Lyon
Bower, Whitney
Bowles, Erskine B.
Bown, Chad
Boyd, Charles Graham
Boyce, Spencer Phipps
Brecken, Paul
Braddock, Richard S.
Bradesma, John
Bradford, Nichol Rae
Bradford, Zeb B. Jr.
Bradley, Bill
Bradley, David G.
Brady, Linda Parrish
Brady, Nichols F.
Brady, Rose
Brainard, Lael
Bramwell, Elizabeth R.
Branch, Daniel H.
Brazeal, Aurelia E.
Brautigam, Deborah A.
Braunschvig, David
Brautigam, Deborah A.
Brazel, Aurelia E.
Breck, Henry R.
Breed, Henry Eltinge III
Bremer, L. Paul III
Bremer, Ian A.
Breslauer, George William
Brower, John D.
Breyer, Stephen G.
Briger, Peter L. Jr.
Brigety, Reuben Earl II
Brill, Alexander
Brill, Steven D.
Brilliant, Larry
Brimmer, Andrew F.
Brimmer, Esther Diane
Brinkley, Douglas G.
Britt, David V.B.
Britt, Glenn A.
Broad, Robin
Broadman, Harry G.
Broadwell, Paula D.
Brock, Steven Vernon
Broda, Frederick C.
Brody, William J.
Brody, Christopher W.
Brody, Kenneth D.
Brokaw, Tom
Bronfman, Edgar Jr.
Bronfman, Edgar M.
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Brown, Alice Lynn
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Brown, Carroll
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Bucknam, Mark A.
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Bumpas, Stuart Maryman
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Caufield, Frank J.
† Elected to membership in 2011.
†† Elected to a five-year term membership in 2011.
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Dale, Sarah Zukerman†
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Eng, Na S.
Ensor, David B.
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Erb, Guy F.
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Erbsen, Claude E.
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Farmer, Thomas L.
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Farrar, Stephen Prescott
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Fawaz, Leila
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Feinberg, Mark B.
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Feiner, Ava S.
Feinstein, Dianne
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Felbab-Brown, Vanda
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Felix, Donald†
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Ferguson, Charles H.
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Ferguson, Roger W. Jr.
Ferguson, Tim W.
Fernandez, Jose W.
Fernholz, Mauricio
Ferrari, Bernard T.
Ferré, Helen Aguirre
Ferré, Maurice A.
Ferré Ramirez, Antonio Luis
Ferril, Lisa Carolyn

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

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<td>Harman, Jane</td>
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<td>Harney, Alexandra</td>
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<td>Harper, Conrad K.</td>
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<td>Harris, David A.</td>
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<td>Harris, Grant T.</td>
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<td>Harris, Jay T.</td>
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<td>Harris, Jessica</td>
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<td>Harris, Joshua J.</td>
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<td>Harris, Martha Caldwell</td>
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<td>Harrison, Hope M.</td>
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<td>Harrison, William B. Jr.</td>
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<td>Hart, Gary</td>
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</tbody>
</table>

* Elected to membership in 2011.
† Elected to a five-year term membership in 2011.
Hart, Robert C.
Hart, Todd Christopher
Hartley, Jane D.
Hartman, Arthur A.
Haseltine, William Alan
Haskell, John H.F. Jr.
Hathaway, Oona A.*
Hathaway, Robert M.
Hau, Sandor
Hauge, John Resor
Hauser, Rita E.
Hauser, William Locke
Havell, Theresa A.
Hawkins, Ashton
Hawley, F. William
Hayden, Michael V.
Hayek, Alexandre P.
Hayes, Jeff W.
Hayes, Margaret Daly
Hayes, Michael Edward
Hayes, Rita Derrick
Haykel, Barnard A.*
Haynes, Lukas Harrison
Haynes, Ulric
Hays, Laurie
Hayward, Thomas B.
Healey, Kerry Murphy
Heaney, Andrew P.*
Heck, Charles A.
Heck, Siegfried S.
Heckman, Leila
Hedstrom, Mitchell W.
Heep-Richter, Barbara D.
Heer, Paul
Heginbotham, Stanley J.
Hegseth, Pete†
Hehir, J. Bryan
Heiftetz, Stephen
Heimann, John G.
Heimbold, Charles A. Jr.
Heimowitz, James B.
Heinemann, Benjamin W. Jr.
Heineman, Melvin L.
Heinintz, Stephen B.
Heintzen, Harry Leonard
Heinz Kerry, Teresa
Heleniak, David W.
Helfer, Michael Stevens
Helfer, Ricki Tigert
Helfstein, Scott†
Helgerson, John L.
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Heller, Richard M.
Hellman, F. Warren
Hellman, Steven E.
Hellmann, Donald Charles
Helm, Robert W.
Helm, Suzanne
Helman, Joseph J.
Helman, Robert A.
Helprin, Mark
Helvey, David Farr
Hemphill, C. Scott
Hendricks, Darryl E.
Hendrickson, David C.
Henkin, Alice H.
Henneberg, Tom
Hennesy, John Carroll
Henninger, Daniel P.
Henrikson, Alan K.
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Herman, Laura S.
Hermann, Charles F.
Hernandez, Antonio
Herrnstadt, Owen Edward
Herskovits, Jean
Hersman, Rebecca K.C.
Herspring, Dale R.
Hertog, Roger
Hertzberg, Hendrik
Hertzberg, Robert M.
Herz, Barbara
Herz, J. C.
Herzfeld, Charles M.
Herzstein, Jessica A.
Herzstein, Robert E.
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Hess, John B.
Hess, Marlene
Hessler, Curtis A.
Hessman, Robin
Hewlett, Sylvia Ann
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Hicks, John F. Sr.
Hicks, Kathleen Holland
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Higginsbotham, F. Michael
Higgins, Heather
Richardson
Higgins, Robert F.
Hightower, Edward T.
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Hill, J. Tomilson
Hill, James T.
Hill, Janine W.
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Hill, Raymond D.
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Hills, Carla A.
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Hoehn, William E. Jr.
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Hoffman, Stanley
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Holtzman, Elizabeth
Holom, John D.
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Hooker, Richard D. Jr.
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Hope, Richard O.
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Hormats, Robert D.
Horn, Karen N.
Horn, Sally K.
Horner, Matina Souretis
Hornig, George R.
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Horowitz, Irving Louis
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Houghton, James R.
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Howard, Christopher
Howard, Ivan‡
Howard, Lyndsay C.
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Howson, Nicholas Calcina
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Hsu, Ta-Lin
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Huberman, Benjamin
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Hughes, R. John
Hughes, Thomas Lowe
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Hunt, Swanee
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Hunter-Gault, Charlayne
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Hyland, Richard
Hyman, Allen I.
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Ibargüen, Alberto
Ibargüen, Diego
Ignatius, Adi
Ignatius, David R.
Ijaz, Mansoor
Ilkenberry, G. John
Iké, Fred C.
Immergut, Mel M.
Inferfurth, Karl F.
Indy, Martin S.
Ingber, Rebecca
Inman, Bobby R.
Intriligator, Michael D.
Irish, Leon E.
Irvin, Patricia L.
Isaacs, Maxine
Isaacson, Walter S.
Iseman, Frederick J.
Isenberg, Steven L.
Isenberg, Steven L.
Isham, Christopher

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Keenan, Kevin Michael
Keene, Lonnie
Keeny, Spurgeon M. Jr.
Keidan, Jonathan
Kelleher, Catherine M.
Keller, Edmond J.
Keller, Kenneth H.
Keller, Catherine M.
Keller, Edmond J.
Keller, Kenneth H.
Kellerman, Barbara L.
Kelley, Paul X.
Kelley, Paul X.
Kelley, Paul X.
Kellner, Peter Bicknell
Kellogg, David
Kelly, Alfred F. Jr.
Kelly, Arthur L.
Kelly, Brendan S.
Kelly, Francis J.
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Keohane, Nannerl O.
Keohane, Robert O.
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Lauder, Ronald S.
Lauder, William Philip
Laudicina, Paul A.
Launger, Philip C. Jr.
Laurence, Jonathan A.
Laurenti, Jeffrey
Lautenbach, Ned C.
Lautz, Terrill Edward
Lavelle, Kathryn C.
Laventhal, David A.
Lawrence, Richard D.
Lawrence, Robert Z.
Lawson, Eugene K.
Lawson, Sandra Guylay
Layne, Christopher
Lazarus, Shelly B.
Lazarus, Steven
Le Melle, Tilden J.
Leach, James A.
Leader-Chivee, Lauren†
Leaman, J. Welby
LeClerc, Paul
Lederman, Gordon
Nathaniel
Lee, Anthony P.
Lee, Ellana*
Lee, Esther
Lee, Nancy
Lee, Thea Mei
Lee-Kung, Dinah
Leeds, Jeffrey T.
Leeds, Roger S.
Lee, Ming-Chun
Leet, Kenneth H.M.
Lenfest, Harold F.
Lenihan, Michelle†
Lennox, Alexander T.J.
Lennox, William J. Jr.
Leutenegger, Birgit
Leventhal, Kenneth G.
Levin, Robert
Levine, Ross*
Levine, Susan B.
Levinson, Marc
Levitsky, Jonathan E.
Levitt, Arthur Jr.
Levitt, Matthew A.*
Levy, Jay A.
Levy, Reynold
Lew, Jacob J.
Lewin, Leslie A.†
Lewinson, Jonathan†
Lewis, Bernard
Lewis, Eric L.
Lewis, Maureen A.
Lewis, Peter M.
Lewis, Stephen R. Jr.
Lew, W. Walker
Lewy, Glen S.
Li, Cheng
Li, Lu
Libby, I. Lewis Jr.
Libi, Dawn
Lichtblau, John H.
Lichtenstein, Cynthia C.
Lieber, James E.
Lieber, Robert J.
Lieberman, Joseph I.
Lieberman, Nancy A.
Lieberthal, Kenneth G.
Liebman, Jonathan Roy
Liebowitz, Jessica K.
Lifton, Robert K.
Lemmon, Gayle Tzemach
Lempert, Robert J.
Lenfest, Harold F.
Lenihan, Michelle†
Lennon, Alexander T.J.
Lennox, William J. Jr.
Lenzen, Louis C.
LeoGrande, William M.
Leonard, Jennifer A.
Leone, Richard C.
Leopold, Evelyn R.
Lesch, Ann Mosely
Leslie, John W. Jr.
Lessenberry, Brian
Lesser, Ian O.
Letrow, Paul
Lettre, Marcel J. II
Levensohn, Pascal N.
Leverett, Flyn L.
Levin, Herbert
Levin, John A.
Levin, Michael Stuart
Levine, Mel
Levine, Ross*
Levine, Susan B.
Levinson, Marc
Levitsky, Jonathan E.
Levitt, Arthur Jr.
Levitt, Matthew A.*
Levy, Jay A.
Levy, Reynold
Lew, Jacob J.
Lewin, Leslie A.†
Lewinson, Jonathan†
Lewis, Bernard
Lewis, Eric L.
Lewis, Maureen A.
Lewis, Peter M.
Lewis, Stephen R. Jr.
Lew, W. Walker
Lewy, Glen S.
Li, Cheng
Li, Lu
Libby, I. Lewis Jr.
Libi, Dawn
Lichtblau, John H.
Lichtenstein, Cynthia C.
Lieber, James E.
Lieber, Robert J.
Lieberman, Joseph I.
Lieberman, Nancy A.
Lieberthal, Kenneth G.
Liebman, Jonathan Roy
Liebowitz, Jessica K.
Lifton, Robert K.
Light, Timothy
Lighthizer, Robert E.
Lin, Robert
Lincoln, Edward J.
Lindberg, Tod
Lindborg, Nancy
Elizabeth
Linden, Josephine
Lindsay, Beverly
Lindsay, Franklin A.
Lindsay, James M.
Linen, Jonathan S.
Link, Troland S.
Lipman, Ira A.
Lipman, Joanne
Lipper, Kenneth
Lippey, Brian C.
Lippman, Thomas W.
Lipsitz, Rochelle J.
Lipsky, John P.
Lipsky, Seth
Lipton, Jonathan A.
Lissakers, Karin M.
Litan, Robert E.
Little, David
Littlefield, Elizabeth L.
Litwak, Robert S.
Liu, Betty W.*
Liu, Eric P.
Livingston, Robert Gerald
Loaiza, David Jesse*
Lobel, Aaron Robert
Lockhart, Dennis P.
Lodal, Johan
Lodge, George Cabot
Loeb, Marshall
Loewenstein, Andrew B.†
Logan, Franci D.
Loizou, Elaina
Lombardi, Clark B.
London, Herbert I.
Long, Mary Beth
Long, William J.
Longmuir, Shelley A.
Longstreth, Bevis
LoNigro, Christina
Lopes, Mark†
López Tirú, Lisa†
Loranger, Donald Eugene
Lord, Bette Bao
Lord, Kristin M.
Lord, Winston
Lorentzen, Oivind III
Lotriente, Catherine B.
Louis, William Roger
Loury, Glenn Cartman
Lovejoy, Thomas E.
Lowenfeld, Andreas F.
Lowenkron, Barry F.
Lowenstein, James G.
Lowenthal, Abraham F.
Lowey, Nita M.
Lowry, Glenn D.
Loy, Frank E.
Lozano, Ignacio E.
Lozano, Jose Ignacio
Lozano, Monica C.
Lu, Xiaobo
Lubin, Nancy
Lubman, Stanley B.
Luck, Edward C.
Lucy, William
Luers, Wendy W.
Luers, William H.
Lugo, Luis E.
Lujan, Fernando M.
Lundberg, Greta
Lundqvist, Bertil
Lundstrom, Mark*
Lustick, Ian S.
Lute, Douglas E.*
Lute, Jane Holl
Luttwak, Edward N.
Luzzatto, Anne R.
Lyall, Katharine C.
Lyman, Princeton N.
Lyman, Richard W.
Lynch, Thomas F. III
Lynk, Myles V.
Lynn, Laurence E. Jr.
Lynott, Michael M.
Lyon, David W.
Lyon, Eugene M.
Lyon, James E.
Lyon, Richard Kent
M
Ma, Christopher
Ma, Ying
Mabry, Marcus B.
Mabus, Raymond E.
MacCormack, Charles
Frederick
MacDonald, Bruce Walter
MacDougal, Gary E.
Mack, Consuelo Cotter
Mack, J. Curtis II
Mackay, Leo Sidney Jr.
MacKenzie, Gillian
Hamilton
Mackevich, Eileen R.
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Mahmoud, Adel
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Mai, Vincent A.
Maier, Charles S.
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Mandaville, Scott
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Mans, Darius
Mansoor, Peter R.
Manzi, Jim
Marans, Joel Eugene
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Marcom, John E. Jr.
Marcum, John Arthur
Marczak, Jason†
Marder, Murrey
Margon, Sarah
Mariner, Joanne*

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† Elected to a five-year term membership in 2011.
Meron, Theodor
Merox, John E.
Merritt, Jack Neil
Merszei, Zoltan
Medag, Willem
Meselson, Matthew S.
Mestres, Ricardo A. Jr.
Metzger, Barry
Metzl, Jamie Frederic
Meyer, Edward C.
Meyer, John Robert
Mills, Bradford
Millington, John A.
Miller, William Scott II
Miller, William Green
Miller, Matthew L.
Miller, Paul D.
Miller, Scott L.
Miller, Thomas J.
Miller, William Green
Miller, William Scott II
Millington, John A.
Mills, Bradford
Mills, Karen Gordon
Mills, Susan Linda
Milner, Helen V.
Mintz, Daniel R.
Mir, Aimen N.†
Miranda, Lourdes R.
Missick, Jami
Mishkin, Alexander V.
Mitchell, Andrea
Mitchell, Arthur M. III
Mitchell, George J.
Mitchell, Patricia E.
Mitchell, Wanda G.
Mixter, Jonathan Cobb
Mize, David M.
Mizel, Larry A.
Mochizuki, Kiichi
Moe, Sherwood G.
Moffett, George D.
Molano, Walter Thomas
Mondale, Walter F.
Moniz, Ernest J.
Montelongo, Michael
Montgomery, George Cranwell
Montgomery, Harold H.
Montgomery, Mark C.
Montgomery, Parker G.
Montgomery, Philip O’Bryan III
Montoya, Manuel-Julian†
Moock, Joyce Lewinger
Moody, Jim
Moody, William S.
Moore, John J. Jr.
Moore, John M.
Moore, John Norton
Moore, Jonathan
Moore, Julia A.
Moore, Wes W.
 Moorman, Thomas S. Jr.
Moose, George E.
Moose, Richard M.
Mora, Alberto J.
Mora, Antonio G.
Moran, Michael E.
Moran, Terence P.
Moran, Theodore H.
Moravcsik, Andrew
Morey, David Edward
Morgan, Charlotte M.
Morin, James†
Morin, Jamie
Morningstar, Richard L.
Morris, Charles R.
Morris, Frederic A.
Morrison, J. Stephen
Morrissey, Arthur C.
Morse, Andrew L.
Morse, Edward L.
Morse, Kenneth P.
Morse, Stephen S.
Mortimer, David H.
Mosbacher, Robert A. Jr.
Mosey, T. Michael
Moser, Joel H.*
Moses, Alfred H.
Mosettig, Michael David
Moskow, Michael H.
Moss, Ambler H. Jr.
Moss, Jeff*
Mossman, James
Motley, Joel W.
Mottahedeh, Roy P.
Motulsky, Daniel T.
Mouat, Lucia
Moyer, Homer E. Jr.
Mrocz, John Edwin
Mudd, Daniel H.
Mudd, Margaret F.
Mujal-Leon, Eusebio
Mulberger, Virginia A.
Mulcahy, Anne M.
Mulford, David C.
Mullaney, Craig M.†
Muller, Edward R.
Muller, Steven
Mundie, Craig James
Muñoz, George
Munroe, Alexandra Kneeland
Munroe, George B.
Munsch, Stuart B.
Munyan, Winthrop R.
Murase, Emily Moto
Murdoch, Rupert
Murdock, Deroy
Murdy, William F.
Murphy, Ewell E. Jr.
Murphy, Richard W.
Murray, Alan S.
Murray, Douglas J.
Murray, Ian P.
Murray, Janice L.
Murray, Lori Esposito
Murray, Robert J.
Muse, Martha Twitchell
Musham, Bettye Martin
Muthiah, Radha
Mutua, Makau W.
Muzinich, Justine George
Myers, Richard B.
Myerson, Roger B.∗
Myerson, Toby S.
Myrow, Stephen A.
Morse, Stephen S.
Nacht, Michael
Nadiri, M. Ishaq
Nagl, John A.
Nagorno, Andrew
Naim, Moïses
Najera, Peter F.
Nakhleh, Emile A.
Napolitano, Janet A.
Nash, William L.
Nasr, Vali R.
Nathan, James A.
Nathanson, Marc B.
Nathoo, Raffiq A.
Nau, Henry R.
Naughton, Barry J.
Neal, Jeffrey C.
Neal, Stephen L.
Nealer, Kevin G.
Nederlander, Robert Jr.
Negroponte, Diana Villiers
Negroponte, John D.
Neier, Aryeh
Nelson, Abagail
Nelson, Anne
Nelson, Daniel N.
Nelson, Merlin E.
Nelson, Richard D.*
Nelson, Robert L. Jr.
Nelson, Thomas C.*
Nepomnyashchyi, Catharine Theimer
Nesbit, Lynn
Neuberger, Anne
Neuger, Win J.
Neuman, Stephanie G.
Neureiter, Norman P.
Newberg, Esther R.
Newburg, Andre
Newcomb, Nancy S.
Newhouse, John
Newman, Jay H.
Newman, Pamela J.
Newman, Pauline
Newman, Priscilla A.
Newman, Richard T.
Newton, M. Diana Helweg
Nexon, Daniel H.
Ney, Edward N.
Nguyen, Tuan H.
Nicholas, N. J. Jr.
Nichols, Rodney W.
Nicholson, Jan
Nides, Thomas R.
Niehuss, John M.
* Elected to membership in 2011.
† Elected to a five-year term membership in 2011.
Niehuss, Rosemary Neather
Nielsen, Nancy
Nielsen, Suzanne Christine
Nilsson, Keith R.*
Nilsson, Kenneth A.
Nimetz, Matthew
Nimr, Amer N.*
Nitze, William A.
Noam, Eli M.
Nogales, Luis G.
Nolan, Janne Emilie
Noland, Marcus
Nolte, William M.
Nonacs, Eric Steven
Noonan, Peggy
Nooter, Robert Harry
Norman, William S.
Norquist, Grover Glenn
Northup, Nancy J.
Norton, Augustus Richard
Norton, Eleanor Holmes
Norton, Patrick M.
Nossel, Suzanne F.
Noto, Lucio A.
Novack, Lynne Dominick
Novogratz, Jacqueline
Novotny, Thomas E.
Nuechterlein, Jeffrey D.
Nunn, Sam
Nusratty, Timur
Nussbaum, Bruce
Nye, J. Benjamin H.
Nye, Joseph S. Jr.
Nye, Seth†
O
Oakley, Phyllis E.
Oberdorfer, Don
Ocampo, Juan
Ochoa-Brillembourg, Hilda
O'Cleireacain, Carol
Odeen, Philip A.
Odell, John S.
Oettinger, Anthony G.
Offenheiser, Raymond C. Jr.
Offit, Morris W.
O'Flaherty, J. Daniel
Oh, Kongdan
O’Hanlon, Michael
O’Hearn, Katherine I.
Okata, Maritza U.
Okawara, Merle Aiko
O’Keefe, Daniel†
Oliva, L. Jay
Oliver, April A.
Oliver, Jack L. III*
Ollivant, Douglas A.
Olson, Jane T.
Olson, Lyndon L. Jr.
Olson, Ronald L.
O’Malley, Cormac K.H.
Ometstad, Thomas E.
O’Neal, E. Stanley
O’Neill, Kathleen A.
O’Neill, Michael J.
O’Neill, Shannon K.
O’Neill, Brian Deveraux
O’Neill, Mark
O’Neill, Matthew
O’Neill, Michael J.
Onek, Joseph N.
Oneyagoro, Obinna A. Jr.
Oppenheimer, Andres M.
Oppenheimer, Franz Martin
Oppenheimer, Michael F.
O’Prey, Kevin P.
Orbach, Ashley†
Orbach, Benjamin†
Ordway, John M.
O’Reilly, David J.
Orentlicher, Diane
Orlins, Stephen A.
Ornstein, Norman J.
O’Rourke, Patrick J.
 Orr, Robert C.
Orrenius, Pia M.
Orszag, Peter R.
Osborn, John E.
Osborne, Richard de J.
Osius, Margaret Elizabeth
Osman, Hoda K.
Osmer McQuade, Margaret
Osnos, Peter L.W.
Osnos, Susan Sherer
Osterholm, Michael T.
Osterling, Scott†
Ostrander, F. Taylor
O’Sullivan, Meghan L.
Otero, Maria
O’Toole, Tara Jeanne
Otto, Eric H.
Ovizt, Michael S.
Owen, Henry David
Owen, Roberts Bishop
Owens, James W.
Owens, William A.
Oxman, Bernard H.
Oxman, Stephen A.
Oxnam, Robert B.
Oye, Kenneth A.
P
Paal, Douglas Haines
Pachios, Harold C.
Pachon, Harry P.
Packard, George R.
Padrón, Eduardo J.
Page, Carter W.
Paine, George C. II
Paisner, Bruce Lawrence
Pakula, Hannah C.
Palmer, Mark
Palmer, Matthew A.
Palmer, Ronald D.
Pan Sloane, Esther
Pandith, Farah Anwar*
Paperin, Stewart J.
Pardee, Scott E.
Pardes, Herbert
Pardew, James W.
Parekh, Sanjay M.
Parent, Louise M.
Paris, Jonathan
Parker, Elizabeth Rindskopf
Parker, Emily D.
Parker, Jay M.
Parker, Michelle S.†
Parker, Penny L.
Parker Feld, Karen
Parkinson, Roger P.
Parks, Michael Christopher
Parsky, Gerald L.
Parsons, Richard D.
Pascal, Alexander J.
Pascual, Carlos E.
Passer, Juliette M.
Passman, Pamela S.
Paster, Howard G.
Pastor, Robert A.
Patel, Ebrahaim S.
Patrick, Hugh T.
Patrick, Stewart M.
Patrick, Thomas Harold
Patrício, Alan Joel
Patrício, Jonathan
Patrício, Susan E.
Patrakis, Ernest T.
Patron, Michelle N.
Patterson, Eric D.
Patterson, Nicholas
Patterson, Patricia M.
Patterson, Rebecca
Pattiz, Norman J.
Paul, Douglas L.
Paul, Roland A.
Paulson, Henry M. Jr.
Paulson, John*
Paulus, Judith K.
Paulsen, Nicholas
Biddle
Pavel, Barry
Pearl, Frank H.
Pearlstine, Norman
Peckham, Gardner G.
Pedersen, Richard Foote
Pederson, Rena M.
Pellegrin, Robert H. Jr.
Peña, Federico F.
Penn, Lawrence Edward III
Penn, Mark Jeffrey
Pereira, Dylan C.
Perella, Joseph R.
Peretz, Don
Perez, Antonio F.
Perez, David
Perez, Luis J.
Pérez-Stable, Marifeli
Perkin, Linda J.
Perkins, Edward J.
Perkins, Roswell B.
Perkvich, George R.
Perlman, Janice Elaine
Perlmutter, Barbara S.
Perlmutter, Louis
Perritt, Henry H. Jr.
Perry, Robert C.
Perry, William J.
Persico, Joseph E.
Peschka, Mary Porter
Peters, Mary Ann
Peters, Michael P.
Petersen, Mathew Scott*
Peterson, Holly
Peterson, Michael A.
Peterson, Peter G.
Petræus, David H.
Petree, Richard W. Jr.
Petri, Thomas E.
Petreto, James Benjamin
Petitbone, Peter J.
Petty, John R.
Peyronnin, Joseph Felix
Pfaltzgraff, Robert L. Jr.
Pfeiffer, Jane Cahill
Pfeiffer, Leon K.
Pfeiffer, Steven B.
Pham, Minh-Thu Duong
Phan, Dang Tan
Pharr, Susan J.
Phelan, John J. Jr.
Pollock, Robert Lansing
Pollack, Lester
Pollack, Kenneth
Pollack, Jonathan D.
Pollack, Gerald A.
Pollack, Carol A.
Polk, William R.
Pokempner, Dinah R.
Poizner, Stephen L.
Pogue, Richard W.
Pocalyko, Michael N.
Poats, Rutherford M.
Plutzik, Jonathan
Plepler, Richard L.
Plattner, Marc F.
Platt, Sheila Maynard
Platt, Nicholas
Pilgrim, Kathryn
Pillar, Paul R.
Pillsbury, Marnie S.
Pillsbury, Michael
Pincus, Walter H.
Pipes, Daniel
Pipes, Richard
Pisano, Anthony Robert
Pisar, Leah
Pivovar, Louis D.
Plaks, Livia B.
Plasencia, Jorge†
Platt, Alan A.
Platt, Alexander H.
Platt, Michael
Platt, Alan A.
Plazancan, Arturo C.
Posen, Adam S.
Posen, Barry R.
Posner, Michael
Poteat, George H.
Postol, Theodore A.
Potter, William C.
Powell, Colin L.
Powell, Dina Habib
Powell, Jerome H.
Powell, Nancy J.
Powell Jobs, Laurene*
Powders, Averill L.
Powders, Thomas
Powders, Timothy E.
Pozen, Robert C.
Pranger, Robert J.
Prasso, Sheridan T.
Pregenzer, Arian L.
Press, William H.
Pressler, Larry
Preston, Stephen W.
Prewitt, Kenneth
Price, Bryan C.
Price, Daniel M.
Price, John R. Jr.
Price, Raymond K. Jr.
Price, Robert
Price, Steven
Priest, William W. Jr.
Prieto, Daniel B. III
Prince, Charles O. III
Pritzker, Penny S.
Pritzker, Thomas J.
Proenza, Luis M.
Prueher, Joseph Wilson
Pryce, Jeffrey F.
Puchala, Donald James
Puckett, Robert H.
Pulling, Edward L.
Pulling, Thomas L.
Purcell, Susan Kaufman
Puri, Shafali
Pursley, Robert E.
Pustay, John S.
Putnam, Robert D.
Pyle, Kenneth B.
Pyle, Michael†
Q
Qalbani, Adeel†
Quainton, Anthony C.E.
Quam, Lois E.
Quandt, William B.
Quartel, Robert Jr.
Quelch, John Anthony
Quester, George H.
Quigley, Kevin F.
Quinn, Jane Bryant
R
Raab, Jennifer J.
Rabb, Bruce
Radcliffe, Robert W.
Rahman, Anika
Rahman, Zeenat
Raines, Franklin D.
Raisian, John
Ramakrishna, Kilaparti
Ramawamy, Sangeetha†
Ramchandani, Sunny†
Ramer, Bruce M.
Ramer, Lawrence J.
Ramirez, Lilia L.
Ramo, Simon
Ramsay, Alston B.†
Ramsey, W. Russell
Rand, Dafna Hochman
Randall, Lisa
Randolph, R. Sean
RANDT, CLARK T. JR.
Ranis, Gustav
Rankin, Clyde E. III
Raphel, Robin Lynn
Rapp, Edward J.*
Rappaport, Alan H.
Rasch, Samuel James
Rashid, Husseini
Ratchford, J. Thomas
Rather, Dan
Ratner, Ely S.
Ratnesar, Romesh M.
Rattner, Steven L.
Rattray, Gregory John
Rauh, Rudolph S.
Raul, Alan Charles
Raulat, Kal
Ravenal, Earl C.
Ravich, Samantha F.
Ravitch, Richard
Raymond, David A.
Raymon, Douglas A.
Raymond, Lee R.
Reade, Claire E.
Realuyo, Celina B.
Rebolledo, Ivan C.
Reckford, Jonathan T.M.
Rediker, Douglas Alan
Reed, Charles B.
Reed, Jack
Reed, Joseph Vernor
Reed, Lucy Ferguson
Reese, William Sears
Reffkin, Robert
Regan, Ned
Regan, Trish
Regens, James L.
Rehman, Asin
Reichert, William M.
Reid, Ogden
Reiling, Peter A.
Reilly, Sasha Shane
Reilly, William K.
Reimer, Dennis Joe
Reimers, Fernando Miguel
Reinhardt, John E.
Reinhardt, Carmen M.
Reinharz, Jehuda
Reisman, William Michael
Reiss, Mitchell B.
Remache, Julie Ann
Remington, Thomas F.
Remnick, David J.
Renfrew, Charles Byron
Rennie, Milbrey
Rennie, Renate
Renuart, Vincent Eugene Jr.
Reppert, John C.
Resnicoff, Arnold E.
Resor, Stanley R.
Ressel, Teresa M.
Rethmeier, Blain K.
Reuter, Timothy
Revere, Evans J.R.
Revesz, Richard L.
Reyzin, Philip S.
Reynoso, Julian
Rhodes, William R.
Ricardel, Mira R.
Rice, Condoleezza
Rice, Donald S.
Rice, Joseph A.
Rice, Joseph Lee III
Rice, Susan E.
Rich, Michael D.
Richard, Anne C.

Membership Roster
Membership Roster

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

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

Schumacher Matos, Edward
Schub, George D.
Schub, Susan Carroll
Schwalbe, Nina Rebecca
Schwartz, Bernard L.
Schwartz, Daniel Ian†
Schwartz, Eric Paul
Schwartz, Norton A.
Schwartz, Peter
Schwar, Adam
Schwarz, William W.
Schwarzman, Stephen A.
Schwebel, Stephen M.
Scioli, Elaine F.
Sciuotto, James E.
Scoblic, J. Peter
Scott, Jeanine B.
Scott, John III
Scott, Robert A.
Scotten, Hagan C.†
Scowcroft, Brent
Scully, Timothy R.
Seagrave, Norman P.
Sears, Jonathan E.
Seaton, Edward L.*
Seaton, James B. III
Seddon, Jessica
Sedoy, Michael P.
Segal, Susan Louise
Seib, Gerald F.
Seibold, Frederick C. Jr.
Seiple, Chris
Sekulow, Eugene A.
Selib, Jonathan†
Seligmann, Peter
Selin, Ivan
Semetko, Holli A.*
Sender, Henny
Sennett, Richard
Sepulveda, Lilian
Servan-Schreiber, Pascaline
Sesno, Frank W.
Sestanovich, Stephen R.
Sewall, John O.B.
Sewall, Sarah
Sewell, John W.
Sexton, John E.
Seymour, Frances J.
Shaffer, D. Michael
Shaffer, Jeffrey R.
Shah, Raj†
Shah, Smita
Shailor, Barbara
Shalala, Donna E.
Shalikashvili, John M.

Shambaugh, David
Shanker, Thomas Daniel
Shapiro, Andrew J.
Shapiro, Ian
Shapiro, Isaac
Shapiro, Jacob†
Shaplen, Jason T.
Sharma, Deven
Sharpe, Daniel A.
Shattuck, John
Shattuck, Megan Holmes
Shaw, David E.
Sheehan, Kevin P.
Sheehan, Michael A.
Sheeran, Josette M.
Sheffield, Jill W.
Sheinbaum, Stanley K.
Sheldon, Eleanor B.
Shelp, Ronald K.
Shelton, Joanna Reed
Shelton-Colby, Sally A.
Shenk, George H.
Shepard, Stephen B.
Shepardson, Robert Thomas
Shepherd, J. Michael
Sherif, Alan R.
Sherkey, Mark B. Jr.
Sherman, Wendy R.
Sherr, Lynn B.
Sherry, George L.
Sherwood, Benjamin B.
Sherwood-Randall, Elizabeth
Shields, Geoffrey B.
Shields, Lisa Katherine
Shifman, Gary M.
Shifter, Michael E.
Shinn, James J.
Shinseki, Eric
Shipley, Walter V.
Shirk, Susan L.
Shirzad, Faryar
Shklyar, Natan M.
Shlaes, Amy Ruth
Shoemaker, Christopher C.
Shoemaker, Jolynn Michele
Shonholtz, Raymond
Shribman, David M.
Shriver, Donald W. Jr.
Shriver, Timothy P.
Shvetz-Auerbach, Michael B.†
Shulman, Colette
Shultz, George P.
Shultz, Susan Kent Fried
Shuman, David
Sillers, Robert B.
Simes, Dimitri K.
Simmons, Adele
Simmons, P. J.
Simmons, Ruth J.
Simon, Denis Fred
Simon, Hugh V. Jr.
Simon, Steven
Sims, Calvin G.
Sinclair, Paula J.
Singh, Jaspaul
Singh, Michael K.
Singleton, Lincoln
Cameron*

Sinha, Sylvana Q.†
Sinking, Richard N.
Sisk, Mark S.
Sitrick, James Baker
Skalski, Dileepan
Skinner, Kiron Kanina
Sklarow, Jennifer Friedman
Skoczen, Paul†
Skol, Michael M.
Skolnikoff, Eugene B.
Skora, Alexander J.
Skorton, David J.
Slade, David R.
Slattery, Jim C.
Slaughter, Anne-Marie
Slaughter, Richard A.
Membership Roster

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

† Stavridis, James G.
† Steinberg, David J.
† Stein, David F.
† Steel, Ronald
† Solomon, Peter J.
† Solomon, Richard H.
† Solomon, Robert
† Sonnenfeld, Helmut
† Sorensen, Gillian Martin
† Sorkin, Andrew Ross
† Sofer, George
† Sofer, Jonathan T.A.
† Soudretti, Richard W.
† Sofer, Paul
† Sofer, Michael I.
† Sowers, Tommy S.
† Spain, Anna K.
† Spalter, Jonathan
† Spangler, Scott M.
† Spar, Debora L.
† Speckhard, Sean D.
† Specter, Leonor S.
† Speedie, David C.
† Sprague, David W.
† Stettinius, John W.
† Staley, Thomas N.
† Steinberg, Mark R.
† Steinberg, Richard H.
† Steinbruner, John D.
† Steiner, Joshua L.
† Steiner, Steven E.
† Stempel, John D.
† Stengel, Richard
† Stent, Angela Evelyn
† Stepan, Alfred C.
† Stephanopoulos, George R.
† Stephenson, Randall L.
† Stern, David J.
† Stern, Eliyahu
† Stern, Fritz
† Stern, Jeffrey M.
† Stern, Jessica E.
† Stern, Paula
† Stern, Paul G.
† Stern, Todd D.
† Stern, Walter P.
† Sternberg, Seymour
† Sternberg, Michael E.
† Sterton, Anne
† Stevens, Charles R.
† Stevens, James W.
† Stevens, Paul Schott
† Stevens, Robert J.
† Stevenson, Charles A.
† Stewart, Howard"
Membership Roster
von Mehren, Robert B.
Votaw, Carmen Delgado
Vradenburg, George III
Vuono, Carl E.

W
Wachner, Linda J.
Wachtel, Andrew Baruch
Wadsworth Darby, Mary
Wager, Todd K.
Waggner, Robert C.
Wahba, Marcelle M.*
Wainstein, Kenneth L.*
Wais, Marshall L. Jr.
Wait, Jarett F.
Waldman, Adir G.
Waldron, Arthur
Wales, Jane M.
Walker, Charles E.
Walker, George R.
Walker, Jenonne
Walker, George R.
Walker, George R.
Walker, Charls E.
Walker-Huntley, Mary L.
Wall, Christopher R.
Wall, Jennifer M.
Walters, Barbara
Walton, Anthony John
Walton, Robert A.
Wall, Robert A.
Wall, Kenneth N.
Wall, Michael
Wang, Fei-Ling
Wang, Tom
Wanger, Leah Zell
Ward, Katherine T.
Ward, William E.
Ward, William E.
Ward, William E.
Ward, Bill L. III
Ward, William E.
Warner, Volney James
Warren, Rick

Washburn, John L.
Wasserman, Debra L.
Waters, John Richard III
Watson, Alexander F.
Watson, Peter S.
Watt, Linda E.
Watts, John H.
Watts, William
Waxman, Matthew C.
Waxman, Sharon
Weaver, David R.
Webb, Hoyt K.
Weber, Andrew C.
Weber, Andrew C.
Weber, Jon F.
Weber, Vin
Webster, William H.
Wechsler, William F.
Weddle, Steven
Wegwood, Ruth
Wehrle, Leroy Snyder
Wei, Shang-Jin
Weidenbaum, Murray
Weigel, George
Weiksnar, George B.
Weil, Frank A.
Weil, Sanford I.
Weinberg, David B.
Weinberg, Steven
Weiner, Allen S.
Weiner, Rebecca
Weinert, Richard S.
Weinrod, W. Bruce
Weinstein, David E.
Weinstein, Michael M.
Weinstock, David II
Weintraub, Sidney
Weisberg, Jacob M.
Weisman, Steven R.
Weiss, Andrew*
Weiss, Andrew S.
Weiss, Antonio Francesco
Weiss, Charles Jr.
Weiss, Cora
Weiss, Daniel Gideon*
Weiss, Martin Andrew†
Weiss, Stanley A.
Weiss Lurie, Christina*
Welch, C. David
Welch, Jasper A. Jr.
Welch, Larry D.
Weld, Susan Roosevelt
Weld, William F.
Welle, George W. Jr.
Welle, Joshua
Welling, Curtis R.
Wells, Damon
Wells, Louis T. Jr.
Wells, Samuel F. Jr.
Wender, Ira T.
Wendt, Allan
Wertheim, Mitzi Mallina
Wesbrook, Stephen D.
West, J. F. Bing
West, J. Robinson
West, Owen O’Driscoll
West, Togo D. Jr.
Westin, David
Westin, Sherrie Rollins
Westly, Steven P.
Weisberg, Jacob M.
Whitaker, Jennifer Seymour
Whitaker, Mark
White, John P.
White, Julia A.
White, Mary Jo
White, Maureen
White, Peter C.
White, Robert J.
White, William H.
Whitehead, John C.
Whitman, Christine Todd
Whitman, Marina v.N.
Whitney, Craig R.
Whitson, Sarah Leigh
Whittemore, Frederick B.
Whonder, Carmencita
Wiarda, Howard J.
Wien, Anita Volz
Wiener, Carolyn Seely
Wiener, Malcolm H.
Wier, Anthony†
Wiesel, Elie
Wilby, Peter
Wildenthal, C. Kern
Wilhelm, Robert E.
Wilkerson, Thomas Lloyd
Wilkins, Lauren Z.
Wilkins, Roger W.
Wilkinson, Amy M.*
Wilkinson, Sharon P.
Williams, Aaron S.
Williams, Brian D.
Williams, Christine
Williams, Cindy
Williams, Dave H.
Williams, F. Haydn
Williams, Harold M.
Williams, Margaret Douglas
Williams, Paul†
Williams, Reba White
Williams, William J. Jr.
Williamson, David D. Jr.
Williamson, Edgar B. Jr.
Williamson, Irving A.
Williamson, Richard Salisbury
Williamson, Samuel Gates
Willkie, Wendell Lewis II*
Willrich, Mason
Wilmers, Robert G.
Wilson, Donald M.
Wilson, Don M. III
Wilson, Ernest James III
Wilson, Isaiah III
Wilson, Margaret S.
Wimmer, Kurt A.
Winch, Steven D.
Windem, Robert
Winfield W. Montague
Winik, Jay
Winitzer, Ori
Winkler, Matthew A.
Winokur, Barton J.
Winokur, Herbert S. Jr.
Winston, Michael R.
Winterer, Philip S.
Winters, Francis X.
Winters, Laura
Wirth, David A.
Wirth, Timothy E.
Wisch, Steven J.
Wise, Carol
Wise, Louise Holly B.
Wiseman, Michael Martin
Wisner, Frank G.
Wisner, Graham G.
Witkowsky, Anne A.
Wittes, Tamara Cofman
Wofford, Harris
Wohlforth, William C.
Wolf, Benjamin D.†
Wolf, Charles Jr.
Wolf, Ira
Wolf, Robert
Wolf, Josh†
Wolfensohn, James D.
Wolff, Alan W.
Wolff, I. Peter
Wolfowitz, Paul D.
Wolin, Neal S.
Wolosky, Lee S.
Wolpe, Howard
Wolstencroft, Tracy R.
Woo, Meredith Jung-En
Woodruff, Judy C.
Woodruff, Robert W.
Woods, Ward W.
Woodward, Susan L.
Woolsey, R. James
Woolsey, Suzanne H.
Woon, Eden Y.
Worden, Minky
Worenklein, Jacob J.
Worthington, Samuel A.
Wortzel, Larry M.
Wray, Cecil
Wright, Geoffrey W.
Wright, Joseph R. Jr.
Wright, Lawrence G.
Wright, Robin
Wright, William H. II
Wu, Mark
Wu, Sanford
Wucker, Michele M.
Wulf, Norman A.
Wunderle, William D.
Wylie, Andrew
Wyser-Pratte, Guy Patrick

Y
Yacoubian, Mona
Yalman, Nur O.
Yalowitz, Kenneth S.*
Yamada, Tadataka
Yang, Linda Tsao
Yang, Phoebe L.
Yankelovich, Daniel
Yaney, Michael B.
Yanocek, Kassia J.
Yegen, Christian C.
Yellen, Janet Louise
Yergin, Daniel H.
Yim, Samuel
Yochelson, John N.
Yoffie, David B.
Yordan, Jaime Ernesto
Yost, Casimir A.
Yost, Charles W.

Young, Alice
Young, Andrew
Young, George H. III
Young, Jay T.
Young, Lesley S.
Young, M. Crawford
Young, Michael K.
Young, Nancy
Youngblood, Kneeland C.
Younger, Stephen M.*
Youngwood, Alfred D.
Yuan, Sharon H.
Yun, Philip W.
Yzaguirre, Raul H.

Z
Zabel, William D.
Zafar, Shaarik
Zagoria, Donald S.
Zahn, Paula A.
Zaid, Zaid A.
Zaidi, Zeeshan†
Zakaria, Arshad R.
Zakaria, Fareed
Zakheim, Dov S.
Zakheim, Roger I.
Zaleski, Michel
Zanoyan, Vahan B.
Zarate, Juan Carlos*
Zarb, Frank G.
Zartman, I. William
Zawacki, Benjamin†
Zbar, Brett Ives Wally
Zegart, Amy B.
Zelikow, Philip D.
Zelleke, Andargachew S.
Zelnick, C. Robert
Zemmol, Jonathan I.
Zephyrin, Laurie C.†
Zheng, Nan†
Zilkha, Donald E.
Zilkha, Ezra K.
Zimmerman, Jay S.*
Zimmerman, Peter D.
Zimpher, Nancy L.*
Zinberg, Dorothy Shore
Zingher, Tally†
Zipp, Brian R.
Zirin, James D.
Zittrain, Jonathan L.
Zogby, Robert B.
Zogby, James J.
Zolberg, Aristide R.
Zonis, Marvin
Zucker, Howard Alan
Zucker, Jeremy Blair

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

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

PRESIDENT’S CIRCLE
The AES Corporation
Alcoa Inc.
American Express
Barclays Capital
Bennett Jones LLP
BP p.l.c.
CA Technologies
Citi
Credit Suisse
eni
Fortress Investment Group LLC
GoldenTree Asset Management
Guardsmark LLC
HP
Kingdon Capital Management

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

PREMIUM
ACE Limited
AEA Investors LP
Airbus Americas, Inc.

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

CORPORATE PROGRAM MEMBERSHIP
SECTOR REPRESENTATION

Other 2%
Financial Institutions (non-bank) 28%
Industrial 17%
Health Care 2%
Media, Telecommunications, and Technology 10%
Real Estate 2%
Energy and Power 8%
Consumer 3%
Services 17%
Banks 11%
Caterpillar Inc.
Caxton Associates
Chartis
Cisneros Group of Companies
CIT Group Inc.
Clarium Capital Management, LLC
Cleary Gottlieb Steen & Hamilton LLP
CNA
The Coca-Cola Company
ConocoPhillips Company
Continental Properties
Control Risks Group
Corsair Capital
Covington & Burling
Craig Drill Capital Corporation
Crédit Agricole Corporate and Investment Bank
De Beers
Deere & Company
Deloitte.
Deutsche Bank AG
Duke Energy Corporation
DynCorp International
Economist Intelligence Unit
Energy Intelligence Group, Inc.
Equinox Partners, L.P.
Estee Lauder Companies Inc.
Federal Express Corporation
Freeport-McMoRan Copper and Gold Inc.
Future Pipe Industries, Inc.
General Atlantic LLC
General Electric Company
Gibson, Dunn & Crutcher, LLP
GlaxoSmithKline
Google, Inc.
Granite Associates LP
Greenberg Traurig LLP
Harbinger Capital Partners
Hitachi, Ltd.
IBM Corporation
Indus Capital Partners, LLC
Intesa Sanpaolo
Invus Group, LLC
ITOCHU International
Jacobs Asset Management, LLC
Kroll
MacAndrews & Forbes Holdings Inc.
Mannheim LLC
Marsh & McLennan Companies, Inc.
Marubeni America Corporation
MBIA Insurance Corporation
MeadWestvaco Corporation
Merck & Co., Inc.
Microsoft Corporation
Milbank, Tweed, Hadley & McCloy LLP
Mitsubishi Heavy Industries America, Inc.
Mitsubishi International Corporation
Mitsui & Co. (U.S.A.), Inc.
Moore Capital Management LLC
New York Life Insurance Company
The News Corporation
Northrop Grumman
NYSE Euronext
Occidental Petroleum Corporation
The Olayan Group
PepsiCo, Inc.
Pfizer Inc.
PricewaterhouseCoopers LLP
Principal Financial Group
Prudential Financial
Raytheon Company
Rho Capital Partners
Rothschild North America, Inc.
Sandalwood Securities, Inc.
Siguler Guff & Company L.P.
Silver Lake Partners
Simpson Thacher & Bartlett LLP
Sony Corporation of America
Standard & Poor’s
Sullivan & Cromwell LLP
T. Rowe Price Group
The Tata Group
Telefónica Internacional U.S.A.
Thomson Reuters
Time Warner Inc.
Tishman Speyer Properties, Inc.
TOTAL S.A.
United Technologies Corporation
U.S. Chamber of Commerce
Verizon Communications
Visa Inc.
Volkswagen Group of America, Inc.
Vornado Realty Trust
Walmart
Warburg Pincus LLC
Wyoming Investment LLC
Xerox Corporation
Zephyr Management, L.P.
Ziff Brothers Investments LLC

ASSOCIATES
AARP
Banca d’Italia
Hemispheric Partners
Japan Bank for International Cooperation
Oxford Analytica Inc.
Thunder 11
Turkish Industrialists’ and Businessmen’s Association

Note: This list of Corporate members is current as of July 1, 2011.
For more information, please contact the Corporate Program at 212.434.9684 or corporate@cfrier.org.
BENEFITS OF CORPORATE MEMBERSHIP

PREMIUM ($30,000)
- Invitations for multiple executives to participate in more than three hundred events each year in New York, Washington, DC, and across the nation
- Participation in quarterly briefings by CFR’s president
- Access to interactive, rapid-response briefings and analysis by CFR fellows on breaking crises and events
- One private briefing by a CFR fellow tailored to the company’s interests
- Multiple executives may take part in the Corporate Conference, a yearly summit on geopolitical and geoeconomic challenges
- Executives and designated employees of your organization may log in to the members-only section of CFR.org, containing information on upcoming meetings, advance access to Foreign Affairs, conference call and meeting replays, research publications, and analysis by CFR fellows on contemporary policy issues
- Multiple subscriptions to Foreign Affairs, discounted individual subscriptions for all employees, bulk subscription discounts, and special shipping rates
- Member rates for rental of the Harold Pratt House meeting facilities in New York City, and the 1777 F Street building in Washington, DC
- Acknowledgment in CFR literature

PRESIDENT’S CIRCLE ($60,000)
- All benefits of Premium membership
- Invitations for senior executives to attend two to three small, private events with world leaders
- Priority registration for high-level events
- One additional private briefing by a CFR fellow tailored to the company’s interests
- Opportunities for executives to participate in select in-depth study groups and roundtables led by CFR fellows
- Invitations for executives to participate in at least one trip led by a member of CFR leadership (travel fees will apply)
- Invitations for senior executives to attend the annual fall dinner for the CFR Board of Directors
- Professional development opportunities for two rising executives to participate as “Corporate Leaders” in the CFR Term Member Program
- Special advertising rates in Foreign Affairs

FOUNDERS ($100,000)
- All benefits of President’s Circle and Premium memberships
- One additional private briefing by a CFR fellow tailored to the company’s interests
- Invitations for executives to attend the CFR monthly roundtable series with fellows
- Invitations for senior executives to attend the annual winter dinner with CFR leadership
- Complimentary use of the prestigious Harold Pratt House ballroom and library for a single corporate event (based on availability)
Endowed and Named Chairs, Fellowships, and Lectureships

**Endowed Chairs, 2010–2011**

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

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

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

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

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

**George F. Kennan Chair in Russian and Eurasian Studies**
This chair stands as a tribute to Ambassador Kennan’s notable contributions as a leading scholar and statesman and is currently held by Stephen Sestanovich.

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

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

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

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

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

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

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

**Whitney H. Shepardson Fellowship**
The Shepardson Fellowship is periodically awarded to persons with experience and professional stature in public or academic affairs related to international relations. Charles A. Kupchan is the Shepardson Senior Fellow.
C. V. STARR CHAIR IN ASIA STUDIES

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

GENERAL JOHN W. VESSEY CHAIR IN CONFLICT PREVENTION

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

PAUL A. VOLCKER CHAIR IN INTERNATIONAL ECONOMICS

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

SPECIAL FELLOWSHIPS

ROGER HERTOG SENIOR FELLOWSHIP

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

IRA A. LIPMAN SENIOR FELLOWSHIP

FOR COUNTERTERRORISM AND NATIONAL SECURITY STUDIES

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

BERNARD L. SCHWARTZ SENIOR FELLOWSHIP

IN BUSINESS AND FOREIGN POLICY

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

VISITING FELLOWSHIPS

MILITARY FELLOWSHIPS

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

EDWARD R. MURROW PRESS FELLOWSHIP

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

NATIONAL INTELLIGENCE FELLOWSHIP

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

STANTON NUCLEAR SECURITY FELLOWSHIP PROGRAM

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

ENDOWED AND SPECIALLY FUNDED PROGRAMS

Booz Allen Hamilton Series on Smart Power
ExxonMobil Women and Technology Series
Pieter A. Fisher Program, International Relations
C. Peter McColough Series on International Economics
HBO History Makers Series
John J. McCloy Program, International Relations
W. Averell Harriman Program, Europe
Gulf Program, Middle East
Pieter A. Fisher Program, International Relations
Great Program, Middle East
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.

STEPHEN C. FREIDHEIM SYMPOSIUM ON GLOBAL ECONOMICS

This symposium, created to address the broad spectrum of issues affecting Wall Street and international economics,
was established through the generosity of a gift from Council member Stephen C. Freidheim, chief information officer and managing partner at Cyrus Capital Partners. This year’s symposium featured Lawrence Summers, director of the National Economic Council and former secretary of the treasury.

**ARTHUR C. HELTON MEMORIAL LECTURE**

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

**JOHN B. HURFORD MEMORIAL LECTURE**

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

**RUSSELL C. LEFFINGWELL LECTURE**

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

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

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

**DAVID A. MORSE LECTURE**

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

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

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

**DAVID ROCKEFELLER LECTURE**

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

**RUSSIA AND RUSSIAN-AMERICAN RELATIONS LECTURE**

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

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

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

**SORENSEN DISTINGUISHED LECTURE ON THE UNITED NATIONS**

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

**PAUL C. WARNKE LECTURE ON INTERNATIONAL SECURITY**

This lecture, endowed by a number of Council members and the family and friends of Paul C. Warnke, commemorates his legacy of courageous service to the nation and international peace. This year’s lecturer was Senator Jack Reed (D-RI).
Launched in 1967, the International Affairs Fellowship (IAF) program seeks to bridge the gap between analysis and action in foreign policy by inviting individuals from the academic, business, government, media, and religious communities to engage in a variety of policy studies and actively participate in policymaking. The distinctive character of the program lies in the contrasting experiences it provides at the juncture of policy research and policy formulation. Academics and private-sector professionals spend fellowship tenures in public service or a policymaking setting, while government officials have the opportunity to study foreign policy issues in a scholarly atmosphere free from operational pressure. Generally, fellows are placed at institutions in New York and Washington, DC, for one year.

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

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

INTERNATIONAL AFFAIRS FELLOWS
2010–2011 PLACEMENTS

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

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


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


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


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


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

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

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


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

* International Affairs Fellow in Japan, sponsored by Hitachi, Ltd.
By-Laws of the Council

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

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

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

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

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

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

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

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

<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>$1,745</td>
<td>$415</td>
</tr>
<tr>
<td>40 and Over</td>
<td>3,390</td>
<td>760</td>
</tr>
<tr>
<td>Washington, DC, Area</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Under 40</td>
<td>$1,480</td>
<td>$355</td>
</tr>
<tr>
<td>40 and Over</td>
<td>2,880</td>
<td>645</td>
</tr>
<tr>
<td>National</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Under 40</td>
<td>$ 945</td>
<td>$230</td>
</tr>
<tr>
<td>40 and Over</td>
<td>1,830</td>
<td>415</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
By-Laws of the Council

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 its financial affairs, and shall present the budget at the Spring meeting of the Board.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

XII. Any person made, or threatened to be made, a party to any action or proceeding, whether civil or criminal, by reason of the fact that he or she, his or her testator or intestate, is or was a Director or Officer of the Council, shall be indemnified by the Council, and his or her expenses incurred in defending such an action or proceeding shall be advanced by the Council, to the full extent authorized or permitted by law.
The following items describe important Rules, Guidelines, and Practices of the Council on Foreign Relations, with which members and staff should familiarize themselves.

**RULE ON FOREIGN POLICY POSITIONS**
The following has been the policy of the Council since its origin, reconfirmed by resolution of the Board of Directors on September 11, 1973:

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

**RULE ON NON-ATTRIBUTION**

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

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

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

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

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

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

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

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

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

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

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

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

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

POLICY ON CONFLICTS OF INTEREST

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

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

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

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

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

“In the case of a staff member who is not an Officer, after disclosure by the Vice President, Human Resources and Administration, to the Chief Financial and Administrative Officer and the
President, those Officers may choose to submit the question to the Board or an appropriate Commit-

tee of the Board for a decision or to proceed with the transaction at issue, provided that pro-
ceeding 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 car-
rying 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 obtain-
ing from such person his or her written consent thereto.”
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President
Kenneth Castiglia
Chief Financial and Administrative Officer and Treasurer
Jeffrey A. Reinke
Chief of Staff to the President and Secretary of the Corporation
Caroline Netchvolodoff
Senior Adviser to the President, Planning
Eva Tatarczyk
Executive Assistant to the President
Lindsay Iversen
Special Assistant to the President, Research
Kanika Srinivasan
Special Assistant to the President
Fiona Korwin-Pawlowski
Special Assistant, Executive Office
Madeline Lagatutta
Program Assistant, Executive Office
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Jonathan Hillman
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Rosemary Hartman
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JAMES M. LINDSAY
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Melanie Gervacio Lin
Julia Pivniouk

Note: Staff shown as of June 30, 2011.
Katherine Collins  
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Madison Schramm  
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Atul Arya  
Caroline Atkinson  
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Adjunct Senior Fellow for Energy  
Adjunct Senior Fellow for International Economics  
Adjunct Senior Fellow for Middle Eastern Studies  
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Roger Hertog Senior Fellow for Defense Policy  
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Adjunct Senior Fellow for Asia  
Ralph Bunche Senior Fellow for Africa Policy Studies  
Adjunct Fellow  
Adjunct Senior Fellow for Asia Studies  
Senior Fellow for U.S. Foreign Policy; Director of the Civil Society, Markets, and Democracy Initiative; and Director of the Women and Foreign Policy Program  
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Eni Enrico Mattei Senior Fellow for Middle East and Africa Studies  
Adjunct Senior Fellow for Business and Foreign Policy  
Adjunct Senior Fellow for International Economics  
C. V. Starr Senior Fellow and Director for Asia Studies  
Shelby Cullom and Kathryn W. Davis Adjunct Senior Fellow for Counterterrorism and Homeland Security  
Adjunct Senior Fellow for East, Central, and South Asia  
Adjunct Senior Fellow for Africa Studies  
Senior Fellow for Global Health  
Adjunct Senior Fellow  
Senior Fellow for Global Health  
Senior Fellow for Middle Eastern Studies  
Adjunct Senior Fellow for Energy  
Senior Fellow for Human Rights  
Fellow and Deputy Director of the Women and Foreign Policy Program  
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Adjunct Senior Fellow  
Adjunct Senior Fellow  
Senior Fellow and Director, International Institutions and Global Governance Program  
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Adjunct Senior Fellow for Middle Eastern Studies  
George F. Kennan Senior Fellow for Russian and Eurasian Studies  
Senior Fellow for Economic History  
Adjunct Senior Fellow for Business and Globalization  
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Senior Fellow and Director of International Economics  
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Ray Takeyh  Senior Fellow for Middle Eastern Studies
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Matthew Fuhrmann  Stanton Nuclear Security Fellow
Colonel Randy A. George  USA Military Fellow
Colonel Gian Gentile  Visiting Fellow
Joel D. Hirst  International Affairs Fellow
Colonel Blaine D. Holt  USAF Military Fellow
Payton L. Knopf  International Affairs Fellow
Jonathan Pearl  Stanton Nuclear Security Fellow
Captain Stacy A. Pedrozo  USN Military Fellow

MEETINGS

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

INFORMATION SERVICES

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

WEB MANAGEMENT AND DEVELOPMENT

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

LIBRARY AND RESEARCH SERVICES

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

ADMINISTRATION

Kenneth Castiglia  Chief Financial and Administrative Officer
Jan Mowder Hughes  Vice President, Human Resources and Administration
Fiona Korwin-Pawlowski  Special Assistant, Executive Office
Madeline Lagatutta  Special Assistant, Executive Office

FINANCE

Jennifer Perez  Director
Jean-Michel Oriol  Deputy Director
Sigi Silvani  Accounting Manager
Latoya Singleton  Senior Accountant, Financial Analysis
Evanda Butler  Staff Accountant
Linda Copeland  Accounting Associate
Vera Langley  Accounting Associate
Anisa Leka  Accounting Associate
Katherine Howell  Administrator
Betty Mak  Accounts Payable Associate

SPECIAL EVENTS
Valerie Post  Director
Beth Harris  Event Sales Coordinator
Madison Meyer  Special Events Assistant

HUMAN RESOURCES
Margot Morey  Director
Nancy Cho  Deputy Director
Ethel Baril  Assistant Director
Linda Madueme  Assistant Director, Benefits and Compensation
Angela Yturri  Assistant Director
Barrett Austin  Human Resources Associate
Sasha Gordon  Human Resources Assistant
Amy Cunningham  Interdepartmental Program Associate
Nellie Dunderdale  Interdepartmental Program Associate
Mohamed Jallow  Interdepartmental Program Associate

RECEPTION SERVICES
Radmila Jackovich  Manager
Melanie Neergaard  Manager
Patrice Sullivan  Reception Services Coordinator and Human Resources Assistant

FACILITY AND EVENT OPERATIONS
Neftali Frank Alvarez  Director, Facility, Event, and Security Management

New York
Ian Noray  Deputy Director, Facility Operations
William Cornell  Associate Director, Event Operations
Edwin Santiago  Facility Operations Manager
Justin Bilski  Assistant Event Manager
Robert Prinzi  Assistant Event Manager
Julissa Sarabia  Assistant Manager
Jose Vargas  Assistant Building Engineer
Edgar Rivera  Facility and Event Operations Associate
Christopher Bostick  Facility Operations Assistant
Trent Caldwell  Event Operations Waiter
Dwitte Campbell  Evening Facility Operations Assistant
Carlos Correa  Facility Operations Assistant
Gilbert Falcon  Evening Facility Operations Assistant
Herbert McLaughlin  Facility Operations Assistant
Marcos Velazquez  Facility Operations Assistant
Glen Goldman  Audio Visual Technician

Washington
Katherine Howell  Administrator
Betty Mak  Accounts Payable Associate

Jayson Frum  Director of Operations and Project Management
Rachel Peterson  Director, Event Management and Special Events
Eric Voss  Deputy Director of Facility Operations
Vanessa Robertson  Office Manager
Maureen Hughes  Assistant Event Manager
Amber Kirtley  Special Events Coordinator
David De La Fleur  Facility Operations Assistant
Karen Garnick  Event Assistant
James Johnson  Facility Operations Assistant
Rafael Magana  Event Operations Waiter
Felipe Vaquerano  Facility Operations Assistant
Kimi Xaisanasy-Baylon  Assistant to the Director of Operations and Project Management
# Financial Statements

**STATEMENT OF FINANCIAL POSITION**  
*AS OF JUNE 30, 2011 (WITH COMPARATIVE TOTALS FOR JUNE 30, 2010)*

<table>
<thead>
<tr>
<th>Assets</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$17,835,000</td>
<td>$20,516,000</td>
</tr>
<tr>
<td>Accounts receivable, net, and prepaid expenses</td>
<td>1,848,200</td>
<td>2,124,300</td>
</tr>
<tr>
<td>Grants and contributions receivable, net</td>
<td>12,115,900</td>
<td>12,219,100</td>
</tr>
<tr>
<td>Contributions receivable for endowment, net</td>
<td>19,363,900</td>
<td>17,167,200</td>
</tr>
<tr>
<td>Inventory</td>
<td>94,800</td>
<td>127,600</td>
</tr>
<tr>
<td>Investments</td>
<td>303,830,700</td>
<td>263,488,700</td>
</tr>
<tr>
<td>Land, buildings and building improvements,</td>
<td></td>
<td></td>
</tr>
<tr>
<td>and equipment, net</td>
<td>80,224,700</td>
<td>81,089,300</td>
</tr>
<tr>
<td>Deferred financing costs, net</td>
<td>2,924,700</td>
<td>3,034,600</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td><strong>$438,237,900</strong></td>
<td><strong>$399,766,800</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Liabilities</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>$5,507,500</td>
<td>$6,679,900</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>3,331,600</td>
<td>3,332,900</td>
</tr>
<tr>
<td>Accrued postretirement benefits</td>
<td>4,352,000</td>
<td>3,780,000</td>
</tr>
<tr>
<td>Interest rate swap agreement</td>
<td>5,195,800</td>
<td>5,490,500</td>
</tr>
<tr>
<td>Bonds payable</td>
<td>62,680,000</td>
<td>62,680,000</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td><strong>81,066,900</strong></td>
<td><strong>81,963,300</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Net assets</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted</td>
<td>129,810,500</td>
<td>112,270,400</td>
</tr>
<tr>
<td>Temporarily restricted</td>
<td>61,953,300</td>
<td>53,613,500</td>
</tr>
<tr>
<td>Permanently restricted</td>
<td>165,407,200</td>
<td>151,919,600</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td><strong>357,171,000</strong></td>
<td><strong>317,803,500</strong></td>
</tr>
</tbody>
</table>

| Total liabilities and net assets            | **$438,237,900** | **$399,766,800** |

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

<table>
<thead>
<tr>
<th>Description</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Permanently Restricted</th>
<th>2011 Total</th>
<th>2010 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership dues</td>
<td>$5,199,400</td>
<td>$ —</td>
<td>$ —</td>
<td>$5,199,400</td>
<td>$4,654,800</td>
</tr>
<tr>
<td>Annual giving</td>
<td>6,739,900</td>
<td>—</td>
<td>—</td>
<td>6,739,900</td>
<td>6,504,900</td>
</tr>
<tr>
<td>Corporate memberships and related income</td>
<td>6,695,000</td>
<td>—</td>
<td>—</td>
<td>6,695,000</td>
<td>6,482,100</td>
</tr>
<tr>
<td>NY meetings</td>
<td>14,100</td>
<td>137,100</td>
<td>—</td>
<td>151,200</td>
<td>131,200</td>
</tr>
<tr>
<td>Grants and contributions</td>
<td>210,300</td>
<td>15,163,400</td>
<td>—</td>
<td>15,373,700</td>
<td>8,563,100</td>
</tr>
<tr>
<td>Foreign Affairs publications</td>
<td>7,106,800</td>
<td>—</td>
<td>—</td>
<td>7,106,800</td>
<td>7,504,500</td>
</tr>
<tr>
<td>Book publications</td>
<td>35,000</td>
<td>—</td>
<td>—</td>
<td>35,000</td>
<td>36,100</td>
</tr>
<tr>
<td>Investment return used for current operations</td>
<td>8,359,300</td>
<td>3,655,300</td>
<td>—</td>
<td>12,014,600</td>
<td>10,223,200</td>
</tr>
<tr>
<td>Rental income</td>
<td>1,866,300</td>
<td>—</td>
<td>—</td>
<td>1,866,300</td>
<td>1,765,900</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>69,600</td>
<td>—</td>
<td>—</td>
<td>69,600</td>
<td>66,200</td>
</tr>
<tr>
<td>Net assets released from restrictions</td>
<td>13,489,900</td>
<td>(13,489,900)</td>
<td>—</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td><strong>Total operating revenue and support</strong></td>
<td>49,785,600</td>
<td>5,465,900</td>
<td>—</td>
<td>55,251,500</td>
<td>44,895,600</td>
</tr>
</tbody>
</table>

### Operating expenses

#### Program expenses:

<table>
<thead>
<tr>
<th>Description</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Permanently Restricted</th>
<th>2011 Total</th>
<th>2010 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Studies Program</td>
<td>18,958,600</td>
<td>—</td>
<td>—</td>
<td>18,958,600</td>
<td>18,401,800</td>
</tr>
<tr>
<td>Task Force</td>
<td>687,400</td>
<td>—</td>
<td>—</td>
<td>687,400</td>
<td>591,200</td>
</tr>
<tr>
<td>NY Meetings</td>
<td>1,229,200</td>
<td>—</td>
<td>—</td>
<td>1,229,200</td>
<td>1,212,000</td>
</tr>
<tr>
<td>DC programs</td>
<td>2,187,000</td>
<td>—</td>
<td>—</td>
<td>2,187,000</td>
<td>2,681,900</td>
</tr>
<tr>
<td>Term member</td>
<td>405,400</td>
<td>—</td>
<td>—</td>
<td>405,400</td>
<td>263,100</td>
</tr>
<tr>
<td>Special Events</td>
<td>962,700</td>
<td>—</td>
<td>—</td>
<td>962,700</td>
<td>879,400</td>
</tr>
<tr>
<td>Foreign Affairs publications</td>
<td>7,633,200</td>
<td>—</td>
<td>—</td>
<td>7,633,200</td>
<td>7,504,500</td>
</tr>
<tr>
<td>Book publications</td>
<td>473,800</td>
<td>—</td>
<td>—</td>
<td>473,800</td>
<td>391,900</td>
</tr>
<tr>
<td>National Program</td>
<td>854,300</td>
<td>—</td>
<td>—</td>
<td>854,300</td>
<td>826,900</td>
</tr>
<tr>
<td>Outreach Program</td>
<td>653,800</td>
<td>—</td>
<td>—</td>
<td>653,800</td>
<td>605,900</td>
</tr>
<tr>
<td>Websites</td>
<td>2,619,300</td>
<td>—</td>
<td>—</td>
<td>2,619,300</td>
<td>2,177,500</td>
</tr>
<tr>
<td>Communications</td>
<td>1,749,800</td>
<td>—</td>
<td>—</td>
<td>1,749,800</td>
<td>1,485,300</td>
</tr>
<tr>
<td><strong>Total program expenses</strong></td>
<td>38,414,500</td>
<td>—</td>
<td>—</td>
<td>38,414,500</td>
<td>37,021,400</td>
</tr>
</tbody>
</table>

#### Supporting services:

<table>
<thead>
<tr>
<th>Description</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Permanently Restricted</th>
<th>2011 Total</th>
<th>2010 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development</td>
<td>1,392,000</td>
<td>—</td>
<td>—</td>
<td>1,392,000</td>
<td>1,177,000</td>
</tr>
<tr>
<td>Corporate Program</td>
<td>1,763,400</td>
<td>—</td>
<td>—</td>
<td>1,763,400</td>
<td>1,482,800</td>
</tr>
<tr>
<td><strong>Total fundraising</strong></td>
<td>3,155,400</td>
<td>—</td>
<td>—</td>
<td>3,155,400</td>
<td>2,659,800</td>
</tr>
<tr>
<td>Management and general</td>
<td>7,000,200</td>
<td>—</td>
<td>—</td>
<td>7,000,200</td>
<td>7,304,600</td>
</tr>
<tr>
<td>Membership</td>
<td>942,300</td>
<td>—</td>
<td>—</td>
<td>942,300</td>
<td>790,100</td>
</tr>
<tr>
<td><strong>Total supporting services</strong></td>
<td>11,097,900</td>
<td>—</td>
<td>—</td>
<td>11,097,900</td>
<td>10,754,500</td>
</tr>
</tbody>
</table>

### Excess of operating revenue and support over (under) operating expenses

| Description                                           | 273,200      | 5,465,900              | —                      | 5,739,100   | (2,880,300) |

### Nonoperating revenue (loss)

<table>
<thead>
<tr>
<th>Description</th>
<th>17,480,900</th>
<th>5,984,100</th>
<th>(8,000)</th>
<th>23,457,000</th>
<th>22,226,400</th>
</tr>
</thead>
<tbody>
<tr>
<td>Endowment contributions</td>
<td>—</td>
<td>—</td>
<td>13,495,600</td>
<td>13,495,600</td>
<td>1,549,500</td>
</tr>
<tr>
<td>Gain on interest rate swap agreement</td>
<td>294,700</td>
<td>—</td>
<td>—</td>
<td>294,700</td>
<td>(2,949,800)</td>
</tr>
<tr>
<td>Gain on sale of fixed asset</td>
<td>4,300</td>
<td>—</td>
<td>—</td>
<td>4,300</td>
<td>—</td>
</tr>
<tr>
<td>Write-off of uncollectible contributions</td>
<td>(3,110,200)</td>
<td>—</td>
<td>—</td>
<td>(3,110,200)</td>
<td>—</td>
</tr>
<tr>
<td><strong>Total nonoperating revenue (loss)</strong></td>
<td>17,779,900</td>
<td>2,873,900</td>
<td>13,487,600</td>
<td>34,141,400</td>
<td>20,826,100</td>
</tr>
</tbody>
</table>

### Change in net assets before postretirement changes other than net periodic costs

<table>
<thead>
<tr>
<th>Description</th>
<th>18,053,100</th>
<th>8,339,800</th>
<th>13,487,600</th>
<th>39,880,500</th>
<th>17,945,800</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Postretirement changes other than net periodic costs</strong></td>
<td>(513,000)</td>
<td>—</td>
<td>(513,000)</td>
<td>(502,000)</td>
<td>—</td>
</tr>
<tr>
<td><strong>Change in net assets</strong></td>
<td>17,540,100</td>
<td>8,339,800</td>
<td>13,487,600</td>
<td>39,367,500</td>
<td>17,443,800</td>
</tr>
</tbody>
</table>

### Net assets, beginning of year

| Description                                           | 112,270,400  | 53,613,500             | 151,919,600            | 317,803,500 | 300,359,700 |

### Net assets, end of year

| Description                                           | $129,810,500  | $61,953,300            | $165,407,200           | $357,171,000| $317,803,500|

Please click here to view the full 2011 Financial Statements.
Credits

Editor: Patricia Dorff
Production Manager: Lia C. Norton
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Cover Design: ObjectiveSubject
Production: Gene Crofts

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Don Pollard: 5 bottom, 6, 9, 10, 11, 16, 17, 18, 21
Wendi Rose: 19
Kaveh Sardari/www.sardari.com: 8, 12, 13
Term Member Program: 15