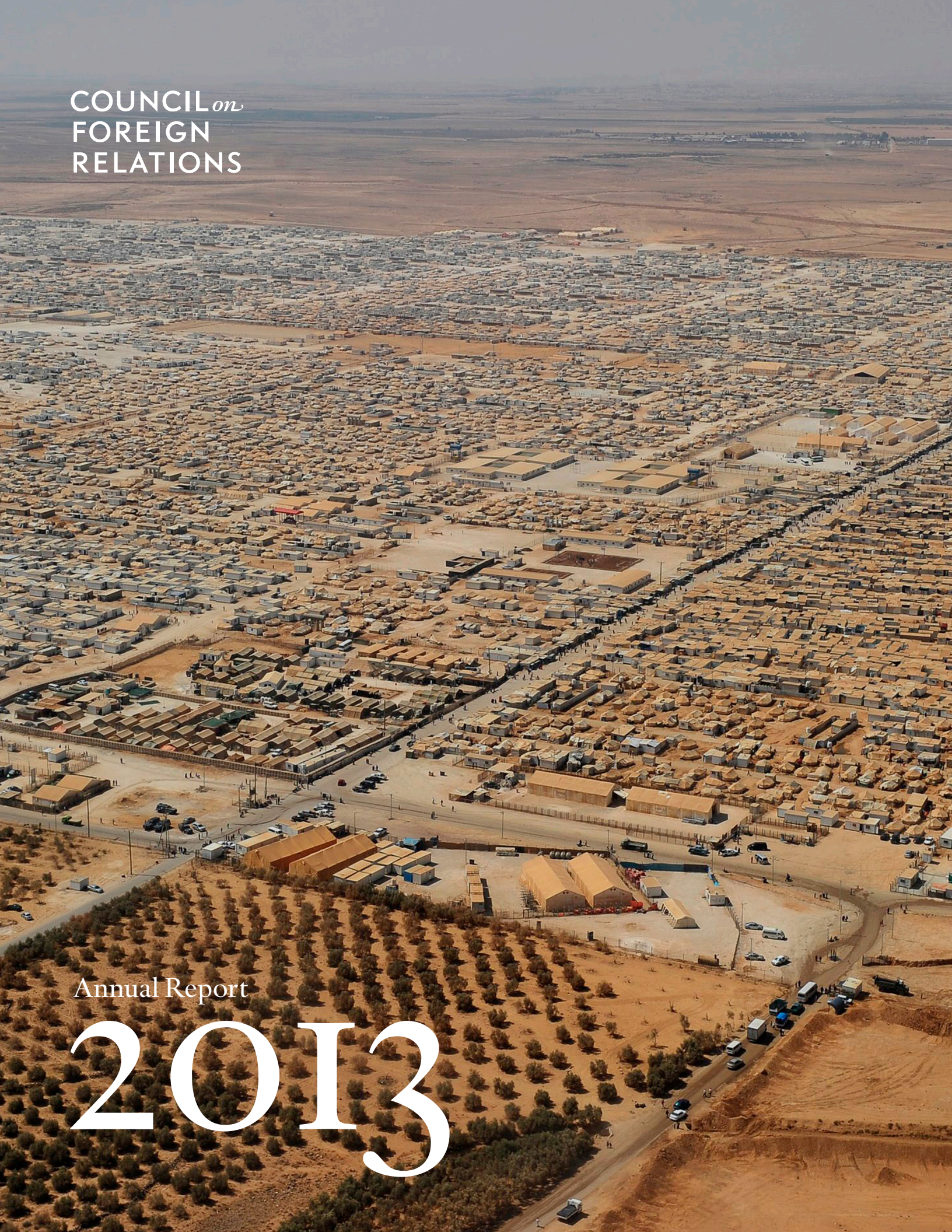


COUNCIL *on*
FOREIGN
RELATIONS

Annual Report

2013



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July 1, 2012–June 30, 2013

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Mission Statement

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

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

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

Letter from the Co-Chairs

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

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

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

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

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

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



Co-Chairman Carla A. Hills



Co-Chairman Robert E. Rubin

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

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

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

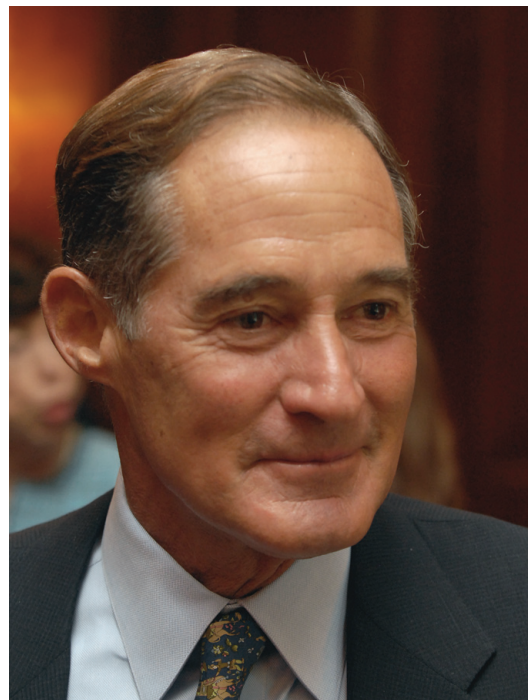
The world has changed since 1921, and through the work of the Studies Program, CFR has changed with it. And yet, for all of the organization’s innovation, CFR has forged its success—as a membership organization, a publisher, and a think tank—by adhering to the principles and characteristics that have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

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

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



Vice Chairman David M. Rubenstein



Vice Chairman Richard E. Salomon

President's Message: Continuity and Change

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

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

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

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

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

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



President Richard N. Haass

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

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

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

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

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

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



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



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

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

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

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

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

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

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

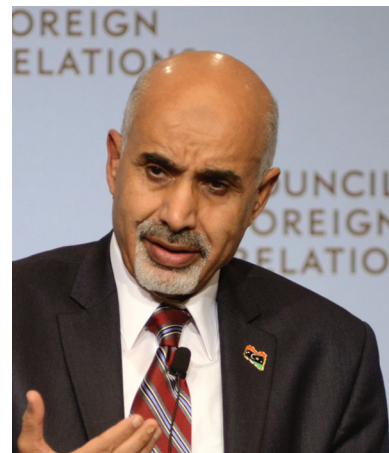
Although these accomplishments are considerable, we cannot rest on our laurels. The marketplace of ideas is increasingly competitive. In today’s era of narrowcasting and partisanship, CFR’s role as a truly non-partisan, independent think tank with a broad intellectual agenda is more valuable than ever.

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

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

Richard N. Haass
President

2013 Highlights



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

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

Meetings

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

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

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

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

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

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



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

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

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

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

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

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

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

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

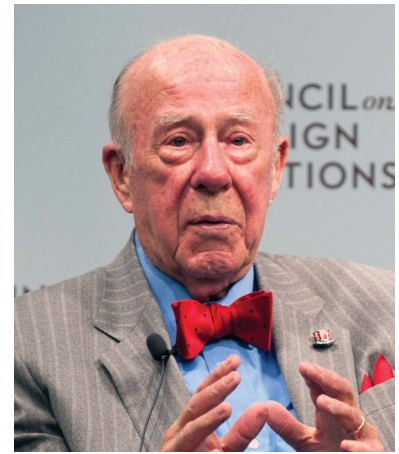


Left: Moncef Marzouki, interim president of Tunisia

Right: Fatou Bensouda, prosecutor of the International Criminal Court

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

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



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

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

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

Above left: Felipe Calderón, president of Mexico

Above right: Former secretary of state George Shultz

Task Forces

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

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



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

National Program

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

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

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





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

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

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



Corporate Program



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

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

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

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

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

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



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



Outreach

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

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

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



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

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

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

CFR Online

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

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

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

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

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

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

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

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

Books Published by CFR Scholars and Staff

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

Other books published this year include:

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

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

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

"Almost a manifesto for policymakers."—Economist

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

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



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

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

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

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

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

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

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

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

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

"Groundbreaking."—San Antonio Express-News

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

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

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

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

Foreign Affairs

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

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

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

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



Foreign Affairs Editor Gideon Rose



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

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

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

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

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

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

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

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

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

Gideon Rose
Editor, Foreign Affairs

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

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Note: Committee listing shown as of
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† Ex officio

2013 Board Election and Appointments

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

Directors with terms expiring on June 30, 2013, were Alan S. Blinder, J. Tomilson Hill, Alberto Ibarguen, Shirley Ann Jackson, Joseph S. Nye Jr., George Rupp, and Richard E. Salomon.

The Nominating and Governance Committee was composed of Mary McInnis Boies (Chair), Madeleine K. Albright, David G. Bradley, Anne M. Finucane, Nancy A. Jarvis, Kenneth I. Juster, Maria Elena Lagomasino, Edward J. Mathias, Jami Miscik, Pamela S. Passman, Theodore Roosevelt IV, Stanley S. Shuman, G. Richard Thoman, R. Keith Walton, and Christine Todd Whitman. On December 3, 2012, the Chair invited the Council membership to propose possible candidates. The Nominating and Governance Committee met on February 25, 2013, to consider the pool of names suggested by Council members for the three elective vacancies. Mindful of its mandate to consider "the need for diversity with regard to age, sex, race, geographical representation, and professional background," the Nominating and Governance Committee developed the following slate of nominees for the Class of 2018: Byrone Auguste, Zoë Baird, Evan Bayh, Alan S. Blinder, R. Nicholas Burns, and Cesar Conde. On April 3, 2013, Council members were notified of the slate and of the petition process available to them in accordance with the By-Laws. No petition candidate was put forth. A ballot was sent to all Council members on May 1, 2013.

The Annual Meeting, at which votes would be cast for the election, was originally scheduled for June 4, 2013. As participation by members in the election was low, a quorum would not have been met on June 4, so the Chair of the Nominating Committee authorized an extension of the voting and adjourned the Annual Meeting to June 10, 2013. At the meeting on that day, 1,715 members participated in person or by proxy, fulfilling the quorum required by By-Law V, though at 36.7 percent participation, turnout remained low. No name was written on thirty or more ballots cast at the meeting, and, therefore, no one was nominated for the 2014 election by the write-in procedure outlined in the By-Laws. Sarah A.W. Fitts, Ernest T. Patrikis, and Nancy Young served as election overseers. The following nominees were elected for five-year terms beginning July 1, 2013, and expiring June 30, 2018: Zoë Baird, Alan S. Blinder, and R. Nicholas Burns.

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

Historical Roster of Directors and Officers

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

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

* pro tempore

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

* pro tempore

Membership

MEMBERSHIP

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

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

STEPHEN M. KELLEN TERM MEMBER PROGRAM

The Stephen M. Kellen Term Member Program, established in 1970 to cultivate the next generation of foreign policy leaders, encourages promising young women and men from diverse backgrounds to engage in a sustained conversation on international affairs and U.S. foreign policy. Each year, a new class of term members between the ages of thirty and thirty-six is elected to serve a five-year term. Term members enjoy a full range of activities, including events with high-profile speakers, an annual Term Member Conference, roundtables, trips to various sites, including military bases, international organizations, and U.S. governmental agencies, and one weeklong study trip abroad every two years.

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

For more information on the Term Member Program, please visit www.cfr.org/about/term_member_program.

APPLYING FOR MEMBERSHIP

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

ELIGIBILITY REQUIREMENTS

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

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

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

TO APPLY

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

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

For more information on the membership application process, please visit www.cfr.org/about/membership.

NOMINATING AND SECONDING A CANDIDATE FOR MEMBERSHIP

The Council on Foreign Relations relies on its members for their engagement, substantive contributions, and support, and counts on members to identify and nominate or second qualified prospects for membership. Membership development efforts are focused on identifying and attracting diverse leaders in international affairs across all sectors.

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

NOMINATING LETTERS

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

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

SECONDING LETTERS

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

ADDITIONAL RULES AND REGULATIONS TO CONSIDER

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

DEADLINES, CANDIDATE NOTIFICATION, AND REACTIVATION

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

	APPLICATION DEADLINE	NOTIFICATION
Membership	March 1	late June
	October 1	mid-February
Term Membership	January 6	late June

APPLICATION REACTIVATION REQUIREMENTS

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

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

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

PROFILE OF THE MEMBERSHIP

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

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

Membership Roster

A

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

Adler, Stephen J.
 Afkhami, Amir Arsalan
 Agarwal, Sara R.
 Agarwal, Sumit
 Aggarwal, Vinod K.
 Agostinelli, Robert F.
 Aguiar, Eric
 Agus, David B.*
 Ahern, Stephanie R.
 Ahmed, Salman S.
 Ahuja, Sanjiv
 Aidinoff, M. Bernard
 Akhavi, Negar
 Albright, Alice P.
 Albright, Madeleine K.
 Alderman, Michael H.
 Aldrich, George H.
 Alexander, Aileen K.
 Alexander, John R.
 Alexander, Margo N.
 Alfonzo, Rafael
 Alford, William P.
 Allaire, Paul A.
 Allen, Dan
 Allen, Jodie T.
 Allen, John R.
 Allen, Jonathan William
 Allen, Richard V.
 Allen, Thad W.
 Allibhoy, Faheen
 Allison, Graham T.
 Allison Marshall, Cara L.†
 Almond, Michael A.
 Alonzo, Anne L.
 Alpha, Avery M.†
 Alter, Jonathan H.
 Alter, Karen J.
 Alterman, Jon B.
 Altman, Daniel
 Altman, Drew
 Altman, Roger C.
 Altman, William C.
 Altshuler, David
 Alvarez, Jose E.
 Alving, Amy E.
 Amir-Mokri, Cyrus
 Ammori, Marvin

Amos, Deborah Susan
 Anand, Manpreet Singh
 Andelman, David A.
 Andersen, Harold W.
 Anderson, Craig B.
 Anderson, Desaix
 Anderson, Edward G. III
 Anderson, Gloria B.
 Anderson, John B.
 Anderson, Lisa
 Anderson, Mark A.
 Anderson, Paul F.
 Anderson, Wendy R.
 Andreas, Terry Lynn
 Andrews, Brian†
 Andrews, David R.
 Andrews, Michael A.
 Angelson, Mark A.
 Ansour, M. Michael
 Anthony, John Duke
 Aossey, Nancy A.
 Apgar, David P.
 Aponte, Mari Carmen
 Appiah, Kwame A.
 Applebaum, Anne E.
 Aquila, Francis J.
 Arbess, Daniel J.
 Arcos, Cresencio S.
 Arend, Anthony Clark
 Argov, Gideon
 Arkin, Stanley S.
 Armacost, Michael H.
 Armstrong, Charles
 Michael
 Armstrong, Lloyd Jr.
 Arnaboldi, Nicole*
 Arnhold, Henry H.
 Aron, Adam Maximilian
 Arons, Melinda S.
 Aronson, Bernard W.
 Aronson, Jonathan David
 Arora, Gabo†
 Arsenian, Deana
 Arsht, Adrienne
 Art, Robert J.
 Arthurs, Alberta
 Artigiani, Carole

Asgard, Ramin
 Assousa, George E.
 Athreya, Bama
 Atkin, Rebecca
 Atkins, Betsy S.
 Atkinson, Caroline
 Atkinson, Holly G.*
 Atwood, J. Brian
 Auer, James E.
 Auerbach, Michael B.
 Auerbach, Paul S.
 Aufhauser, David D.
 Auguste, Byron Gerald
 Augustine, Norman R.
 Auspitz, Josiah Lee
 Austin, Lloyd J. III*
 Ausubel, Jesse H.
 Avedon, John F.
 Avery, John E.
 Avni, Ronit
 Awuah, Patrick G. Jr.
 Axelrod, Robert M.
 Ayers, H. Brandt
 Ayón, David R.
 Ayres, Alyssa
 Ayyar, Balan Rama
 Azim, Khalid
 Azimi, Shad

B

Babbitt, Eileen F.
 Babbitt, Harriet C.
 Babcock-Lumish, Brian C.†
 Babcock-Lumish, Terry
 Bacchus, James L.
 Bacevich, Andrew J.
 Bacha, Julia
 Bader, Christine
 Bader, William B.
 Baer, Donald A.
 Bagley, Bruce M.
 Bagley, Elizabeth Frawley
 Bailey, Ronald Lewis
 Bains, Leslie E.
 Baird, Peter W.
 Baird, Zoë
 Bajaj, Monisha†

* Elected to membership in 2013.

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

Note: Membership shown as of July 1, 2013.

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

* Elected to membership in 2013.

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

Bolling, Landrum R.
 Bollinger, Lee C.
 Bolton, John R.
 Bond, Robert D.
 Bondurant, Amy L.
 Bonime-Blanc, Andrea
 Bonine, David
 Bonner, Robert C.
 Bonney, J. Dennis
 Booth, Carter
 Borden, William B.
 Bordoff, Jason Eric
 Boren, David L.
 Borgerson, Scott G.*
 Bork, Ellen
 Boschwitz, Rudy
 Bosworth, Stephen W.
 Botts, John C.
 Boufford, Jo Ivey
 Boughner, Devry S.
 Bouis, Antonina W.
 Boulware-Miller, Kay
 Bourkoff, Aryeh B.*
 Boustany, Charles W. Jr.
 Bouton, Marshall M.
 Bovin, Denis A.
 Bower, Joseph Lyon
 Bower, Whitney
 Bowles, Erskine B.
 Bown, Chad P.*
 Boyd, Charles Graham
 Boyer, Spencer Phipps
 Bracken, Paul
 Bradbury, Darcy E.
 Braddock, Richard S.
 Brademas, John
 Bradford, Zeb B. Jr.
 Bradley, Bill
 Bradley, David G.
 Brady, Linda Parrish
 Brady, Nicholas F.
 Brady, Rose
 Brainard, Lael
 Bramwell, Elizabeth R.
 Branch, Daniel H.
 Branscomb, Lewis M.
 Branson, Louise
 Braswell, Kimberly
 Brauchli, Marcus W.
 Braunschvig, David
 Brautigam, Deborah A.
 Brazeal, Aurelia E.

Breck, Henry R.
 Breed, Henry Eltinge III
 Bremer, L. Paul III
 Bremmer, Ian A.
 Brennan, Margaret Mary†
 Brenner, Kieran
 Brenner, Lee J.
 Breslauer, George William
 Brewer, John D.
 Breyer, Chloe A.*
 Breyer, Jim*
 Breyer, Stephen G.
 Briger, Peter L. Jr.
 Brigety, Reuben Earl II
 Brigham, Lawson W.*
 Brill, Steven D.
 Brillembourg, Clara E.
 Brilliant, Larry
 Brimley, Shawn William
 Brimmer, Esther Diane
 Brinker, Nancy Goodman
 Brinkley, Douglas G.
 Brinkley, Paul A.*
 Brister, Paul D.†
 Britell, Jenne K.
 Britt, David V.B.
 Britt, Glenn A.
 Broad, Molly Corbett*
 Broad, Robin
 Broadman, Harry G.
 Brock, Steven Vernon
 Brockmann, Heidi A.
 Broda, Frederick C.
 Brodsky, William J.
 Brody, Christopher W.
 Brody, Kenneth D.
 Brokaw, Tom
 Bronfman, Edgar Jr.
 Bronfman, Edgar M.
 Bronin, Luke A.†
 Bronner, Ethan S.
 Bronson, Rachel
 Brookins, Carole L.
 Brose, Christian
 Brosens, Frank P.
 Broughton, Christopher
 Nicholas
 Brower, Charles N.
 Brown, Alice Lynn
 Brown, Bartram S.
 Brown, Binta Niambi*
 Brown, Caroline E.†
 Brown, Frances Z.†
 Brown, Frederic J.
 Brown, Gwendolyn A.
 Brown, Harold

Brown, Jonathan A.C.
 Brown, Katherine A.
 Brown, Katherine A.
 Brown, Kathleen
 Brown, Leon Carl
 Brown, Lester R.
 Brown, Michael
 Brown, Michael E.
 Brown, Neil R.†
 Brown, Richard P. Jr.
 Brown, Seyom
 Browning, David S.
 Brown Weiss, Edith
 Bruce, Judith
 Brun, Leslie A.
 Bruno, Greg
 Bruton, Bronwyn E.
 Bryan, Greyson L.
 Bryant, Michael E.
 Bryant, Ralph C.
 Bryson, John E.
 Brzezinski, Mark F.
 Brzezinski, Mika
 Brzezinski, Zbigniew
 Buaron, Roberto
 Buchanan, Scott C.
 Buchman, Mark Edward
 Bucknam, Mark A.
 Budinger, William
 Bueno de Mesquita, Bruce
 Buergenthal, Thomas
 Buffone, Steven P.*
 Bukowski, Raven M.†
 Bullock, Mary Brown
 Bumpas, Stuart Maryman
 Bunzel, Jeffrey H.
 Burand, Deborah K.
 Burgess, John A.
 Burke-White, William W.
 Burks, Jonathan W.
 Burnett, Dale A.
 Burnham, Christopher
 Bancroft
 Burns, Patrick Owen
 Burns, R. Nicholas
 Burns, William J.
 Burrows, Mathew
 Burt, Richard R.
 Burton, Daniel F. Jr.
 Burwell, Sylvia Mathews
 Busby, Joshua W.
 Bush, Mary K.
 Bush, Richard Clarence III
 Bushell, Andrew
 Bussey, John C.
 Butler, Paul W.

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

C

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

* Elected to membership in 2013.

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

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

* Elected to membership in 2013.

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

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

Cuellar,
 Mariano-Florentino
 Cukier, Kenneth N.
 Cullum, Lee
 Culora, Thomas J.
 Cumming, Alfred
 Cumming, Christine M.
 Cummings, Alexander B. Jr.
 Cuneo, Donald
 Cunningham, James B.
 Cunningham, Nelson W.
 Cuomo, Scott A.
 Curley, Walter J.P. Jr.
 Curtis, Charles B.
 Curtis, Gerald L.
 Curtis, Meghann Adrienne
 Cutler, Walter L.
 Cutshaw, Kenneth A.
 Cutter, W. Bowman
 Cyr, Arthur I.

D

Daalder, Ivo H.
 Dach, Leslie A.*
 Dady, Teresa Gail
 Dahan, Elizabeth
 Dahm, Evelyn Pignatari
 Dailey, Brian D.
 Dakin, Brett
 Dal Bello, Michael Anthony
 Dale, Catherine M.
 Dale, Helle
 Dale, Nan
 Daley, William M.
 Dalio, Ray*
 Dallara, Charles H.
 Dalley, George Albert
 Dallmeyer, Dorinda G.
 Dalton, James E.
 Dalton, Melissa Griffin
 Daly, Sarah Zukerman
 Dam, Kenneth W.
 Dam, Marcia Wachs
 D'Amato, Alfonse M.
 Damrosch, Lori Fisler
 Danforth, William H.
 Dang Murphy, Stephanie
 Daniel, D. Ronald
 Daniel, Donald C.F.
 Danilovich, John J.
 Danin, Robert M.
 Danly, James P.†
 Danner, Mark D.
 Daschle, Thomas Andrew
 Dash, Somesh†
 Da Silva, Joseph V.

DaSilva, Russell J.
 Daulaire, Nils M.
 David, Danny
 David, Jack
 Davidson, Amy S.
 Davidson, Janine Anne
 Davidson, Peter W.
 Davis, Bradford
 Davis, Florence A.
 Davis, Geoffrey Clark
 Davis, Jacquelyn K.
 Davis, Jerome
 Davis, Kim Gordon
 Davis, Lynn E.
 Davis, Marion Thomas
 Davis, Stephen B.
 Davis, Susan M.
 Davis, William Keith
 Davison, Kristina Perkin
 Dawisha, Karen Lea
 Dawson, Christine L.
 Dawson, Horace G. Jr.
 Dawson Carr, Marion M.
 Day, Arthur R.
 Days, Drew Saunders III
 Deagle, Edwin A. Jr.
 Deahl, Jessica†
 Deal, Jacqueline Newmyer
 Dean, Robert W.
 Dear, Alice M.
 Deason, Jennifer
 Debevoise, Eli Whitney II
 de Borchgrave, Arnaud
 Debs, Barbara Knowles
 Debs, Richard A.
 DeBusk, F. Amanda
 De Coster, Jamie Lynn†
 DeCotis, Deborah A.*
 DeCrane, Alfred C. Jr.
 Decyk, Roxanne J.
 Deffenbaugh, Ralston H. Jr.
 DeGioia, John J.
 de Habsburgo, Inmaculada
 de la Cruz, Carlos M. Sr.
 de Lasa, Jose M.
 Del Rosso, Stephen J.
 DeLaMater, Robert G.
 Delaney, Kevin J.*
 Delph, Walter
 Delury, John
 de Mel, Meera Lea
 de Ménil, Georges
 de Menil, Joy Alexandra
 de Ménil, Lois Pattison
 Deming, Rust Macpherson
 Deng, Francis M.

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

* Elected to membership in 2013.

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

Diuk, Nadia
 Djerejian, Edward P.
 Dobbins, James F.
 Dobriansky, Paula J.
 Doctoroff, Daniel L.
 Dodd, Christopher J.
 Dodin, Reema†
 Doebele, Justin W.
 Doerge, David J.
 Doggett, Martha Lyn
 Dogo, Harun†
 Doherty, Brendan H.†
 Doi, Ayako
 Doley, Harold E. Jr.
 Dominguez, Jorge I.
 Domm, Patti
 Donahue, Thomas R.
 Donaldson, Peter J.
 Donaldson, Robert H.
 Donaldson, William H.
 Donatich, John E.
 Donehoo, Stephen C.
 Donfried, Karen Erika
 Donilon, Thomas E.
 Donohoe, Charles
 Donohue, Laura K.
 Donohue, Thomas J. Sr.
 Donovan, Michael†
 Doran, Charles F.
 Doran, Michael Scott
 Dormandy, Xenia B.M.
 Dory, Amanda Jean
 Doty, Grant R.
 Dougan, Diana Lady
 Dougherty, James P.
 Dougherty, Jill M.
 Douglas, Michael
 Douglass, Loren Robert
 Douglass, Robert R.
 Douraghy, Ali†
 Dowling, John Nicholas
 Downie, Richard D.
 Doyle, Michael W.
 Doyle, Noreen
 Dozier, Kimberly*
 Draper, William H. III
 Drayton, William
 Dreier, David T.
 Drew, Elizabeth
 Dreyfuss, Joel
 Dreyfuss, Richard S.
 Drezner, Daniel W.

Drobnick, Richard Lee
 Drozdiak, William M.
 Drucker, Joy E.
 Drucker, Richard A.
 Druyan, Ann
 Dryden, Sam
 Duberstein, Kenneth M.
 Dubik, James Michael
 DuBois, Maurice A.
 Dudley, William C.
 Duelfer, Charles A.
 Duersten, Althea L.
 Duffey, Joseph D.
 Duffie, David A.
 Duffy, Gloria Charmian
 Duffy, James H.
 DuGan, Gordon F.
 Duggan, Timothy E.
 Duke, Robin Chandler
 Dulá, Sonia L.*
 Dulany, Peggy
 Dunbar, Charles F.
 Duncan, Charles William Jr.
 Duncan, Graham A.
 Dunigan, Patrick Andrew
 Dunkerley, Craig G.
 Dunn, Lewis A.
 Dunn, Michael M.
 Dur, Philip A.
 Durbin, Brent
 Durkin, Patrick J.
 Dutt, Mallika
 Dworkin, Douglas A.
 Dyer, James W.
 Dylan, Jesse
 Dynan, Karen
 Dyson, Esther

E

Ear, Sophal
 Easterly, Jennie M.
 Eastman, John Lindner
 Easum, Donald B.
 Eberhart, Ralph E.
 Eberstadt, Nicholas
 Echols, Marsha A.
 Eck, Bailey Morris
 Economy, Elizabeth C.
 Ecton, Donna R.
 Eddleman, Linda Hiniker
 Eddy, Randolph P. III
 Edelman, Gerald M.
 Edelman, Marian Wright
 Edelman, Richard Winston
 Ederle, Brendan G.
 Edington, Mark D.W.

Edley, Christopher Jr.
 Edmond, Micah
 Edwards, George C. III
 Edwards, Howard L.
 Edwards, Mickey
 Edwards, Robert H.
 Edwards, Robert H. Jr.
 Effron, Blair
 Efros, Laura L.
 Egan, Julie M.
 Eggers, Thomas E.
 Ehrenkranz, Joel S.
 Eichengreen, Barry J.
 Eichensehr, Kristen E.†
 Eikenberry, Karl W.
 Einaudi, Luigi Roberto
 Einhorn, Jessica P.
 Einhorn, Robert J.
 Eisendrath, Charles R.
 Eizenstat, Stuart E.
 Elden, Richard
 Elders, Christopher C.
 Elias, Christopher J.
 Ellick, Adam B.
 Elliott, Dorinda
 Elliott, Inger McCabe
 Ellis, James Reed
 Ellis, Mark S.
 Ellis, Patricia
 Ellis, Rodney
 Ellison, Keith*
 Ellison, Keith Paty
 Ellsberg, Daniel
 El-Shazli, Heba F.
 Elson, Edward E.
 Ely-Raphel, Nancy Halliday
 Emanuel, Ezekiel Jonathan
 Embree, Ainslie Thomas
 Emehelu, Chinonso T.†
 Emerson, John B.
 Emmert, Mark A.
 Eng, Na S.
 Engelberg, Stephen*
 Ensor, David B.
 Entwistle, L. Brooks
 Epstein, Jason
 Epstein, Joshua M.
 Erb, Guy F.
 Erb, Richard D.
 Erbsen, Claude E.
 Erck, Dara F.
 Ercklentz, Alexander T.
 Erdmann, Andrew P.N.
 Erickson, Andrew S.†
 Erikson, Daniel
 Ervin, Clark K.

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

F

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

* Elected to membership in 2013.

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

Ferguson, Roger W. Jr.
 Ferguson, Tim W.
 Fernandez, Jose W.
 Fernholz, Mauricio
 Ferrari, Bernard Thomas
 Ferrari, Mario B.
 Ferré, Helen Aguirre
 Ferré, Maurice A.
 Ferré Ramirez,
 Antonio Luis
 Ferrell, Lisa Carolyn
 Ferrell, Robert S.
 Fesharaki, Fereidun
 Fessenden, Hart
 Fetter, Steve
 Fiedler, Jeffrey L.
 Field, Jennifer †
 Fields, Bertram H.
 Fields, Craig I.
 Fife, Eugene V.
 Filippelli, Guy Louis
 Filippone, Robert J.
 Findakly, Hani K.
 Finder, Joseph Alan
 Findlay, D. Cameron
 Finelli, Francis A.
 Fink, Laurence D.
 Fink, Sheri L.
 Finkelstein, Lawrence S.
 Finn, Edwin A. Jr.
 Finnemore, Martha
 Fino, Steven
 Finucane, Anne M.
 Firestone, Charles M.
 Fisch, Jacob
 Fisch, Mark
 Fischer, Stanley
 Fischer Martin, Betsy
 Fisher, Julie Ann
 Fisher, Peter R.
 Fisher, Richard W.
 Fisher, Todd A. *
 Fishlow, Albert
 Fishman, Brian Howes
 Fisk, Daniel W.
 Fitchett, Mercedes
 Carmela
 Fitts, Sarah A.W.
 FitzGerald, Frances
 Fitzgibbons, Harold E.
 Fitzgibbons, John B.
 Fitz-Pegado, Lauri J.

Flaherty, Martin S.
 Flaherty, Pamela P.
 Flaherty, Peter
 Flanagan, Stephen J.
 Fleischmann, Alan H.
 Fleming, Gregory James
 Fletcher, Denise K.
 Fletcher, Phillip Douglas
 Flournoy, Michèle A.
 Fly, Jamie M.
 Flynn, Carol
 Flynn, George J.
 Flynn, John Stratton
 Flynn, John Stratton
 Flynn, Mary Laurence
 Flynn, Stephen E.
 Fn'Piere, Patrick John
 Foggo, James G. III
 Fogleman, Ronald R.
 Foley, S. Robert Jr.
 Foley, Thomas C.
 Foley, Thomas S.
 Folsom, George A.
 Fontaine, Richard H. Jr.
 Foote, Edward T. II
 Foote, William Fulbright
 Forbes, Kristin J.
 Ford, Celeste V.
 Ford, Harold E. Jr.
 Ford, Katie
 Ford, Paul B. Jr.
 Fore, Henrietta Holsman
 Forgacs, Andras
 Forman, Shepard L.
 Foroohar, Rana A.
 Forsythe, Rosemarie
 Fosler, Gail D.
 Foss, Michelle Michot
 Foster, Brenda Lei
 Foster, Charles C.
 Foster, Kathleen Aldworth
 Foster, Richard N.
 Fourquet, José A.
 Fowler, Jeffrey L.
 Fowler, Wyche Jr.
 Fox, Christine H.
 Fox, Daniel M.
 Fox, Donald T.
 Fox, Eleanor M.
 Fox, Merritt Baker
 Fox, Nicole Davison
 Foxman, Abraham H.
 Fraga Neto, Arminio
 Francke, Albert
 Frank, Andrew D.
 Frank, Charles R. Jr.
 Frank, Richard A.

Frankel, Adam Bynoe
 Frankel, Francine R.
 Frankel, Jeffrey A.
 Franklin, Barbara
 Hackman
 Franklin, Robert M.
 Franklin, Shirley Clarke
 Franklin, William Emery
 Fraser, Jane
 Frazer, Jendayi E.
 Frazier, Kenneth C.
 Fredman, Jonathan M.
 Freedman, Alix M.
 Freeman, Bennett
 Freeman, Constance J.
 Freidheim, Cyrus F.
 Freidheim, Scott J.
 Freidheim, Stephen C.
 Freifeld, Daniel
 Freire, Maria C.
 Freyer, Dana H.
 Fribourg, Paul J.
 Friedberg, Aaron Louis
 Friedberg, Barry S.
 Friedman, Alexander
 Stephen
 Friedman, Alison Kiehl
 Friedman, Bart
 Friedman, Benjamin M.
 Friedman, Fredrica S.
 Friedman, Jordana D.
 Friedman, Stephen
 Friedman, Stephen J.
 Friedman, Thomas L.
 Frieman, Wendy
 Friend, Theodore W.
 Frist, William H.
 Fritz, Oliver III
 Froman, Michael B.G.
 Fromkin, David
 Frost, Ellen L.
 Fry, Earl H.
 Fryday, Josh †
 Frye, Alton
 Frye, Timothy Michael
 Fuchs, Michael H. †
 Fudge, Ann M.
 Fukushima, Glen S.
 Fukuyama, Francis
 Fulgham, Alonzo L.
 Fuller, William P.
 Fulton, Laurie S.
 Fung, Mark T.
 Fung, Victor K.
 Furlaud, Richard
 Mortimer

Furman, Gail
 Fusco, Bradley David
 Futter, Ellen V.

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

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Geithner, Timothy F.
 Gelb, Bruce S.
 Gelb, Leslie H.
 Gellert, Michael E.
 Gellman, Barton
 Gell-Mann, Murray
 Gelpern, Anna
 Genser, Jared*
 George, Robert P.
 Georgescu, Peter Andrew
 Gephardt, Richard A.
 Gerber, Burton L.
 Gerber, Louis
 Gerety, Amias M.
 Gergen, David R.
 Gerhart, Gail M.
 Germain, Adrienne
 Gerschel, Patrick A.
 Gerson, Allan
 Gerson, Elliot F.
 Gerson, Ralph J.
 Gerstein, Daniel M.
 Gerstell, Glenn S.
 Gerstner, Louis V. Jr.
 Getler, Michael
 Gewirtz, Paul David
 Geyer, Georgie Anne
 Gfoeller, Joachim Jr.
 Gfoeller, Michael
 Gfoeller, Tatiana C.
 Ghaemi, Hadi*
 Ghiglione, Loren
 Gholz, Charles Eugene
 Ghorri-Ahmad, Safiya J.†
 Giacomo, Carol Ann
 Giambastiani, Ed Jr.
 Gibbs, Reggie Scott
 Giffen, James Henry
 Giffin, Gordon D.
 Gil, Andrés Valerio
 Gilbert, G. S. Beckwith
 Gilbert, Jackson B.
 Gilbert, Nili E.M.
 Gilbert, Steven J.
 Gill, Bates
 Gillette, Michael James
 Gilmore, James S. III
 Gilmore, Richard
 Gimelli, Noa Catalina
 Gingrich, Newton L.
 Ginsberg, Gary L.
 Ginsberg, Marc Charles

Ginsburg, Jane C.
 Ginsburg, Ruth Bader
 Girald, Catalina
 Givhan, Walter D.
 Gjelten, Thomas G.
 Glaser, Bonnie S.
 Glauber, Robert R.
 Glennon, Michael J.
 Gleysteen, Peter
 Glickman, Daniel R.
 Glickman, Steven G.
 Globerman, Norma
 Glocer, Thomas H.
 Gluck, Carol
 Gluck, Frederick W.
 Godwin, Peter
 Goel, Anish
 Goeltz, Richard Karl
 Goins, Charlynn
 Golby, James T.
 Goldberg, Nicholas
 Goldberg, Ronnie L.
 Golden, James R.
 Golden, Jennifer E.
 Goldfarb, Deborah
 Goldfield, Harold P.
 Goldfield, Jacob D.
 Goldgeier, James M.
 Goldin, Harrison J.
 Goldman, Charles N.
 Goldman, Guido
 Goldman, Marshall I.
 Goldman, Merle D.
 Goldman, Neal D.
 Goldmark, Peter C. Jr.
 Goldsmith, Barbara
 Goldsmith, Jack
 Landman III
 Goldsmith, Russell D.
 Goldstein, Gordon M.
 Goldstein, Jeffrey A.
 Goldstein, Judith S.*
 Goldstein, Morris
 Goldstone, Jack A.
 Goldwyn, David L.
 Goldzimer, Aaron M.
 Golhar, Shawn P.M.
 Golob, Paul D.
 Golodryga, Bianna†
 Golston, Allan C.
 Gómez, Eduardo J.
 Gomez, Heidi N.
 Gomory, Ralph E.
 Gompert, David C.
 Gonen, Ron
 Gonzalez, Emilio Tomas

Gonzalez, Juan Sebastian†
 Goodman, Allan E.
 Goodman, George J.W.
 Goodman, Herbert I.
 Goodman, John B.
 Goodman, Mary Beth
 Goodman, Matthew P.
 Goodman, Roy M.
 Goodman, Ryan
 Goodman, Sherri W.
 Gordon, John A.
 Gordon, Michael R.
 Gordon, Philip H.
 Gordon-Hagerty, Lisa E.
 Gordon-Reed, Annette
 Gorelick, Jamie S.
 Gorman, Monica J.
 Gostin, Lawrence O.
 Gotbaum, Victor
 Gottdiener, Noah
 Gottemoeller, Rose E.
 Gottfried, Kurt
 Gottlieb, Geoffrey A.
 Gottlieb, Gidon A.G.
 Gottsegen, Peter M.
 Gould, Peter G.
 Gourevitch, Peter A.
 Gourevitch, Philip D.
 Grace, Lola Nashashibi
 Grady, Robert E.
 Graff, Garrett M.
 Graff, Henry Franklin
 Graham, Bob
 Graham, Thomas Edward
 Graham, Thomas Jr.
 Graham, Thomas W.
 Granger, Kay
 Granoff, Michael D.
 Grant, Heidi Honecker
 Grant, James D.
 Graubard, Stephen
 Richards
 Graves, Christopher J.
 Gray, C. Boyden
 Gray, Hanna Holborn
 Grayer, Cara
 Greathead, R. Scott
 Greco, Richard Jr.
 Green, Carl J.
 Green, Daniel Rogers†
 Green, Eric F.
 Green, Jerrold D.
 Green, Mark Andrew
 Green, Michael J.
 Green, Robert Shane
 Greenberg, Arthur N.

Greenberg, David
 Greenberg, Evan G.
 Greenberg, Glenn H.
 Greenberg, Jeffrey W.
 Greenberg, Karen J.
 Greenberg, Lawrence Scott
 Greenberg, Maurice R.
 Greenberg, Sanford D.
 Greenberger, Robert
 Stephen
 Greene, Wade
 Greenman, Margot Alyse
 Greenspan, Alan
 Greenwald, G. Jonathan
 Greenway, Hugh D.S.
 Gregg, Donald P.
 Gregorian, Vartan
 Gregson, Wallace C. Jr.
 Grenier, Robert L.
 Grenier, Stephen M.*
 Griego, Linda
 Griffiths, Phillip A.
 Grimes, William W.
 Grinberg, Itai
 Grissom, Janet Mullins
 Grose, Peter
 Gross, Martin J.
 Gross, Patrick W.
 Grossman, Gene M.
 Grossman, Marc
 Grove, Paul C.
 Groves, Bryan N.
 Groves, Ray J.
 Gruman, Jessie C.
 Grupp, David M.*
 Gudwin, Ella R.
 Guengerich, Galen J.
 Guenov, Tressa S.*
 Guff, Andrew J.
 Gugliotta, Brian
 Gund, Agnes
 Gunderson, Bryan†
 Gundlach, Andrew S.
 Gupta, Sanjay K.
 Gupte, Pranay
 Gustafson, Ellen
 Gutfreund, John H.
 Guth, John H.J.
 Gwertzman, Bernard M.
 Gyari, Lodi Gyaltzen*

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

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

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

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

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

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

Hottelet, Richard C.
 Houck, James W.
 Houghton, Amory Jr.
 Houghton, James R.
 House, Karen Elliott
 Houser, Trevor
 Howard, A. E. Dick
 Howard, Christopher
 Bernard
 Howard, Ivana
 Howard, Lyndsay C.
 Howard, M. William Jr.
 Howell, Ernest M.
 Howk, Jason
 Howson, Nicholas Calcina
 Hrinak, Donna J.
 Hrynkow, Sharon H.
 Hsu, Ta-Lin
 Hubbard, Allan B.
 Hubbard, R. Glenn
 Huber, Richard L.
 Huberman, Benjamin
 Hudson, Manley O. Jr.
 Hudson, Michael C.
 Huebner, Lee W.
 Huey, John W. Jr.
 Huey Evans, Gay J.
 Hufbauer, Gary C.
 Hughes, Lynn N.
 Hughes, R. John
 Hughes, Thomas Lowe
 Hull, Edmund J.
 Hulsman, John C.
 Hultman, Tamela
 Hultquist, Timothy A.
 Hume, Cameron R.
 Hume, Ellen H.
 Hummer-Tuttle, Maria
 Hunker, Jeffrey A.
 Hunt, David A.
 Hunt, Kathleen E.
 Hunt, Swanee
 Hunter, Robert E.
 Hunter, Shireen T.
 Hunter, Thomas O.
 Hunter, William Curt
 Hunter-Gault, Charlayne
 Huntington, Patricia
 Skinner
 Hurd, Joseph K. III
 Hurlock, James B.
 Hurst, Robert J.
 Hurwitz, Sol
 Huszar, Andrew C.
 Hutchings, Robert L.
 Hutchins, Glenn H.

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

I

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

J

Jabber, Paul
 Jackelen, Henry R.
 Jackley, Jessica
 Jacklin, Nancy P.
 Jackson, Bruce Pitcairn
 Jackson, Jesse L. Sr.
 Jackson, John H.
 Jackson, Lois M.
 Jackson, Sarah
 Jackson, Shirley Ann
 Jacobs, Kenneth
 Jacobs, Lawrence A.
 Jacobson, Mark R.
 Jacobson, Roberta S.*
 Jacoby, Charles H. Jr.
 Jacoby, Jonathan Todd
 Jaffe, Amy Myers
 Jagannath, Ram M.
 Jakes, Susan J.
 James, Francis John
 Janes, Jackson

Janis, Mark Weston
 Janke, Aleksandra
 Janklow, Morton L.
 Janow, Merit E.
 Jaquette, Jane S.
 Jarvis, Nancy A.
 Jayanti, Anuradha T.
 Jebb, Cindy R.
 Jeffery, Reuben III
 Jeffrey, James Franklin
 Jehl, Douglas
 Jenevein, E. Patrick III
 Jenkins, Bonnie D.
 Jenkins, Carol
 Jennings, Elizabeth†
 Jervis, Robert
 Jessup, Philip C. Jr.
 Jeter, Howard F.
 Jett, Dennis C.
 Jilani, Erum Rubina†
 Joel, Jennifer Stacey
 John, Eric G.
 Johns, Leslie
 Johns, Lionel Skipwith
 Johns, Raymond E. Jr.
 Johnson, Darin E.W.
 Johnson, James A.
 Johnson, James E.
 Johnson, Jay L.
 Johnson, Jeh Charles
 Johnson, Jerry Lavell
 Johnson, Karen H.
 Johnson, L. Oakley
 Johnson, Larry D.
 Johnson, Michelle D.
 Johnson, Robbin S.
 Johnson, Robert W. IV
 Johnson, Sheila C.
 Johnson, Suzanne Nora
 Johnson, Thomas Stephen
 Johnson, Todd M.
 Johnson, Willene A.
 Johnson, Wyatt Thomas
 Jolie, Angelina*
 Jones, Alan Kent
 Jones, Anita K.
 Jones, David L.
 Jones, James R.
 Jones, Kermit†
 Jones, Kerri-Ann
 Jones, Stuart Jr.
 Joost, Peter Martin
 Jordan, Boris Alexis
 Jordan, Eason
 Jordan, Robert W.
 Jordan, Vernon E. Jr.

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Joseph, Richard A.
Josephson, William
Joskow, Paul L.
Joulwan, George A.
Judge, Barbara Thomas
Jumper, John P.
Junz, Helen B.
Juster, Kenneth I.

K

Kaden, Lewis B.
Kadlec, Robert P.
Kagan, Robert W.
Kahler, Miles
Kahn, Joseph F.
Kahn, Thomas S.
Kaiser, Miranda Margaret
Kaiser, Robert G.
Kalaris, Thomas Llewellyn
Kalb, Bernard
Kalb, Marvin
Kalicki, Jan H.
Kalir, Erez C.
Kalmbach, Charles F.*
Kamarck, Elaine C.
Kamine, Jorge
Kaminsky, Howard
Kamsky, Virginia Ann
Kanak, Donald P.
Kandra, Robert A.*
Kanet, Roger E.
Kang, C. S. Eliot
Kang, Jane
Kaniewski, Daniel John
Kann, Peter R.
Kansteiner, Walter H. III
Kanter, Rosabeth Moss
Kantor, Laurence G.
Kantor, Mickey
Kapadia, Gaurav K.†
Kaplan, Ann F.
Kaplan, Gilbert
Kaplan, Helene L.
Kaplan, Mark N.
Kaplan, Richard N.
Kaplan, Stephen S.
Kapnick, Scott Bancroft
Kapoor, Vikas
Kapp, Robert A.
Kapstein, Ethan B.
Karabell, Zachary
Karafa, Kristian C.

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Karalekas, Anne
Karamanian, Susan L.
Karatnycky, Adrian
Karatz, Bruce E.
Karis, Thomas G.
Karl, Jonathan David
Karl, Terry Lynn
Karns, Margaret P.
Karol, Adam
Karp, Jonathan D.
Karsner, Andy
Kasdin, Robert
Kass, Stephen L.
Kassalow, Jordan S.
Kassel, Whitney M.†
Kassing, Theodore W.
Kassof, Allen H.
Kathwari, Farooq
Katona, Peter
Katz, Daniel Roger
Katz, Robert J.
Katz, Sherman E.
Katz, Stanley N.
Katzenstein, Peter J.
Katzovicz, Roy J.
Kauffman, Richard L.
Kaufman, Daniel J.
Kaufman, Henry
Kaufman, Robert R.
Kaufman, Zachary Daniel†
Kausner, Gregory M.†
Kavoukjian, Michael E.
Kay, Kira
Kaye, Charles R.
Kaye, Dalia Dassa
Kaye, David A.
Kayyem, Juliette N.
Kazemi, Farhad
Kea, Charlotte G.
Kean, Thomas H.
Keane, John M.
Kearney, Daniel Jr.
Keating, Timothy J.
Keck, Elizabeth Ellen
Keefe, Patrick S.R.
Keeler, Timothy J.
Keenan, Kevin Michael
Keene, Lonnie
Keidan, Jonathan
Keith, James R.*
Keker, John W.
Kelleher, Catherine M.
Keller, Edmond J.
Keller, Kenneth H.
Kellerman, Barbara L.
Kelley, Kevin H.*

Kelley, Paul X.
Kellner, Peter Bicknell
Kellogg, David
Kelly, Alfred F. Jr.
Kelly, Arthur L.
Kelly, Brendan S.
Kelly, Francis J.
Kelly, James P.
Kelman, Herbert C.
Kemble, Eugenia
Kemp, Geoffrey
Kempe, Frederick S.
Kempner, Lee S.*
Kempner, Maximilian W.
Kendall, Donald McIntosh
Kennan, Christopher J.
Kennedy, Craig
Kennedy, David W.
Kennedy, Edward Jr.
Kennedy, Joe†
Kent, Muhtar
Kent, Philip I.
Keohane, Nannerl O.
Keohane, Robert O.
Keravuori, Rose
Kerr, Ann Zwicker
Kerrey, Bob
Kerry, Cameron F.
Kerry, Peggy
Kerry, Vanessa
Kessler, Glenn Andrew
Kessler, Martha Neff
Kester, W. Carl
Ketcham, Janet W.*
Keys, Arthur B. Jr.*
Khalidi, Rashid I.
Khalilzad, Zalmay M.
Khatchadourian, Raffi
Khator, Renu
Khrushcheva, Nina L.
Khuri, Nicola N.
Kiernan, Robert Edward III
Kiley, Robert R.
Kim, Andrew†
Kim, Andrew Byong-Soo
Kim, Hanya Marie
Kim, John Yohan†
Kim, Mike
Kim, Spencer H.
Kim, Sukhan
Kimball, Astri B.†
Kimball, William F.
Kimmitt, Mark T.
Kimmitt, Robert M.
Kimsey, James V.
Kinane, William Patrick

Kinder, Molly
King, Charles E.
King, Elizabeth Lee
King, Henry L.
King, Kay
King, Robert R.
King, Susan Robinson
Kingston, Peter R.†
Kingston, Timothy M.
Kinsella, Kevin J.
Kipper, Judith
Kirchhoff, Christopher M.
Kireopoulos, Antonios
Steve
Kiriakou, Heather
Katherine
Kirkland, Richard I.
Kirkpatrick, J. David
Kirkpatrick, Melanie M.
Kirshner, Jodie A.
Kishkovsky, Leonid
Kissel, Mary E.
Kissinger, Henry A.
Kittrie, Orde F.
Kizer, Karin L.
Klaber, Andrew David
Klarman, Seth A.
Klatsky, Peter
Klein, Edward
Klein, George
Klein, Jacques Paul
Klein, Joseph A.
Kleine-Ahlbrandt,
Stephanie T.*
Klotz, Frank G.
Klurfeld, James M.
Knake, Robert K.
Knapp, Albert Bruce
Knapp, Steven
Knee, Jonathan A.
Knell, Gary E.
Knight, Edward S.
Knight, Jessie J. Jr.
Knudsen, Ciara
Ko, Cindy E.
Koellner, Laurette T.
Kogan, Richard Jay
Koh, Jay L.*
Kohn, Donald L.
Kohut, Andrew
Kojac, Jeffrey
Kojima, J. Christopher
Kolb, Charles E.M.
Kolbe, Jim
Kolodziej, Edward A.
Koltai, Steven R.

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

* Elected to membership in 2013.

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Liberi, Dawn
 Lichtblau, John H.
 Lichtenstein, Cynthia
 Crawford
 Liebenow, Larry A.
 Lieber, James E.
 Lieber, Robert J.
 Lieberman, Joseph I.
 Lieberman, Nancy A.
 Lieberthal, Keith L.*
 Lieberthal, Kenneth G.
 Liebman, Jonathan Roy
 Liebowitz, Jessica K.
 Lifton, Robert K.
 Light, Timothy
 Lighthizer, Robert E.
 Lin, Robert
 Lincoln, Edward J.
 Lindberg, Tod
 Lindborg, Nancy Elizabeth
 Linden, Alexandra D.†
 Linden, Josephine
 Lindsay, Beverly
 Lindsay, Gregory T.†
 Lindsay, James M.
 Linen, Jonathan S.
 Link, Troland S.
 Lipman, Gustave K.
 Lipman, Ira A.
 Lipman, Joanne
 Lipper, Kenneth
 Lippey, Brian C.
 Lippman, Thomas W.
 Lipsitz, Rochelle J.
 Lipsky, John P.
 Lipsky, Seth
 Lissakers, Karin M.
 Litan, Robert E.
 Little, David
 Littlefield, Elizabeth L.
 Litwak, Robert S.
 Liu, Betty W.
 Liu, Eric P.
 Livingston, Robert Gerald
 Loaiza, David Jesse
 Lockhart, Dennis P.
 Lodal, Jan M.
 Lodge, George Cabot
 Loeb, Daniel S.
 Loeb, Marshall
 Loewenstein, Andrew B.
 Logan, Francis D.

Loizou, Elaina
 Lombardi, Clark B.
 London, Herbert I.
 Long, Mary Beth
 Long, William J.
 Longmuir, Shelley A.
 Longstreth, Bevis
 LoNigro, Christina
 Lopes, Mark
 López Tirú, Lisa
 Loranger, Donald Eugene
 Lord, Bette Bao
 Lord, Kristin M.
 Lord, Winston
 Lorentzen, Oivind III
 Lorimer, Linda Koch*
 Lotrionte, Catherine B.
 Louie, Gilman G.*
 Louis, William Roger
 Loury, Glenn Cartman
 Love, Reginald L.†
 Lovejoy, Thomas E.
 Lowenfeld, Andreas F.
 Lowenkron, Barry F.
 Lowenstein, James G.
 Lowenstein, Price Gordon
 Lowenthal, Abraham F.
 Lowey, Nita M.
 Lowry, Glenn D.
 Loy, Frank E.
 Lozano, Ignacio E.
 Lozano, José Ignacio
 Lozano, Monica C.
 Lu, Li
 Lu, Xiaobo
 Lubin, Nancy
 Lubman, Stanley B.
 Luck, Edward C.
 Lucy, William
 Luers, Wendy W.
 Luers, William H.
 Lugo, Luis E.
 Lukatsevich, Ross Z.
 Luke, John A. Jr.
 Lundeberg, Greta
 Lundqvist, Bertil
 Lundstrom, Mark
 Lustick, Ian S.
 Lute, Douglas E.
 Lute, Jane Holl
 Luttwak, Edward N.
 Luzzatto, Anne R.
 Lyman, Princeton N.
 Lynch, Thomas F. III
 Lyne, Susan Markham
 Lynk, Myles V.

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

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

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

* Elected to membership in 2013.

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

Matheson, Michael J.
 Mathews, Jessica T.
 Mathews, Michael S.
 Mathias, D. Stephen
 Mathias, Dale
 Mathias, Edward J.
 Mathis, Brian Pierre
 Matlock, Jack F. Jr.
 Matos Rodríguez, Félix V.*
 Matsukata, Naotaka
 Matteson, William B.
 Matthews, Barbara C.
 Matthews, Eugene A.
 Mattox, Gale A.
 Matuszewski, Daniel C.
 Matzke, Richard H.
 Maxwell, Ann Titiev
 Maxwell, Kenneth R.
 Maxwell, Rahsaan
 Maybank, Alexis Macy
 Mayer, Claudette
 Mayer, William Emilio
 Mayhew, Alice E.
 Mazur, Jay
 McAfee, William Gage
 McAllister, Jef Olivarius
 McAllister, Singleton B.
 McAuliffe, Jane Dammen
 McBride, Sharon Kelly
 McCaffrey, Barry R.
 McCain, John S. III
 McCann, Edward F. II
 McCarter, John W. Jr.
 McCarthy, James P.
 McCarthy, Kathleen D.
 McCarthy, Terence Arthur
 McCarthy-Beehner, Julie
 McCaw, Craig O.
 McCaw, Susan R.
 McChrystal, Stanley A.
 McClure, Kimberly M.
 McClure, Robert L.
 McClymont, Mary E.
 McConnell, M. Porter
 McCord, Gordon C.
 McCormack, Elizabeth J.
 McCormack, Richard
 Thomas Fox
 McCormick, David H.
 McCouch, Donald G.
 McCoy, Debbie*
 McCoy, Jennifer L.

McCray, Ronald David
 McCue, Susan
 McCurdy, Dave K.
 McDermott, Jim
 McDevitt, Sean Daniel
 McDonald, Alonzo L.
 McDonald, Tom
 McDonough, William J.
 McDougall, Gay J.
 McEneaney, Kyle Eamonn
 McEvoy, Edward Bruce
 McFarland, Kathleen Troia
 McFarland, Maria
 McFarlane, Jennifer A.
 McFarlane, Robert C.
 McFate, Patricia Ann
 McFaul, Michael A.
 McGarr, Cappy R.
 McGowan, Alan H.
 McGregor, James L.
 McGurn, William
 McHenry, Donald F.
 McKean, David
 McKenna, Tjada D'Oyen
 McKenney, Morgan
 McKeon, Elizabeth A.
 McKibben, Tracy B.
 McLarty, Thomas F. III
 McLaughlin, Charles
 James IV
 McLaughlin, John E.
 McLean, Jeffrey J.†
 McLean, Mora L.
 McLean, Sheila Avrin
 McLin, Jon Blythe
 McManus, Doyle
 McMaster, Herbert
 Raymond
 McMullin, D. Evan
 McNally, Elizabeth Young
 McNamara, Dennis L.
 McNamara, Kathleen R.
 McNamara, Thomas E.
 McNamer, Bruce W.
 McNaugher, Thomas L.
 McNeese, Thomas D.
 McPeak, Merrill A.
 McPherson, M. Peter
 McQuade, Lawrence C.
 McWade, Jessica C.
 Meacham, Carl E.
 Meacham, Jon
 Mead, Dana G.
 Mead, E. Scott
 Mead, Walter Russell
 Meadows, Jeanne Terry

Mearsheimer, John J.
 Medavoy, Mike
 Medawar, Adrienne
 Medina, Kathryn B.
 Medish, Mark Christian
 Meers, Sharon I.
 Meertens, Michelle A.
 Meese, Michael J.
 Mehlman, Kenneth B.
 Mehra, Sanjeev K.
 Mehreteab, Ghebre Selassie
 Mehta, Probir J.
 Mehta, Ved
 Meigs, Montgomery C.
 Meiman Hock, Kellie
 Meisels, A. Greer†
 Meissner, Doris M.
 Meister, Irene W.
 Melby, Eric D.K.
 Melia, Allison A.†
 Melin, Nicholas O'Brien†
 Melloan, George R.
 Melton, Carol A.
 Melwani, Anish
 Mendelson, Sarah E.
 Mendelson Forman,
 Johanna Sebastian
 Mendlovitz, Saul H.
 Mendonca, Lenny
 Mendoza, Roberto G.
 Meng, Sue
 Menon, Rajan
 Menschel, Robert B.
 Merkel, Claire Sechler
 Merkel, David A.
 Meron, Theodor
 Merow, John E.
 Merritt, Jack Neil
 Merszei, Zoltan
 Mesdag, Willem
 Meselson, Matthew S.
 Meserve, Richard A.
 Messmer, Michael
 Mestres, Ricardo A. Jr.
 Metzl, Jamie Frederic
 Meyer, Edward C.
 Meyer, Karl E.
 Meyer, Michael Ryder
 Meyer, Noa
 Meyerman, Harold J.
 Michaels, Marguerite
 Michel, Christopher
 Prentiss
 Mickiewicz, Ellen
 Midgley, Elizabeth
 Mihaly, Eugene B.

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

* Elected to membership in 2013.

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Montgomery, Harold H.
 Montgomery, Mark C.
 Montgomery, Parker G.
 Montoya, Manuel-Julian
 Moock, Joyce Lewinger
 Moody, Jim
 Moody, William S.
 Moore, John J. Jr.
 Moore, John M.
 Moore, John Norton
 Moore, Jonathan
 Moore, Julia A.
 Moore, Wes W.
 Moorman, Thomas S. Jr.
 Moose, George E.
 Mora, Alberto J.
 Mora, Antonio G.
 Moran, Michael E.
 Moran, Terence P.
 Moran, Theodore H.
 Moravcsik, Andrew
 Morell, Michael J.*
 Morey, David Edward
 Morgan, Charlotte M.
 Morin, James
 Morin, Jamie
 Morningstar, Richard L.
 Morris, Charles R.
 Morris, Frederic A.
 Morrison, J. Stephen
 Morrissey, Arthur C.
 Morse, Edward L.
 Morse, Kenneth P.
 Morse, Stephen S.
 Mortimer, David H.
 Mosbacher, Robert A. Jr.
 Moseley, T. Michael
 Moser, Joel H.
 Moses, Alfred H.
 Mosettig, Michael David
 Moskow, Michael H.
 Moss, Ambler H. Jr.
 Moss, Ian C.
 Moss, Jeff
 Mossman, James
 Motley, Joel W.
 Mottahedeh, Roy P.
 Motulsky, Daniel T.
 Mouat, Lucia
 Moyer, Homer E. Jr.
 Mroz, John Edwin
 Mudd, Daniel H.

Mudd, Margaret F.
 Mujal-Leon, Eusebio
 Mukunda, Gautam
 Mulberger, Virginia A.
 Mulford, David C.
 Mullaney, Craig M.
 Muller, Edward R.
 Mundie, Craig James
 Muñoz, George
 Munroe, Alexandra
 Kneeland
 Munroe, George B.
 Munsch, Stuart B.
 Murase, Emily Moto
 Murdoch, Rupert
 Murdock, Derooy
 Murphy, Ewell E. Jr.
 Murphy, Richard W.
 Murray, Alan S.
 Murray, Douglas J.
 Murray, Ian P.
 Murray, Janice L.
 Murray, Lori Esposito
 Murray, Robert J.
 Musham, Bettye Martin
 Muthiah, Radha
 Mutua, Makau W.
 Muzinich, Justin George
 Myers, Richard B.
 Myerson, Roger B.
 Myerson, Toby S.
 Myrow, Stephen A.

N
 Nachman, David Eli
 Nacht, Michael
 Nadiri, M. Ishaq
 Nagl, John A.
 Nagorski, Andrew
 Nagorski, Thomas G.
 Naím, Moisés
 Nájera, Peter F.
 Nakhleh, Emile A.
 Napolitano, Janet A.
 Nash, Nicholas A.†
 Nash, William L.
 Nasr, Vali R.
 Nathan, James A.
 Nathanson, Marc B.
 Nathoo, Raffiq A.
 Nau, Henry R.
 Naughton, Barry J.
 Navab, Alexander*
 Neal, Jeffrey C.
 Neal, Stephen L.
 Nealer, Kevin G.

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

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

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

* Elected to membership in 2013.

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

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

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

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

Pell, Herbert Claiborne
 Pelletreau, Robert H. Jr.
 Peña, Federico F.
 Penn, Lawrence Edward III
 Penn, Mark Jeffrey
 Peraino, Kevin J.†
 Perella, Joseph R.
 Peretz, Don
 Perez, Antonio F.
 Perez, David
 Perez, Luis J.
 Pérez-Stable, Marifeli
 Perkin, Linda J.
 Perkins, Edward J.
 Perkins, Roswell B.
 Perkovich, George R.
 Perlman, Janice Elaine
 Perlmutter, Barbara S.
 Perlmutter, Louis
 Perritt, Henry H. Jr.
 Perry, June Carter*
 Perry, Rania C.†
 Perry, Robert C.
 Perry, William J.
 Persico, Joseph E.
 Peters, Mary Ann
 Peters, Michael P.
 Petersen, Mathew Scott
 Peterson, Holly
 Peterson, Michael A.
 Peterson, Peter G.
 Petraeus, David H.
 Petree, Richard W. Jr.
 Petri, Thomas E.
 Pettibone, Peter J.
 Petty, John R.
 Peyronnin, Joseph Felix
 Pfaltzgraff, Robert L. Jr.
 Pfeiffer, Jane Cahill
 Pfeiffer, Leon K.
 Pfeiffer, Steven B.
 Phan, Dang Tan
 Pharr, Susan J.
 Phelps, Edmund S.
 Phillips, Cecil M.
 Phillips, David L.
 Phillips, Jeanne L.
 Phillips-Barrasso, Kate
 Phu, Elizabeth M.
 Pickering, Thomas R.
 Piedra, Alberto M. Jr.
 Pierce, Eric
 Pierce, John vanden Heuvel
 Pierce, Lawrence W.
 Pierce, Ponchitta
 Piercy, Jan

Pierre, Andrew J.
 Pifer, Steven K.
 Pigott, Charles M.
 Pike, John E.
 Pilgrim, Kathryn
 Pillar, Paul R.
 Pillsbury, Marnie S.
 Pillsbury, Michael
 Pilon, Juliana Geran
 Pincus, Walter H.
 Pipes, Daniel
 Pipes, Richard
 Pisano, Anthony Robert
 Pitts, Joe W. III
 Pitts-Kiefer, Samantha†
 Piverger, Jacques-Philippe
 Pizzarello, Louis D.
 Plasencia, Jorge
 Platt, Alan A.
 Platt, Alexander H.
 Platt, Nicholas
 Platt, Sheila Maynard
 Plattner, Marc F.
 Plepler, Richard L.
 Plutzik, Jonathan
 Poats, Rutherford M.
 Pocalyko, Michael
 Nicholas
 Podhoretz, John*
 Pogue, Richard W.
 Poizner, Stephen L.
 Pokempner, Dinah R.
 Polan, Mary Lake
 Polk, William R.
 Pollack, Carol A.
 Pollack, Gerald A.
 Pollack, Jonathan D.
 Pollack, Kenneth Michael
 Pollack, Lester
 Pollard, Neal A.
 Pollock, Robert Lansing
 Pond, Elizabeth
 Poneman, Daniel Bruce
 Pool-Eckert, Marquita J.
 Popadiuk, Roman
 Popkin, Anne B.
 Porat, Ruth
 Porges, Marisa L.
 Porter, Damon Shelby
 Porter, John Edward
 Portes, Richard
 Porzecanski, Arturo C.
 Posen, Adam S.
 Posen, Barry R.
 Posner, Michael
 Poste, George H.

* Elected to membership in 2013.

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Postol, Theodore A.
 Potter, William C.
 Pottinger, Matthew F.
 Powell, Colin L.
 Powell, Dina Habib
 Powell, Jerome H.
 Powell, Laurene
 Powell, Nancy J.
 Powell, Richard C. Jr.*
 Powers, Averill L.
 Powers, Timothy E.
 Pozen, Robert C.
 Pranger, Robert J.
 Prasso, Sheridan
 Pregonzer, Arian L.
 Press, William H.
 Pressler, Larry
 Preston, Stephen W.
 Prewitt, Kenneth
 Price, Bryan
 Price, Daniel M.
 Price, Raymond K. Jr.
 Price, Robert
 Price, Sara Dawes
 Price, Steven
 Priest, William W. Jr.
 Prieto, Daniel B. III
 Prince, Charles O. III
 Prince, Charles O. IV
 Pritzker, Penny S.
 Pritzker, Thomas J.
 Probasco, Emelia S. †
 Proenza, Luis M.
 Prueher, Joseph Wilson
 Pryce, Jeffrey F.
 Puchala, Donald James
 Puckett, Robert H.
 Pulling, Edward L.
 Pulling, Thomas L.
 Purcell, Susan Kaufman
 Puri, Shaifali
 Pursley, Robert E.
 Putnam, Robert D.
 Pyle, Kenneth B.
 Pyle, Michael

Q

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

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

R

Raab, Jennifer J.
 Raas, Whitney †
 Rabb, Bruce
 Radtke, Robert W.
 Rahman, Anika
 Rahman, Zeenat
 Raimondo, Gina
 Raines, Franklin D.
 Raisian, John
 Ramakrishna, Kilaparti
 Raman, Aneesh
 Ramaswamy, Sangeetha
 Ramchandani, Sunny
 Ramer, Bruce M.
 Ramirez, Lilia L.
 Ramo, Simon
 Ramsay, Alston
 Ramsey, W. Russell
 Randall, Lisa
 Randolph, R. Sean
 Randt, Clark T. Jr.
 Ranis, Gustav
 Rankin, Clyde E. III
 Raphel, Robin Lynn
 Rapp, Edward J.
 Rappaport, Alan H.
 Rascoff, Samuel James
 Rashid, Hussein
 Ratchford, J. Thomas
 Rather, Dan
 Ratner, Ely S.
 Ratnesar, Romesh M.
 Rattner, Steven L.
 Rattray, Gregory John
 Rauch, Rudolph S.
 Rauert, Tyler Reid
 Raul, Alan Charles
 Raustiala, Kal
 Raval, Aditya Mahendra
 Ravenal, Earl C.
 Ravich, Samantha F.
 Ravitch, Richard
 Raymond, David A.
 Raymond, Douglas A.
 Raymond, Lee R.
 Reade, Claire E.
 Realuyo, Celina B.
 Rebolledo, Iván C.
 Reckford, Jonathan T.M.

Rediker, Douglas Alan
 Reed, Charles B.
 Reed, Jack
 Reed, Joseph Verner
 Reed, Lucy Ferguson
 Reese, William Sears
 Reffkin, Robert
 Regan, Ned
 Regan, Trish
 Regens, James L.
 Reichert, William M.
 Reid, Ogden
 Reif, Leo Rafael
 Reiling, Peter A.
 Reilly, Saskia Shane
 Reilly, William K.
 Reimer, Dennis Joe
 Reimers, Fernando Miguel
 Reinhardt, John E.
 Reinhart, Carmen M.
 Reinharz, Jehuda
 Reisman, William Michael
 Reiss, Mitchell B.
 Rejto, Khadija †
 Remache, Julie Ann
 Remington, Thomas F.
 Remnick, David J.
 Remy, Luce M. †
 Renan, Daphna †
 Renfrew, Charles Byron
 Rennie, Milbrey
 Rennie, Renate
 Renuart, Victor Eugene Jr.
 Reppert, John C.
 Resnicoff, Arnold E.
 Ressel, Teresa M.
 Reuter, Timothy
 Revere, Evans J.R.
 Revesz, Richard L.
 Revzin, Philip S.
 Reynoso, Julissa
 Rhinesmith, Stephen H.
 Rhodes, William R.
 Ricardel, Mira R.
 Rice, Condoleezza
 Rice, Donald S.
 Rice, Joseph A.
 Rice, Joseph Lee III
 Rice, Susan E.
 Rich, John H. Jr.
 Rich, Michael D.
 Richard, Anne C.
 Richards, Paul G.
 Richardson, Frank E.
 Richardson, Henry J. III
 Richardson, William B.

Richardson, William R.
 Richardson, Yolonda C.
 Richburg, Keith B.
 Richter, Anthony
 Riddell, Malcolm
 Ridgway, Rozanne L.
 Rieff, David
 Rielly, John E.
 Rieschel, Gary E.*
 Riffat, Imran
 Rifkind, Robert S.
 Riordan, Michael L.
 Riotta, Giovanni
 Rishikof, Harvey
 Ritch, John B. III
 Rivkin, David B. Jr.
 Rivkin, David W.
 Rivlin, Alice M.
 Rizk, Nayla M.
 Roach, Stephen S.
 Robb, Charles S.
 Robbins, Carla Anne
 Robbins, Elizabeth Jane
 Robbins, Rachel F.
 Robert, Stephen
 Roberts, Bradley H.
 Roberts, John J.
 Roberts, Walter R.
 Robichaud, Carl Alexander
 Robinson, Barbara Paul
 Robinson, David Z.
 Robinson, Davis R.
 Robinson, Guyton Lee
 Robinson, James D. III
 Robinson, Janet L.*
 Robinson, Linda
 Robinson, Pearl T.
 Robison, Olin C.
 Rocca, Christina B.
 Rocha, V. Manuel
 Rochberg, Daniel Robert
 Roche, James G.
 Rockefeller, David
 Rockefeller, David Jr.
 Rockefeller, John D. IV
 Rockefeller, Nicholas
 Rockefeller, Steven C.
 Rockwell, Hays H.
 Rockwell, Keith McElroy
 Rodin, Judith
 Rodman, Lindsay L. †
 Rodriguera, Sergio Jr.
 Rodriguez, Jorge Javier
 Rodriguez, Rita M.
 Rodriguez, Stephen P. †
 Rodrik, Dani

* Elected to membership in 2013.

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

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

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

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

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

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

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

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

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

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

T

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

- Theobald, Thomas C.
Theros, Patrick N.
Thielmann, A. Gregory
Thiessen, Marc Alexander
Thoman, G. Richard
Thomas, Christopher
Thomas, Franklin A.
Thomas, James P.
Thomas, Lee B. Jr.
Thomas, Lydia Waters
Thomas-Graham, Pamela A.
Thompson, Nicholas
Thompson, Robert L.
Thompson, Tommy G.
Thompson, W. Scott
Thomson, James A.
Thomson, Katie Nelson
Thornberry, William M.
Thornell, Richard P.
Thornton, John L.
Thoron, Louisa
Thukkaram, Navin
Thulin, Inge*
Tien, John K. Jr.
Tienda, Marta
Tierney, Paul E. Jr.
Tiersky, Ronald
Till, Kimberly
Timbers, William H.
Timofeyev, Igor V.
Timothy, Kristen
Timpson, Sarah Livingston
Tindell, Cynthia A.
Tipson, Frederick S.
Tirana, Amina
Tisch, Andrew Herbert
Tisch, James S.
Tiven, Marjorie B.
Todman, Terence A.
Toft, Monica Duffy
Tolbert, David*
Toll, Maynard J. Jr.
Tomero, Leonor
Tompkins, Graves
Toobin, Jeffrey R.
Toomey, Kathleen
Elizabeth
Toppeta, William J.
Topping, Audrey Ronning
Topping, Seymour
Toraño, Maria Elena
Torres, Gerald
- Torricelli, Robert G.
Toungara, Jeanne Maddox
Townsend, Frances Fragos
Townsend, Kathleen
Kennedy
Trachtenberg, Stephen Joel
Train, Harry D. II
Train, John
Trani, Eugene P.
Traub, James
Travers, David
Treadway, Stephen J.
Treatnor, Mark C.
Treat, Thomas J.
Treverton, Gregory Frye
Trice, Robert H. Jr.
Trimble, Charles R.
Tripp, Aili Mari
Trivedi, Atman M.
Trojan, Vera M.
Troye, Olivia
Truitt, Nancy Sherwood
Trulio, David
Truman, Edwin M.
Tsipis, Kosta
Tucher, H. Anton
Tucker, Joseph David
Tuggle, Clyde C.
Tuminez, Astrid S.
Tung, Ko-Yung
Tung, Savio Wai-Hok
Tuohey, Brendan
Turner Moffitt, Andrea†
Turner, James M.
Turner, Robert F.
Tusiani, Michael D.
Tuths, Donna M.
Twombly, Dillon
Tyson, Carole Henderson
Tyson, Laura D'Andrea
- U*
Ubiñas, Luis A.
Udovitch, Abraham L.
Uhlig, Mark
Ullman, Richard H.
Ulman, Cornelius M.
Ulrich, Marybeth Peterson
Ungar, Sanford J.
Unger, David C.
Unger, Noam Carl
Untermeyer, Charles
Graves
Upham, Samuel Phineas
Upton, Maureen T.
Urban, Heidi
- Usher, William R.
Ussery, Terdema L. II
Utgoff, Victor A.
Utley, Garrick
- V*
Vagts, Detlev F.
Vaitheeswaran, Vijay V.
Vajjhala, Shalini
Valenta, Jiri
Valentine, Curtis C.
Valentine, Debra A.
Valenzuela, Arturo A.
van Agtmael, Antoine W.
Vance, Elsie Nicoll
Vande Berg, Marsha
vanden Heuvel, Katrina
vanden Heuvel, William J.
van der Vink, Gregory E.
Van Dusen, Michael H.
Van Dyk, Ted
Van Evera, Stephen
Van Oudenaren, John
Van Vliet-Goodrich,
Carina Kristen
Van Zandt, David Edgar
Varela, Marta B.
Varia, Nisha
Varmus, Harold E.
Varney, Christine A.
Vaughan, Patricia C.
Vecchi, Sesto E.
Veit, Carol Michele
Veit, Lawrence A.
Velandy, Siddhartha M.†
Vendley, William F.
Veneman, Ann M.
Venkayya, Rajeev V.
Verbinnen, Paul*
Verleger, Philip K. Jr.
Verma, Richard R.
Verrastro, Frank Anthony
Verstandig, Toni G.
Verveer, Melanne S.
Verville, Elizabeth G.
Vessey, John W.
Vester, Linda J.
Victor, Alice S.
Vidal, David J.
Videt, Pote P.
Viebranz, Curtis Gray
Viera, Paul E. Jr.
Viets, Richard Noyes
Vignarajah, Krishanti†
Vila, Adis M.
Viscusi, Enzo
- Visotzky, Burton L.
Vitale, Alberto
Vitale, David J.
Vittori, Jodi M.
Vlastic, Mark V.
Voell, Richard Allen
Vogel, Ezra F.
Vogelgesang, Sandy Louise
Vogelson, Jay M.
Volcker, Paul A.
Volk, Stephen R.
von Eckartsberg,
Gayle Rose
von Lipsey, Roderick K.
Votaw, Carmen Delgado
Vovchuk, Dmitry†
Vradenburg, George III
Vuono, Carl E.
- W*
Wachner, Linda J.
Wachtel, Andrew Baruch
Wadsworth Darby, Mary
Wager, Todd K.
Waggoner, Robert C.
Wagner, Gernot
Wahba, Marcelle M.
Wainstein, Kenneth L.
Wais, Marshall I. Jr.
Wait, Jarett F.
Wald, Jesse M.
Waldron, Arthur
Wales, Jane M.
Walker, Darren
Walker, Jenonne
Walker, John L.
Walker, Nancy J.
Walker-Huntley, Mary L.
Wall, Christopher R.
Wallace, Roger Windham
Wallach, Kenneth L.
Wallander, Celeste Ann
Wallenstein, Marc A.†
Wallerstein, Mitchel B.
Wallich, Christine I.
Wallison, Peter J.
Wall Spitzer, Silda Alice
Walsh, Brian W.†
Walsh, Ian K.
Walsh, Michaela
Walsh, Patrick M.
Walt, Stephen M.
Walter, Barbara F.
Walters, Barbara
Walton, Anthony John
Walton, R. Keith

* Elected to membership in 2013.

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

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

* Elected to membership in 2013.

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

Y

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

Z

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

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

* Elected to membership in 2013.

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

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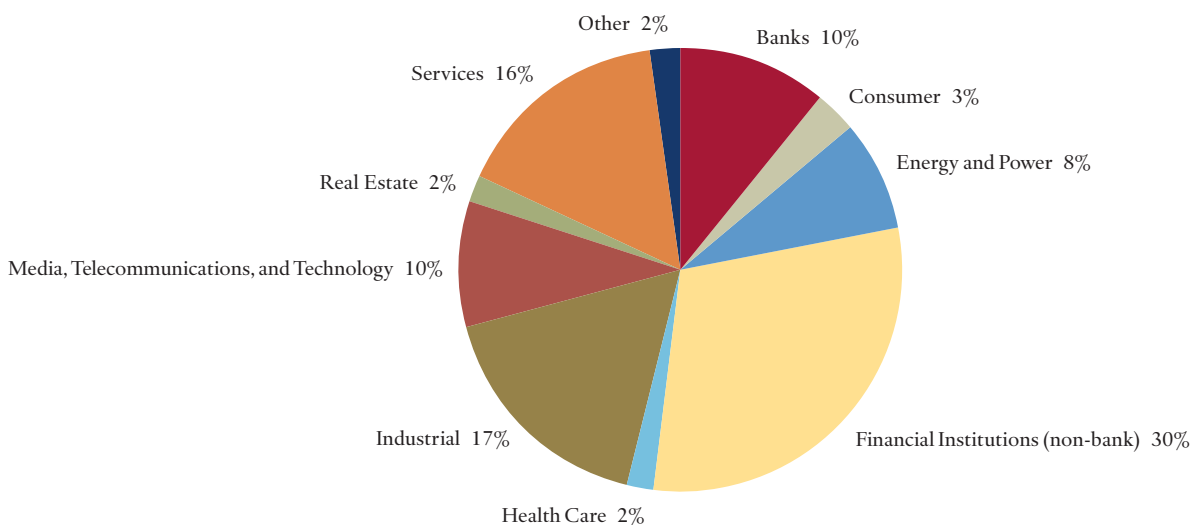
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Economist Intelligence Unit
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For more information, please contact the Corporate
Program at 212.434.9684 or corporate@cfr.org.

BENEFITS OF CORPORATE MEMBERSHIP

FOUNDERS (\$100,000+)

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

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

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

AFFILIATES (\$30,000+)

- Invitations for executives to attend a range of events each year in New York, Washington, DC, and select major cities
- Opportunities for senior executives to participate in a quarterly meeting series with CFR's president
- Invitations for executives to attend the annual Corporate Conference, a summit on geopolitical and geoeconomic challenges
- Participation in interactive, rapid-response briefings and analysis by CFR fellows on breaking crises and events
- One private briefing by a CFR fellow tailored to the company's interests
- Access to the members-only section of CFR.org, *Foreign Affairs* archives, and conference call and meeting replays
- Six subscriptions to *Foreign Affairs*, discounted individual subscriptions for all employees, bulk subscription discounts, and special shipping rates
- Member rates for rental of the Harold Pratt House in New York City and 1777 F Street in Washington, DC
- Acknowledgment in CFR literature

Endowed and Named Chairs, Fellowships, and Lectureships

ENDOWED CHAIRS, 2012–2013

RALPH BUNCHE CHAIR IN AFRICA POLICY STUDIES

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

DOUGLAS DILLON FELLOWSHIP

Each year, the Council names one of its younger fellows the Dillon Fellow, in honor of former Council vice chairman Douglas Dillon. **Micah Zenko** is the Dillon Fellow.

ENI ENRICO MATTEI CHAIR

IN MIDDLE EAST AND AFRICA STUDIES

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

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

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

MAURICE R. GREENBERG CHAIR IN CHINA STUDIES

This chair was established in 1997 with a grant from the Starr Foundation and named for the Council's honorary vice chairman, Maurice R. Greenberg, as a tribute to his many contributions to the Council and his long association with China. **Adam Segal** holds the chair.

GEORGE F. KENNAN CHAIR IN RUSSIAN AND EURASIAN STUDIES

This chair stands as a tribute to Ambassador Kennan's notable contributions as a leading scholar and statesman. Established in 1997, the chair is held by **Stephen Sestanovich**.

JEANE J. KIRKPATRICK CHAIR IN NATIONAL SECURITY STUDIES

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

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

This chair is named in honor of Dr. Kissinger, the fifty-sixth secretary of state of the United States and a member of the Council's Board of Directors from 1977 to 1981, as a tribute to his contributions to the country and the Council. Established in 2000, this chair is held by **Robert D. Blackwill**.

PETER G. PETERSON CHAIR, EDITOR OF FOREIGN AFFAIRS

The chair is reserved for the editor of *Foreign Affairs* in recognition of Mr. Peterson's extraordinary service to the Council as chairman of its Board of Directors from 1985 to 2007 and member since 1971. Established in 1997, **Gideon Rose** holds the chair.

PHILIP D. REED CHAIR IN SCIENCE AND TECHNOLOGY

This fellowship was established in 1990 in recognition of Mr. Reed's contributions to the Council as a member of its Board of Directors. The chair was endowed in 1997 by a gift from the Philip D. Reed Foundation with additional support provided by the Malcolm Hewitt Wiener Foundation.

NELSON AND DAVID ROCKEFELLER CHAIR IN LATIN AMERICA STUDIES

This chair honors two distinguished Americans who have been influential in the development of U.S. policy in the Western Hemisphere. The chair, held by **Julia E. Sweig**, was created in 1997 to provide analysis of current developments in Latin America.

DAVID M. RUBENSTEIN CHAIR

IN ENERGY AND THE ENVIRONMENT

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

HASIB J. SABBAGH CHAIR IN MIDDLE EAST STUDIES

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

WHITNEY H. SHEPARDSON FELLOWSHIP

Established in 1966, the Shepardson Fellowship is periodically awarded to persons with experience and professional stature in public or academic affairs related to international relations. **Charles A. Kupchan** is the Shepardson Senior Fellow.

C. V. STARR CHAIR IN ASIA STUDIES

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

GENERAL JOHN W. VESSEY CHAIR IN CONFLICT PREVENTION

Established in 2005 in honor of General Vessey, the former chairman of the Joint Chiefs of Staff, the chair was made possible by a generous gift from Council member **Patrick M. Byrne**, chairman of the board and president of Overstock.com, and his parents, John and Dorothy. Created to explore and study the ways to diffuse potential conflict, the chair is held by **Paul B. Stares**.

PAUL A. VOLCKER CHAIR IN INTERNATIONAL ECONOMICS

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

SPECIAL FELLOWSHIPS

STEVEN A. TANANBAUM SENIOR FELLOWSHIP IN INTERNATIONAL ECONOMICS

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

BERNARD L. SCHWARTZ SENIOR FELLOWSHIP IN BUSINESS AND FOREIGN POLICY

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

VISITING FELLOWSHIPS

MILITARY FELLOWSHIPS

Every year, each military service nominates an outstanding candidate for a military fellowship. These fellowships enable officers to broaden their understanding of international affairs and U.S. foreign policy by spending a year in residence at the Council. This year's fellows were Colonel **Julian Alford**, U.S. Marine Corps; Captain **Peter Garvin**, U.S. Navy; Colonel **Brian Killough**, U.S. Air Force; Colonel **John Kolasheski**, U.S. Army; and Captain **Peter Troedsson**, U.S. Coast Guard.

EDWARD R. MURROW PRESS FELLOWSHIP

Named in honor of Edward R. Murrow and funded by the CBS Foundation, this fellowship offers a foreign correspondent or editor a period of nine months at the Council's headquarters in New York for sustained analysis and writing, free from the daily pressures that characterize journalistic life. The 2012–2013 Murrow Fellow was **Pir Zubair Shah**, former reporter, *New York Times*.

NATIONAL INTELLIGENCE FELLOWSHIP

This fellowship provides an opportunity for an outstanding person from the U.S. intelligence community to expand his or her knowledge of international relations through study, research, and reflection. It also offers the fellow the opportunity to participate in Council meetings and study groups. The 2012–2013 National Intelligence Fellow was **Paula Briscoe**.

STANTON NUCLEAR SECURITY FELLOWSHIP PROGRAM

Made possible by a generous grant from the Stanton Foundation, this fellowship offers promising scholars studying nuclear security issues the opportunity to spend a year in the David Rockefeller Studies Program at the Council conducting policy-relevant research. The 2012–2013 fellows were **Andrew Coe**, **Gregory Koblentz**, and **Jane Vaynman**.

ENDOWED AND SPECIALLY FUNDED PROGRAMS

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

LECTURESHIPS AND OTHER PROGRAMMING

DARRYL G. BEHRMAN LECTURE ON AFRICA POLICY

Members of the Behrman family funded this lecture on Africa policy in memory of **Darryl G. Behrman**, who was originally from South Africa and had an abiding passion for Africa and international peace. The most recent lecture featured a discussion on doing business in Africa with **Thomas Barry**, president and chief executive officer, Zephyr Management; **Shantayanan Devarajan**, chief economist, Middle East and North Africa, World Bank; and **Susan Tuttle**, director, Middle East and Africa, IBM Governmental Programs.

STEPHEN C. FREIDHEIM SYMPOSIUM ON GLOBAL ECONOMICS

This symposium, created to address the broad spectrum of issues affecting Wall Street and international economics, was established through the generosity of a gift from Council member **Stephen C. Freidheim**, chief investment officer, founder, and managing partner at Cyrus Capital Partners.

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

ARTHUR C. HELTON MEMORIAL LECTURE

This lecture was established by the Council and the family of Council Senior Fellow Arthur C. Helton, who died in the August 2003 bombing of the UN headquarters in Baghdad. The lecture addresses pressing issues in the broad field of human rights. This year's lecture focused on Syria and featured **Richard Engel**, chief foreign correspondent for NBC News.

JOHN B. HURFORD MEMORIAL LECTURE

Inaugurated in 2002 in memory of Council member John B. Hurford, this annual lecture features individuals who represent critical new thinking in foreign policy and international affairs. This year's lecture featured a panel discussion on the lessons of emerging markets with **Joyce Chang**, global head of fixed income research at JPMorgan Chase & Co.; **Richard H. Clarida**, C. Lowell Harris professor of economics and international affairs at Columbia University; and **Peter B. Henry**, dean of the Leonard N. Stern School of Business at New York University.

RUSSELL C. LEFFINGWELL LECTURE

Inaugurated in 1969, this lecture was named for Russell C. Leffingwell, a charter member of the Council who served as its president from 1944 to 1946 and as its chairman from 1946 to 1953. The lecture is given by a distinguished foreign official, who is invited to address Council members on a topic of major international significance. The lectureship was originally endowed by the Morgan Guaranty Trust Company and by Edward and Lucy Leffingwell Pulling, and more recently through the generosity of Thomas Leffingwell Pulling and his son Edward Leffingwell Pulling. This year's lecture featured **Aung San Suu Kyi**, general secretary of the National League for Democracy, Myanmar.

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

This series of meetings featuring prominent individuals from the military and intelligence communities has been endowed in perpetuity through a gift from Council member Robert B. McKeon, founder and president of Veritas Capital LLC. This year's lecture featured the service chiefs, General **James F. Amos**, commandant, U.S. Marine Corps; General **Raymond Odierno**, chief of staff, U.S. Army; General **Michael A. Welsh III**, chief of staff, U.S. Air Force; Admiral **Robert J. Papp Jr.**, commandant, U.S. Coast Guard; and Admiral **Mark Ferguson**, vice chief of naval operations, U.S. Navy.

DAVID A. MORSE LECTURE

Inaugurated in 1994, this lecture supports an annual meeting with a distinguished speaker. It honors the memory of lawyer, public servant, and internationalist David A. Morse, an active Council member for nearly thirty years. This year's lecture featured **Muhammad Yunus**, 2006 Nobel Peace laureate, chairman of the Yunus Centre, and founder of Grameen Bank.

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

This lecture honors the memory of longtime Council member Kenneth A. Moskow, who made this lectureship possible through a generous bequest. His intent was to establish an annual meeting to bring together the leaders of the intelligence community and promote discussion on critical issues in counterterrorism. The most recent lecture featured Admiral **William McRaven**, commander, U.S. Special Operations Command.

DAVID ROCKEFELLER LECTURE

This lecture was endowed by the Rockefeller Foundation in 1985 for an annual African lecturer from either the governmental or the nongovernmental sector. This year's lecture featured **Fatou Bensouda**, prosecutor of the International Criminal Court.

RUSSIA AND RUSSIAN-AMERICAN RELATIONS LECTURE

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

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

This lecture was established in 2002 and is funded by Bernard L. Schwartz, retired chairman and chief executive officer of Loral Space and Communications. The lecture focuses on the relationship between business and government in foreign policy. This year's lecture featured **John S. Watson**, chairman and chief executive officer of Chevron Corporation.

SORENSEN DISTINGUISHED LECTURE ON THE UNITED NATIONS

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

PAUL C. WARNKE LECTURE ON INTERNATIONAL SECURITY

This lecture, endowed by a number of Council members and the family and friends of Paul C. Warnke, commemorates his legacy of courageous service to the nation and international peace. This year's lecture featured **Michèle A. Flournoy**, former undersecretary for policy at the U.S. Department of Defense.

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

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

International Affairs Fellowship Program

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

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

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

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

INTERNATIONAL AFFAIRS FELLOWS 2012–2013 PLACEMENTS

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

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

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

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

Global Board of Advisers

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

The GBA includes the following distinguished individuals:

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

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

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

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

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

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

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

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

Mo Ibrahim (Sudan), Chairman, Mo Ibrahim Foundation

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

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

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

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

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

Mohamed Mansour (Egypt), President, Mansour Group

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

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

Idan Ofer (Israel), Principal, Quantum Pacific Group

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

Vladimir Potanin (Russia), President, Interros

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

Paolo Scaroni (Italy), Chief Executive Officer, Eni

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

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

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

Council of Councils

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

The Council of Councils includes the following distinguished institutions:

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

By-Laws of the Council

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

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

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

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

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

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

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

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

	<i>BUSINESS</i>	<i>NONBUSINESS</i>
New York Area		
Under 40	\$1,825	\$435
40 and Over	3,545	795
Washington, DC, Area		
Under 40	\$1,550	\$370
40 and Over	3,010	675
National		
Under 40	\$ 990	\$240
40 and Over	1,915	435

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Rules, Guidelines, and Practices

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

RULE ON FOREIGN POLICY POSITIONS

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

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

RULE ON NON-ATTRIBUTION

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

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

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

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

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

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

GUIDELINES ON MEETINGS

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

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

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

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

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

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

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

POLICY ON CONFLICTS OF INTEREST

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

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

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

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

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

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

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

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

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

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

ARCHIVAL PRACTICE

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

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

Staff

EXECUTIVE OFFICE

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

TASK FORCE PROGRAM

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

FOREIGN AFFAIRS

EDITORIAL

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

Note: Staff shown as of June 30, 2013.

PUBLISHING

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

CFR.ORG

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

DAVID ROCKEFELLER STUDIES PROGRAM

DIRECTOR OF STUDIES OFFICE

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

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

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

MEMBERSHIP

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

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

NATIONAL PROGRAM AND OUTREACH

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

DEVELOPMENT

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

CORPORATE AFFAIRS AND STRATEGIC PARTNERSHIPS

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

INFORMATION MANAGEMENT, FINANCE, AND SPECIAL EVENTS

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

INFORMATION SERVICES

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

GLOBAL COMMUNICATIONS AND MEDIA RELATIONS

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

LIBRARY AND RESEARCH SERVICES

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

WEB MANAGEMENT AND DEVELOPMENT

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

FINANCE

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

SPECIAL EVENTS

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

HUMAN RESOURCES AND ADMINISTRATION

Jan Mowder Hughes *Vice President*

HUMAN RESOURCES

Margot Hawkins *Director*
 Angela Corsentino *Associate Director*
 Alexandria Gilkey *Associate Director*
 Linda Madueme *Associate Director, Benefits and Compensation*
 Julia Eldridge *Human Resources Coordinator, Benefits and Compensation*
 Heather Khoury *Human Resources Coordinator*
 Jeannine Donnelly *Human Resources Associate*
 Chester Hernandez *Human Resources Assistant*
 Carolyn Trotman *Human Resources Assistant*
 Richard Chilton *Interdepartmental Program Associate*
 Seth Goldstein *Interdepartmental Program Associate*

RECEPTION SERVICES

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

FACILITY AND EVENT OPERATIONS

Neftali Frank Alvarez *Director, Facility, Event, and Security Management*
 New York
 Ian Noray *Deputy Director, Facility Operations and Project Management*
 William Cornell *Event Scheduling Manager*
 Justin Bilski *Event Manager*
 Robert Prinzi *Event Manager*
 Julissa Sarabia *Event Manager*
 Edwin Santiago *Building Engineer*
 Jose Vargas *Assistant Building Engineer*
 Marcos Velazquez *Assistant Building Engineer*
 Christopher Bostick *Printing and Duplication Associate*
 Trent Caldwell *Event Operations Waiter*
 Dwitte Campbell *Evening Facility Operations Assistant*
 Carlos Correa *Facility Operations Assistant*
 Gilbert Falcon *Evening Facility Operations Assistant*
 Herbert McLaughlin *Facility Operations Assistant*
 Edgar Rivera *Facility and Event Operations Associate*
 Sunil Sookhram *Facility Operations Assistant*
 Washington
 Jayson Frum *Director of Operations and Project Management*
 Rachel Peterson *Director, Event Management and Special Events*
 Eric Voss *Deputy Director of Facility Operations and Project Management*
 Vanessa Robertson *Associate Director of Facility Operations*
 Karen Garnick *Event Manager*
 Carly Johnston *Event Associate*
 Melissa Hamilton *Event Assistant*
 Felipe Vaquerano *Assistant Building Engineer*
 Joshua Hedges *Facility Operations Assistant*
 MJ Johnson *Facility Operations Assistant*
 Rafael Magana *Event Operations Waiter*
 Amethyst Mckenrick *Assistant to the Director of Operations and Project Management*

Financial Statements

STATEMENT OF FINANCIAL POSITION

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

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

To view the full 2013 Financial Statements, please visit www.cfr.org/about/annual_report.

STATEMENT OF ACTIVITIES

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

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

To view the full 2013 Financial Statements, please visit www.cfr.org/about/annual_report.

Credits

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PHOTOS

Reuters/Mandel Ngan: cover photo (an aerial view shows the Zaatari refugee camp near the Jordanian city of Mafraq on July 18, 2013)
Hills & Company: 5 top
Don Pollard: 5 bottom; 6 bottom; 8; 9; 11 bottom right; 12; 13; 15; 16; 17; 18 top; 19; 20; 26
The Carlyle Group: 6 top
Kaveh Sardari/www.sardari.com: 7; 11 top, bottom left, bottom center; 14; 18 bottom; 21; 23
Wendi Rose: 25

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

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