The 2015 map depicts the fiber-optic cables that carry 95 percent of intercontinental communications traffic. Together these submarine cables measure over 600,000 miles.
Annual Report
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Note: This list of Officers and Directors is current as of July 1, 2015. A historical roster of Directors and Officers can be found on pages 33–35.
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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.
As co-chairs of the Council on Foreign Relations (CFR), it should come as no surprise that we have a great deal of affection and respect for this organization. The Council manages to be at once relevant and intellectually independent. Amid the cacophony of voices, opinions, and platforms, it is a trusted source of analysis and a rare forum for nonpartisan debate and exchange. While holding fast to its traditions, the organization also continues to evolve. As a result, one of the most influential policy institutions in the United States is positioning itself to continue making significant contributions as it has in the past.

Known for its rigorous analysis and innovative thinking, CFR’s scholars are one pillar of the institution’s strength. Their prominence places them—and the organization—at the frontlines of debates and policy-making in the United States. This year alone, CFR fellows published four hundred op-eds and columns in leading outlets in this country and around the world; testified before Congress on at least thirteen occasions; and provided nearly two hundred briefings to lawmakers, senior administration officials, intelligence agencies, and the Departments of State, Treasury, Homeland Security, Energy, and Defense. CFR’s members, for their part, help make the institution a respected and valued destination for visiting leaders. Japanese Prime Minister Shinzo Abe, Iraqi President Fuad Masum, Ukrainian Prime Minister Arseniy Yatsenyuk, Iranian Foreign Minister Javad Zarif, and some forty other foreign officials addressed and took questions from CFR members in fiscal year 2015, as dozens do every year in the midst of crises, transitions, or negotiations—or whenever they need to reach the most informed community in U.S. foreign policy.

As former officials ourselves, we know one reason leaders trust the Council as both a forum and a source: the organization and its work are entirely independent. Despite its influence among lawmakers and its proximity to high-ranking policymakers, CFR accepts no funding from governments—including the United States—preserving its ability to critique the policies of any. Along similar lines, and amid an ever-deepening political divide, the Council remains resolutely nonpartisan. In the think tank, scholars’ diversity of opinion is as valued as their expertise, and with meetings that include opinions across the political spectrum and members of all ideological persuasions, the Council is a rare place today where deliberations can occur off the record and across the aisle. The same commitment informs the pages of *Foreign Affairs*, where essays are wide-ranging, thought-provoking, and, on occasion, controversial. Neither CFR nor *Foreign Affairs* takes institutional positions; what they have in common is a commitment to honest analysis. The result is an organization with the ability to speak truth to power, and one where thinking and exchange are not stymied by partisan politics.

The Council has always been characterized by inquiry and independence, and the organization is also evolving, both intellectually and institutionally, to meet the challenges and realities of a changing world. As Richard details in the pages that follow, CFR’s nearly eighty full and
part-time scholars cover a broader range of issues today than at any other
time in history, from nuclear proliferation to climate change, violent con-
flict to cybersecurity, and international economics to public health. At
the same time, as an interconnected world renders governments, individ-
uals, and institutions more vulnerable to events unfolding on the other
side of the globe, the Council is working to reach increasingly important
communities, such as those of religious leaders and local elected officials,
and to include them in the dialogue surrounding international relations.
To equip the next generation of Americans with the knowledge they
need to understand the world that will become theirs, CFR also provides
programming and content for teachers and students. And to secure the
future of policymaking, the organization cultivates rising talent through
its Term Member Program, which gives outstanding young professionals
access to resources and programming, and through the highly esteemed
International Affairs Fellowship Program, which gives mid-career schol-
ars the opportunity to work in government and those coming from gov-
ernment the chance to work in academic environments.

Since it was founded nearly a century ago in opposition to a rising
tide of isolationism, CFR has occupied a unique place in U.S. foreign
policy and has remained a trusted resource of analysis. CFR encourages
thoughtful U.S. involvement in a world that grows increasingly complex;
promotes deeper understanding of international relations among our
members, leaders, and the public; and lends authority, expertise, and seri-
ousness of purpose to the foreign policy debate in the United States and
around the world. We would like to acknowledge CFR Vice Chairman
David M. Rubenstein for his ongoing support, and the Board of Direc-
tors for their many contributions over the past year. We are especially
thankful for the creative and pragmatic leadership of Richard N. Haass,
and grateful for all that he has done and continues to do for the Council.

Carla A. Hills and Robert E. Rubin

Co-Chairs of the Board
A Changing World, A Changing Council

Created in the wake of World War I, the Council on Foreign Relations came of age after World War II and amid the Cold War. The focus of much of CFR’s activities during those four decades was major power relations and, above all, the highly competitive and dangerous relationship between the United States and the Soviet Union. Meetings, scholarship, and the pages of *Foreign Affairs* were often devoted to debates over how to protect and advance U.S. interests in a manner that did not lead to direct confrontation with a nuclear-armed rival.

Work on relations between and among major powers remains essential, but it is by no means sufficient. New actors, forces, and technologies are shaping international relations as never before, and American foreign policy has changed, reflecting new challenges, concerns, and priorities. One result is that CFR’s agenda, too, has evolved to ensure it can fulfill its mission of remaining a resource that is relevant for its members, elected and appointed officials, the media, corporate leaders, students and teachers, and congregational and religious leaders.

Cyberspace is a prime example of a topic that barely existed a generation ago and that now occupies a large place on CFR’s intellectual agenda. In some ways, the challenge posed by cyber technology is reminiscent of that presented by nuclear weapons in the 1940s and 1950s. Then, as now, a new technology had burst onto the world scene, and in both cases this technology had the potential to do considerable good or great harm. In certain ways, the policy challenges posed by cyber-related technologies and the Internet are even greater than those posed by nuclear weapons in light of the many actors—individuals, groups, and governments—who can enter the fray. But what remains consistent is the need to create a set of rules, institutions, and policies that will encourage behaviors deemed desirable and discourage those judged not. This in a nutshell is the objective of CFR’s digital and cyberspace policy program.

Global health is another subject now receiving considerable attention at CFR, and for good reason. Infectious diseases, including but hardly limited to HIV/AIDS and Ebola, are a major threat not just to individuals but to entire societies; moreover, what may begin as a local outbreak can quickly become a threat to people everywhere, given the modern transportation systems intrinsic to globalization. Devising national and international policies and mechanisms for preventing and limiting outbreaks of infectious disease is an obvious need, one reflected in the work of several senior fellows who are part of CFR’s global health program.

A related issue of growing importance is noncommunicable diseases (NCDs), including diabetes, heart disease, and various forms of cancer often caused by excessive alcohol consumption, poor diet, inadequate exercise, and smoking. Such diseases receive much less attention and far less in the way of resources from governments and global agencies,
but in some aspects they constitute an even greater problem for rich and poor countries alike. It was for this reason that in 2014 CFR sponsored an Independent Task Force on NCDs.

Energy and climate change make for a third set of issues that received little attention a generation ago but that now figure prominently in both the international agenda and in U.S. foreign policy. The recent transformation of the U.S. energy position along with the potential of new technologies has far-reaching ramifications for the environment and U.S. national security alike. This set of issues is at the heart of research being carried out by fellows in CFR’s program on energy security and climate change. Energy and climate change are examples of issues that are not narrowly political or military or economic. In fact, such issues, including sanctions and trade, cross disciplinary boundaries. It is for this reason that the Maurice R. Greenberg Center for Geoeconomic Studies was created at CFR more than a decade ago.

What these and other issues also have in common is that they are both local and global. The United States cannot on its own meet such challenges; it needs the active support of other governments as well as regional and global institutions, nongovernmental organizations, and corporations. This is the logic that led to the creation of CFR’s International Institutions and Global Governance (IIGG) program. One important element of IIGG is the Council of Councils, a network of some two
dozen policy-oriented think tanks from countries in every region of the world. The group meets several times a year to consider what more countries might do to combat challenges that affect all of them. This past year, the Council of Councils issued the first of what will be annual report cards assessing the world’s performance in tackling such challenges as preventing conflict between and within states, terrorism, proliferation, and migration.

Conflict remains central to international relations and the work of the Council on Foreign Relations. CFR’s Center for Preventive Action promotes strategies to prevent, mitigate, or resolve violent conflict around the world. The center’s annual Preventive Priorities Survey of experts and officials assesses likely or existing conflicts and their potential impact on the United States. Its signature product, the Global Conflict Tracker, is an interactive online guide that provides information on actual or potential conflicts, including in Libya, Syria, Iraq, and North Korea.

But the focus of the Council on Foreign Relations cannot be limited to the foreign policy of the United States or others. CFR’s Civil Society, Markets, and Democracy program examines the economic, political, and social dynamics that are critical to the spread of democratic values and
Noncommunicable diseases receive much less attention and far less in the way of resources from governments and global agencies, but in some aspects they constitute an even greater problem for rich and poor countries alike.

sustainable, inclusive development around the world. An example of the program’s work is the Women and Foreign Policy program, which considers the status of women an issue tightly bound to other international priorities, including public health, security, and development.

A related point can be made about national security—namely that it, too, must transcend foreign policy. The United States’ continued ability to find the human, economic, and military resources to project power abroad and to set an example other countries will want to emulate will depend in no small part on how well it does at home. Immigration policy, infrastructure modernization, quality of education, deficits and debts—all will affect American competitiveness and ability to lead. Such issues are at the heart of CFR’s Renewing America initiative, now entering its fourth year.

As I trust is clear, CFR’s activities and research have evolved significantly over the years in order to reflect new international realities and contribute to new domestic debates. What has not changed, however, is our commitment to serving as a resource for policymakers, the public, and our members through timely, authoritative, policy-relevant work, and we will continue to evolve as needed to ensure this resource stays of the highest value.

Richard N. Haass
President
2015 Highlights

Upper left: Turkish Prime Minister Ahmet Davutoğlu discusses his country’s economy and national security.
Upper right: Afghan President Ashraf Ghani outlines his plan to address youth unemployment and inadequate infrastructure in Afghanistan.
Lower left: International Monetary Fund Managing Director Christine Lagarde explains what’s next for the global economy from the Fund’s perspective.
Lower right: Alan Greenspan, president of Greenspan Associates LLC and former Federal Reserve chairman, weighs in on quantitative-easing policies.
Meetings

CFR is a premier destination for the most influential voices in foreign policy and international relations. Known across the country and around the world as a unique forum for informed, serious, and both on- and off-the-record exchanges, it remains the venue of choice for leaders of government, business, and academia.

This past year, beginning with the UN General Assembly in September, CFR hosted dozens of foreign officials and heads of state. The most pressing issues were addressed by those most closely affected by them: Prime Minister Arseniy Yatsenyuk of Ukraine on Russia’s annexation of Crimea; President Fuad Masum of Iraq on efforts to combat the self-proclaimed Islamic State; and Foreign Minister Javad Zarif of Iran on the nuclear talks with the United States, other members of the UN Security Council, and Germany. Newly elected heads of state, including Afghan President Ashraf Ghani and Indian Prime Minister Narendra Modi, chose CFR as the platform through which to reach the U.S. foreign policy community. And leaders including Japanese Prime Minister Shinzo Abe, President of the Kurdistan Region of Iraq Masoud Barzani, Mexican President Enrique Peña Nieto, and Italian Prime Minister Matteo Renzi spoke on the issues dominating their national agendas.
CFR also hosted an impressive number of high-ranking U.S. officials this year, including Secretary of the Treasury Jacob J. Lew, Secretary of Homeland Security Jeh Charles Johnson, and Secretary of Energy Ernest J. Moniz. CIA Director John O. Brennan and other agency heads addressed the membership, as did a number of members of Congress. Defense officials, among them Navy Secretary Ray Mabus, Pacific Fleet Commander Harry B. Harris Jr., and all five military service chiefs (including Joseph F. Dunford Jr., chairman-elect of the Joint Chiefs of Staff) shared their views on U.S. strategy and the United States’ position in the world.

As conflicts escalated in Ukraine, Syria, and Iraq, and as West Africa faced the largest Ebola outbreak in history, CFR convened meetings and teleconferences to inform members, the public, and the media. The What to Do About ... series, in which meetings take the form of National Security Council sessions with speakers acting as counselors to the president, brought panels of experts together to propose and defend solutions to some of the world’s most vexing problems, including the Islamic State, Iraq, and the Israeli-Palestinian peace process. Other series provided analysis on a broad range of subjects, from influential personalities (Power Profiles) to the policy impact of innovations in technology (Emerging Technologies). The CEO Speaker series brought Michael S. Dell of Dell Inc., Ellen J. Kullman of DuPont, and James P. Gorman of Morgan Stanley to CFR. Conferences and symposia focused on topics such as humanitarian intervention and the end of the Cold War, the latter of which featured a keynote address by former Secretary of State Henry A. Kissinger.

On economics, former Federal Reserve Chairman Alan Greenspan and current Vice Chairman Stanley Fischer deliberated over trade, currency, and global trends, as did central bankers and finance ministers from Germany, Ukraine, and England. International officials, including International Monetary Fund Managing Director Christine Lagarde, World Bank President Jim Yong Kim, former Executive Chairman of the UN Monitoring, Verification, and Inspection Commission Hans Blix, and UN Undersecretary-General for Humanitarian Affairs Valerie Amos, offered their perspectives on issues of global governance.

Facing page: Turkish President Recep Tayyip Erdoğan explains his plan to combat the self-proclaimed Islamic State and outlines the Turkish approach to regional security.

Upper right: Janet Napolitano, president of the University of California and former secretary of the U.S. Department of Homeland Security, argues that Americans and Europeans traveling to the Middle East to train with terrorist groups pose a major national security challenge.

Lower right: Director of National Intelligence James R. Clapper Jr. discusses violent extremism and cybersecurity.

As conflicts escalated around the world, CFR convened meetings and teleconferences to inform members, the public, and the media.
The National Program provides multiple avenues for members who live outside of New York and Washington to connect with CFR and its resources. More than one hundred National meetings were convened this year in more than a dozen cities. The program also organized a monthly Conference Call series on subjects ranging from corruption in Mexico to the shift in U.S.-Cuba relations, and it offered virtual access to nearly 130 events in New York and Washington. Trips to Atlanta and the San Francisco Bay Area introduced National members to Centers for Disease Control and Prevention Director Thomas Frieden, former Secretary of State George P. Shultz, San Francisco Mayor Ed Lee, and executives at Google, Salesforce, Uber, and Palantir Technologies.

The twentieth annual National Conference featured two and a half days of meetings and events in New York. The conference opened with an address by U.S. Secretary of Health and Human Services Sylvia Mathews Burwell and offered sessions on climate change, the geoeconomics of oil and gas, and efforts to counter violent extremism. U.S. Trade Representative Michael Froman participated in a dinner conversation with CFR President Richard Haass that assessed the U.S. trade agenda. Jami Miscik, former deputy director for intelligence at the CIA, led a special session of the What to Do About … series on North Korea, featuring Burwell B. Bell III, former commander of U.S. forces in the Republic of Korea, and Christopher R. Hill, former ambassador to the Republic of Korea and head of the U.S. delegation to the Six Party Talks on the North Korean nuclear issue. Tom Brokaw moderated a discussion between Assistant Secretary of State Anne C. Richard and International Rescue Committee CEO David Miliband on the humanitarian challenges presented by displaced people and refugees. Former Undersecretary of State R. Nicholas Burns led an overview of the foreign policy challenges facing the United States that featured Representative of the United States to the African Union Reuben E. Brigety II, former Assistant Secretary of Defense Mary Beth Long, and former NATO Supreme Allied Commander James G. Stavridis.
More than one hundred National Program meetings were convened this year in more than a dozen cities.
CFR’s more than 160 Corporate member companies represent a broad range of industries and are a vital source of insight and support. This year, CFR welcomed thirteen new member companies: the Abraaj Group; Colliers International; DNB Bank ASA; Fitch Ratings; Fluor Corporation; Generali; Glenview Capital Management; KPMG LLP; Newmont Mining Corporation; Noble Energy, Inc.; Thomson Reuters; United Technologies Corporation; and Wells Fargo. In addition, Morgan Stanley and Shell Oil Company upgraded to the top corporate membership tier (Founders), while Zurich upgraded its membership to the President’s Circle level.

The program’s Senior Executives Breakfast series brought business leaders together for informal policy discussions. Meetings in New York and Washington featured Senior Fellows Adam Segal and Robert K. Knake on cybersecurity, Elizabeth C. Economy on China, Sebastian Mallaby on the global economy, Alyssa Ayres on the U.S.-India relationship, Steven A. Cook and Ray Takeyh on developments in the Middle East, and James M. Lindsay on U.S. politics and foreign policy.

This year’s Corporate Conference opened with a conversation between Turkish Prime Minister Ahmet Davutoğlu and CFR President Richard Haass and included plenary sessions on the global economy with former Treasury Secretary and CFR Co-Chairman Robert E. Rubin and former International Monetary Fund Chief Economist Kenneth Rogoff; geopolitical risk with Richard Haass and CNN’s Fareed Zakaria; and emerging technologies and cyber governance with CFR Senior Fellow Adam Segal and Craig Mundie, former head of research at Microsoft.
Facing page: John Ingraham and Jitka Grundmanova of Citi and Microsoft’s John Paul Farmer listen to a panel during the Corporate Conference.

Above top: Michael S. Dell, founder and chief executive officer of Dell Inc., considers the connection between technology and growth at a CEO Speaker series event.

Above bottom: Ellen J. Kullman, chair and chief executive officer of DuPont, speaks about global competitiveness as part of the CEO Speaker series.

CFR’s more than 160 Corporate member companies represent a broad range of industries and are a vital source of insight and support.
Above: Valerie Amos, UN undersecretary-general and emergency relief coordinator, shares her perspective on today’s most pressing humanitarian challenges at the Sorensen Distinguished Lecture on the United Nations.
**David Rockefeller Studies Program**

CFR’s scholars published more than sixty papers, reports, and essays on subjects ranging from economics and security to public health and climate change. They also authored four new books. On the complex politics of East Asia, Senior Fellow Sheila A. Smith’s *Intimate Rivals: Japanese Domestic Politics and a Rising China* explored the effect of Japan’s internal political dynamics on its relationship with China. *The Japan–South Korea Identity Clash: East Asian Security and the United States*, by Senior Fellow Scott A. Snyder and Brad Glosserman, executive director of the Pacific Forum at the Center for Strategic and International Studies, looked at the ways that national identity has complicated relations between Japan and South Korea. On energy and economics, Adjunct Fellow Blake Clayton’s *Market Madness: A Century of Oil Panics, Crises, and Crashes* debunked the conventional wisdom on shrinking oil supplies. And *Ashley’s War: The Untold Story of a Team of Women Soldiers on the Special Ops Battlefield*, by Senior Fellow Gayle Tzemach Lemmon, told the story of a team of female soldiers serving alongside special operations forces in Afghanistan. In a first for CFR, the book rights for *Ashley’s War* have been optioned for a feature film. In addition, Senior Fellow Laurie Garrett released an ebook, *Ebola: Story of an Outbreak*, which recounts the 1995 Ebola outbreak in Zaire.

Experts devoted considerable attention to conflicts around the world. In December, the Center for Preventive Action released its annual *Preventive Priorities Survey* and an accompanying online interactive, the Global Conflict Tracker. The survey aims to help policymakers assess competing priorities in conflict prevention. In his report “Defeating ISIS,” Senior Fellow Max Boot urged the United States to intensify air strikes in Syria and Iraq while fostering partnerships with local and regional powers. Senior Fellow John Campbell, former U.S. ambassador to Nigeria, authored *U.S. Policy to Counter Nigeria’s Boko Haram*, in which he advocated cooperating with the Nigerian government to root out sources of extremist support and promote human rights across the country. Also focusing on the country is the Africa program’s Nigeria Security Tracker, which maps violence perpetrated by a number of groups, including Boko Haram. Two reports focused on strategies to curb regional unrest: “Political Instability in Zimbabwe,” by George F. Ward, coordinator of the Africa program at the Institute for Defense Analyses, proposed ways for the United States to foster stability in a post-Mugabe Zimbabwe; and “Political Crisis in Venezuela,” by Patrick Duddy, director of Duke University’s Center for Latin American and Caribbean Studies, was updated to reflect rising dysfunction and public frustration in Venezuela.

In a first for CFR, the book rights for Ashley’s War have been optioned for a feature film.
Amid plans to rebalance U.S. foreign policy toward Asia, a number of CFR experts focused on Washington’s strategy in the region. “Breaking the Stalemate in U.S.-ROK Nuclear Cooperation Negotiations,” by Senior Fellow Scott Snyder, recommended a path to resolve the damaging impasse that has arisen between the two countries on whether South Korea can enrich and reprocess nuclear fuel from the United States. Japan’s New Politics and the U.S.-Japan Alliance, a report by Senior Fellow Sheila Smith, detailed how more-competitive elections are affecting Japan’s relationship with the United States. “Conflict in the South China Sea,” a report by Bonnie S. Glaser, senior advisor for Asia at the Center for Strategic and International Studies, offered suggestions to lower the risk of conflict, particularly military incidents between U.S. and Chinese armed forces. And Revising U.S. Grand Strategy Toward China, a report by Senior Fellow Robert D. Blackwill and Ashley J. Tellis, senior associate at the Carnegie Endowment for International Peace, forecasts decades of intensifying competition between Washington and Beijing and recommends that the United States deemphasize efforts to integrate China into regional and global arrangements and instead focus on limiting its influence.

On economic questions, the timely report “A Paris Club for Europe,” by Senior Fellow Robert Kahn, encouraged the development of a functional, rules-based approach to European debt relief. In response to fluctuating energy markets, Senior Fellows Michael A. Levi and Shannon K. O’Neil authored a working paper, “Spillovers From Falling Oil Prices: Risks to Mexico and the United States,” with Alexandra Mahler-Haug, a research analyst at NewWorld Capital Group, LLC, that highlighted Mexico’s vulnerability to weak energy markets and the effect that has on the United States. In “Rare Earth Elements and National Security,” Eugene Gholz, an associate professor at the University of Texas at Austin, analyzed China’s presence in the rare earth markets in the context of the economic and national security of the United States. The think tank also debuted a new interactive that constitutes the first effort to build a complete database of the world’s central bank currency swap arrangements—little understood cross-border tools of financial crisis management.
Through CFR’s Renewing America initiative, experts also continued their examination of the domestic issues underlying U.S. power abroad. Among the initiative’s other work, “A Bipartisan Work Plan: Helping America to Work,” a report by Adjunct Senior Fellow Matthew J. Slaughter and former World Bank President Robert B. Zoellick, advocated a jobs policy overhaul to support innovation and adaptation in a changing economy. This year also saw the release of two Renewing America Scorecards assessing the government’s performance on specific issues: “No Helping Hand: Federal Worker-Retraining Policy” and “Quality Control: Federal Regulation Policy.”

The think tank welcomed eleven new fellows this year—scholars and practitioners with diverse backgrounds and a range of experience: Willem H. Buiter, chief economist at Citigroup, to work on macroeconomics and globalization; David P. Fidler, professor of law and senior fellow at the Center for Applied Cybersecurity Research at Indiana University, to examine how international law applies to cyberspace; Philip Gordon, former assistant secretary of state for European and Eurasian affairs and White House coordinator for the Middle East, to write on the Middle East and Europe; Bernard Gwertzman, former editor in chief of the New York Times online, to write a memoir; Jennifer M. Harris, former member of the secretary of state’s policy planning staff, to assess the use of economic statecraft for geopolitical ends; Miles Kahler, a former fellow who returns to the Studies Program to focus on issues of global governance; Robert Knake, former director for cybersecurity policy at the National Security Council, to work on innovations in cybersecurity; Farah Pandith, former special representative to Muslim communities for the State Department, to explore strategies to counter violent extremism; Senator John D. Rockefeller IV, former chairman of the Senate Select Committee on Intelligence, to work on Japan, East Asia, and cybersecurity; Kenneth Rogoff, former chief economist at the International Monetary Fund, to work on international economics; and Varun Sivaram, former senior associate at McKinsey & Company, to study the impact of transformative energy technologies on the global economy and geopolitics.
In 2012, CFR launched the Council of Councils (CoC), an international network of think tanks and research institutions that encourages conversation and consensus building among thought leaders from around the world. Composed of more than two dozen policy institutes mostly representing G20 countries, the CoC focuses on global governance. Coinciding with the group’s annual U.S. meeting, held this year at CFR’s office in Washington, the CoC released its inaugural Report Card on International Cooperation. The Report Card, derived from a survey of experts from CoC member institutions, evaluates progress in ten critical areas, ranging from preventing war within and between countries to promoting global cooperation on climate change, health, and cyberspace.

Task Forces

The Independent Task Force Program convenes experts from across the political spectrum to provide findings and policy recommendations intended to influence policymakers and shape public dialogue on every subject as well as on issues where consensus has been elusive.

The Independent Task Force on Noncommunicable Diseases (NCDs), chaired by former Indiana Governor Mitchell E. Daniels Jr. and former National Security Advisor Thomas E. Donilon and directed by Senior Fellow Thomas J. Bollyky, was the first convened by CFR to examine a global health issue. The group’s final report, *The Emerging Global Health Crisis: Noncommunicable Diseases in Low- and Middle-Income Countries*, analyzed NCDs as a threat to national security and international economic development. The Independent Task Force on North America, chaired by General David H. Petraeus and former World Bank President Robert Zoellick and directed by Senior Fellow Shannon O’Neil, issued its report, *North America: Time for a New Focus*, which offered recommendations to enhance the continent’s competitiveness by deepening ties among the United States, Mexico, and Canada. A new Task Force, launched this spring and chaired by former Harvard Kennedy School Dean Joseph R. Nye Jr. and Warburg Pincus CEO Charles Kaye and directed by Senior Fellow Alyssa Ayres, will examine India’s foreign and domestic policies as well as U.S.-India relations.
Outreach

EDUCATION

The Academic Outreach Initiative connects students with CFR research and programming and provides professors with teaching tools to facilitate a deeper understanding of international issues in their classrooms. Resources, including classroom guides and the monthly Academic Bulletin newsletter, help teachers and professors introduce complex policy topics to their students, while dedicated events and in-depth briefings provide a forum for the academic community to interact with CFR experts. This year, through the Academic Conference Call series, CFR fellows briefed professors and students on issues ranging from Ebola to U.S.-China relations. More than three hundred students and professors attended the initiative’s annual Back-to-School Event for a screening of CFR.org’s InfoGuide “The Sunni-Shia Divide” and a panel discussion on the Middle East featuring NPR International Correspondent Deborah Amos and Dean of Johns Hopkins University’s Paul H. Nitze School of Advanced International Studies Vali Nasr.

Now in its fourth year, the annual College and University Educators Workshop brought more than one hundred professors from three countries and thirty-one states, including representatives from public, private, and community colleges, to CFR for conversations on pressing international concerns with experts and policymakers. The High School Educators Workshop, designed for high school teachers from the Northeast, featured discussions on global issues and teaching methods. In the annual meeting of the Higher Education Working Group, college and university presidents and foundation representatives shared their perspectives on challenges facing higher education in a rapidly changing world. The group’s most recent gathering featured sessions led by University of California President Janet Napolitano and former Yale University President Rick Levin.

Education is an increasing priority for CFR, and this year the organization formed a dedicated Education department to focus on developing original content and products for university and high school students and their instructors to help prepare the next generation of citizens for the challenges of a complex world. The curriculum will focus on issues central to international relations and U.S. foreign policy as well as on building skills such as critical thinking and effective speaking and writing.

WASHINGTON OUTREACH

CFR is a rare source of nonpartisan analysis for members of Congress and government officials. CFR experts have been called to testify thirteen times before the 114th Congress since its inauguration in January. The Congress and U.S. Foreign Policy Program arranged meetings with CFR fellows and more than one hundred congressional offices. It also conducted regular meetings for officials from the State Department, the National Security Council, and the Defense Department and held quarterly briefings for members of the intelligence community, while the Diplomatic Program convened meetings with the ambassadors from Belgium, the European Union, Germany, Japan, Mexico, and Nigeria. The biennial Congressional Staff Conference, which attracts hundreds of participants, featured CFR members and fellows who led sessions on the Islamic State, Ukraine, fiscal policy, and trade.
RELIGION AND FOREIGN POLICY INITIATIVE

The Religion and Foreign Policy Initiative connects communities of faith with CFR work and serves as a forum for cross-denominational discussion of international issues. Programming highlights this year included a small roundtable with Bechara Boutros al-Rahi, the patriarch of Lebanon, that focused on the future of Christians in the Middle East; meetings on repression in North Korea, discrimination in Uganda, and the role of social media in conflict resolution; and conference calls on subjects ranging from U.S. immigration policy to the intersection of free speech and religious freedom. In May, the ninth annual Religion and Foreign Policy Workshop gathered representatives from thirty faiths at CFR’s New York headquarters for two days of discussion on topics including climate change and the role of religion in peace-building.

Above: More than 120 participants, ranging from policymakers to congregational leaders, attended the Religion and Foreign Policy Workshop. Facing page: Secretary of the Treasury Jacob Lew, speaking in Washington, DC, calls for quick action on the debt ceiling and continuing support for the long-term unemployed.
On each of CFR’s main social media channels, the organization’s following has more than doubled over the past year.

CFR Online

In the span of several years, CFR.org has grown into a core component of the organization’s efforts to educate the public on international issues. This year, as major developments unfolded abroad, CFR.org’s editorial team provided breaking analysis on the Ebola epidemic, Hong Kong’s protests, nuclear talks with Iran, violence in the Middle East, U.S.-Cuba relations, and the crisis in Ukraine. Most recently, CFR.org hosted essays, interviews, and an interactive timeline and guide on the Greek financial crisis.

The website is also home to dozens of videos and interactives, including the three latest installments of the award-winning InfoGuide Series. “The Sunni-Shia Divide,” “The Time of the Kurds,” and “The Taliban” all combine accessible reporting with compelling multimedia elements. The website hosts a library of nearly one hundred Backgrounders on issues ranging from U.S. trade policy to Europe’s migration crisis. With the recent addition of Net Politics, which tracks digital policy and cyber security issues, CFR.org is now home to sixteen expert blogs. CFR’s overall online presence has grown significantly: on each of it’s main social media channels—Twitter, Facebook, and YouTube—the organization’s following has more than doubled over the past year.

CFR Senior Fellow Gayle Tzemach Lemmon presides over a discussion with Julia Gillard, board chair of the Global Partnership for Education, on the global education agenda for 2015 and beyond.
The past year has been a strong one for *Foreign Affairs*, with the publication of excellent content on an ever-broader range of topics; the launch of a sophisticated new website; and continued growth in circulation, revenues, and digital operations.

The lead packages in the print magazine represented an unprecedented diversity of substantive coverage: Cold War covert interventions (July/August); American political dysfunction (September/October); national security lessons from Iraq and Afghanistan (November/December); entrepreneurialism (January/February); race (March/April); and contemporary China (May/June). These thematic packages have essentially replaced the “Comments” section that used to occupy the front of the book; each package contains roughly half a dozen articles written by leading experts from varying backgrounds and perspectives, offering readers an accessible yet comprehensive survey of a critical issue. They allow us to take a deeper dive into subjects of particular concern.

The China package, for example, contained seven authoritative articles on the country’s politics, economics, demographics, national identity, corruption, and racial and ethnic tensions. The authors—all top experts, most of them Chinese—had different viewpoints, with some more optimistic than others. But collectively, they painted a picture of a country bumping up against the classic challenges of development. The package offered a compelling, fair-minded take on the state of the People’s Republic today and the debate over where it is headed tomorrow, and it was widely read and praised on both sides of the Pacific.

The magazine’s lead packages were complemented by regular interviews with prominent public figures, ranging from half a dozen top entrepreneurs (including Amazon’s Jeff Bezos and Niklas Zennstrom, who cofounded Skype) to national leaders such as Syrian President Bashar al-Assad, Indonesian President Joko Widodo, and Philippine President Benigno Aquino III.

Highlights among the several dozen other print articles published during the year included a controversial debate over the responsibility for the Ukraine crisis, with John J. Mearsheimer, Michael McFaul, and Stephen Sestanovich; takes on the state of global order by Richard Haass and the European duo of Mark Leonard and Ivan Krastev; a defense of the Obama administration’s trade strategy by U.S. Trade Representative Michael B. Froman; a status report on the former Soviet bloc twenty-five years after 1989 by Andrei Shleifer and Daniel Treisman; a detailed look at Vladimir Putin’s career and mindset by Stephen Kotkin; and clusters of articles on recent developments in energy, science, and technology.

For every article appearing first in the print magazine, meanwhile, five other articles now appear only online at ForeignAffairs.com, which has established itself as an indispensable part of the world’s daily discussion of public affairs. Featuring the same editorial sensibility and author pool as the print operation, but taking advantage of the web’s greater speed, flexibility, and global reach, a steady stream of online articles provided constant coverage of ongoing issues. Topics included the rise of the
self-proclaimed Islamic State, the Iran nuclear negotiations, and tensions in the South and East China Seas. Also covered was everything from elections and domestic political crises around the world to human rights and international aid and development.

In each off-month in the print cycle, we now publish a full-length ebook, drawing on our print, web, and archival content to offer a comprehensive guide to various issues of the day. Anthologies this year included *Endgame in Iraq* (August), *Clueless in Gaza* (October), *The Best of 2014* (December), *The New Global Context: A Davos Reader* (February), *The ISIS Crisis* (April), and *The Green Book*, which focused on environmental issues (June). And 2015 has seen us expanding our multimedia offerings, with increased video, podcasts, and photo galleries complementing our traditional text-based editorial content.

In the most exciting development of the year, all of this content was finally showcased on our long-awaited and fully redesigned new website, which was launched in April. Featuring a clean, crisp, image-friendly design, the site is intuitive and easy to use and automatically and seamlessly adapts itself to whatever screen it is being viewed on, whether computer, tablet, or phone. It has several additional functions, including tools for easy sharing, lists of trending topics, and quick access to more than ninety years of articles, and it will eventually offer an array of personalized features, such as highlighting, bookmarking, and the ability to make custom collections of *Foreign Affairs* content. Visitors will also find new editorial features, including This Day in History (highlights from our archives); Recommended Reading (curated selections from top publications around the globe); expert polls and reading lists; and interactive components such as timelines, maps, and infographics. We also took the opportunity to monetize our growing traffic through integrated display advertising capabilities and sponsored content.

All this activity, fortunately, is finding responsive audiences. The magazine’s social media presence continued to grow dramatically during the year, to more than 1.1 million Facebook fans and nearly half a million Twitter followers. *Foreign Affairs* reported an audited circulation of 180,252 at the end of the fiscal year, with an additional 11,000 on ereader devices. This is an increase of 8 percent over this time last year. With an outstanding renewal rate of 63 percent, loyal readers are demonstrating their willingness to pay higher rates for quality pieces across a range of platforms.
Foreign Affairs LIVE, our live programming unit, continues to expand—we held ten high-profile events this past year. These build on the magazine’s distinctive content through dynamic in-person discussions, building community among our readers by offering the opportunity to connect with authors, editors, and each other. Regional investment conferences focused on Brazil, Kenya, Mexico, Israel, and other countries, with senior executives from IBM, IDE, AES, and Intel, as well as high-level representatives from governments and international organizations. In a new partnership with the International Crisis Group, we hosted a full-day forum on regional conflict. And with partners DevEx and the UN Foundation, we hosted our third annual party in Washington, DC, to kick off the White House Correspondents’ Association dinner week with a celebration of international affairs journalism.

In early 2015, the magazine received its first-ever finalist nomination for a National Magazine Award for General Excellence, in the Literature, Science, and Politics category. It was a fitting tribute, I believe, for a publication firing on all cylinders.

Gideon Rose
Editor, Foreign Affairs

Above: Cheryl Carolus, former South African high commissioner to the UK and secretary-general of the African National Congress; Mo Ibrahim, founder and chair of the Mo Ibrahim Foundation and founder of Celtel International; and Comfort Ero, Africa program director at the International Crisis Group lead a breakout session on balancing Central Africa’s rich entrepreneurial momentum against its deadly insurgent threats at the Foreign Affairs/International Crisis Group joint forum, “The Changing Face of Conflict.”
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Roger Hertog
G. John Ikenberry
Shirley Ann Jackson
Carie A. Lemack
Michael Mandelbaum
Mitchell B. Reiss
Gideon Rose†
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Philip D. Zelikow

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Nancy A. Jarvis
Kenneth I. Juster
Maria Elena Lagomasino
Edward J. Mathias
Jami Miscik
Pamela S. Passman
Ruth Porat
Theodore Roosevelt IV
Stanley S. Shuman

Mary McInnis Boies, Chair
David G. Bradley
Anne M. Finucane
Nancy A. Jarvis
Kenneth I. Juster
Maria Elena Lagomasino
Edward J. Mathias
Jami Miscik
Pamela S. Passman
Ruth Porat
Theodore Roosevelt IV
Stanley S. Shuman

† Ex officio
2015 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. Per the Council’s By-Laws as revised by the Board of Directors in February 2015, each class of Directors is elected by the membership at large, who vote on a slate of candidates via an up-or-down vote.

Directors with terms expiring on June 30, 2015, were John P. Abizaid, Peter Ackerman, Mary McInnis Boies, Tom Brokaw, Martin S. Feldstein, Pamela Brooks Gann, and David M. Rubenstein.

The Nominating and Governance Committee was composed of Jami Miscik (Chair), David G. Bradley, Anne M. Finucane, Nancy A. Jarvis, Kenneth I. Juster, Maria Elena Lagomasino, Edward J. Mathias, Pamela S. Passman, Ruth Porat, Theodore Roosevelt IV, Stanley S. Shuman, G. Richard Thoman, R. Keith Walton, and Christine Todd Whitman. The Nominating and Governance Committee met on April 13, 2015, to consider the pool of names suggested by Council members for the election slate. 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 2020: John P. Abizaid, Mary McInnis Boies, Timothy F. Geithner, Stephen J. Hadley, James Manyika, and Richard L. Plepler. A ballot was sent to all Council members on May 26, 2015.

The Annual Meeting, at which votes would be cast for the election, was held on June 8, 2015. At the meeting, 1,678 members participated in person or by proxy, fulfilling the quorum required by By-Law V. Seventy-four members included write-in suggestions of candidates the Nominating and Governance Committee should consider for the 2016 election. The members approved the slate of candidates with 91 percent of members in favor of the slate, and the six Directors on the slate were elected to the Class of 2020, with terms beginning on July 1, 2015.

The Board additionally appointed David M. Rubenstein to the Class of 2020, per By-Law VII, which allows for the Board to appoint a Chairman or Vice Chairman to the Board on a year-to-year basis in order to ensure an orderly transition of leadership.
Historical Roster of Directors and Officers

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

Historical Roster of Directors and Officers 33
<table>
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<tr>
<th>Name</th>
<th>Years</th>
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<tr>
<td>Carla A. Hills</td>
<td>1994–</td>
<td>Colin M. Powell</td>
<td>2006–</td>
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<td>Helene L. Kaplan</td>
<td>1994–96</td>
<td>Christine Todd Whitman</td>
<td>2006–</td>
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<td>Hannah Holborn Gray</td>
<td>1995–98</td>
<td>David G. Bradley</td>
<td>2009–</td>
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<td>Diane Sawyer</td>
<td>1998–99</td>
<td>R. Nicholas Burns</td>
<td>2013–</td>
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<td>Andrew Young</td>
<td>2000–2005</td>
<td>Ruth Porat</td>
<td>2013–</td>
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<td>Daniel H. Yergin</td>
<td>2014–</td>
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<td>Richard R. Haass</td>
<td>2003–</td>
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* pro tempore
HONORARY PRESIDENTS
Elihu Root 1921–37
Henry M. Wriston 1964–78

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

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

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

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

EDITORS OF FOREIGN AFFAIRS
Archibald Cary Coolidge 1922–28
Hamilton Fish Armstrong 1928–72
William P. Bundy 1972–84
William G. Hyland 1984–92
Gideon Rose 2010–

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

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

HONORARY SECRETARY
Frank Altschul 1972–81

TREASURERS
Edwin F. Gay 1921–33
Whitney H. Shepardson 1933–42
Clarence E. Hunter 1942–51
Devereux C. Josephs 1951–52
Elliott V. Bell 1952–64
Gabriel Hauge 1964–81
Peter G. Peterson 1981–85
C. Peter McColough 1985–87
Lewis T. Preston 1987–88
James E. Burke 1988–89
David Woodbridge 1989–94
Janice L. Murray 1994–2009
Kenneth Castiglia 2010–2011
Keith Olson 2012–
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The Council on Foreign Relations is first and foremost a membership organization. With nearly 5,000 members, CFR’s ranks include many of the most prominent leaders in the foreign policy arena. CFR’s roster includes top government officials, renowned scholars, business executives, acclaimed journalists, prominent lawyers, and distinguished nonprofit professionals. The membership is divided almost equally among those living in New York, Washington, DC, and across the country and abroad, and it is a group unmatched in accomplishment and diversity in the field of international affairs.

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

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

The Term Member Program has grown considerably since it was established more than forty years ago, and the number of term members is indexed at up to 18 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 to four other individuals. To be considered for term membership, candidates must be nominated by a current CFR member and seconded by two to three other individuals.

Membership is restricted to U.S. citizens (native born or naturalized) and permanent residents who have applied to become citizens. If foreign born, a candidate must submit a statement that he or she has been naturalized or is a permanent resident who has made formal application for citizenship.
Candidates for term membership must be between the ages of thirty and thirty-six on January 1 of the year in which they apply.

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

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

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

NOMINATING AND SECON丁NG 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 candidates for membership. Membership development efforts are focused on recognizing and attracting diverse leaders in international affairs across all sectors.

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

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

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

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

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

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

<table>
<thead>
<tr>
<th>APPLICATION DEADLINE</th>
<th>NOTIFICATION</th>
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<tbody>
<tr>
<td>Membership March 1 (annually)</td>
<td>late June</td>
</tr>
<tr>
<td>Term Membership January 4, 2016</td>
<td>late February</td>
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</tbody>
</table>

APPLICATION REACTIVATION REQUIREMENTS
A candidate who is not elected in any given application round will have his or her file held over. The candidate may choose to reactivate an application for future consideration. To do so, he or she must email applications@cfr.org and specify the date or dates of previous applications, as well as the type of membership for which he or she is reapplying.

The candidate is required to complete an updated CV through a new online application. The new CV should specify any significant changes since the previous application.

The candidate must secure a minimum of one and a maximum of three additional seconding letters. Additional letters should provide new insights that would be helpful in the selection process. It is not required that seconding letters come from current CFR members, but it is strongly recommended.

The original nominating letter as well as seconding letters submitted in previous applications will remain on file for a period of ten years. Previous letter writers may provide new letters only when new content is included.

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

For more information on nominating a candidate or to learn more about applying for membership, please contact Nancy D. Bodurtha, vice president, meetings and membership, at 212.434.9456 or applications@cfr.org.
PROFILE OF THE MEMBERSHIP

Since July 2014, CFR membership has grown by 1.69 percent, from 4,900 to 4,983 members, as of June 30, 2015. Member records are maintained by CFR at 58 East 68th Street, New York, NY 10065.

<table>
<thead>
<tr>
<th>Location</th>
<th>Number of Members</th>
<th>Percentage of Membership</th>
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<tbody>
<tr>
<td>New York Area</td>
<td>1,589</td>
<td>32</td>
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<tr>
<td>Washington, DC, Area</td>
<td>1,567</td>
<td>31</td>
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<tr>
<td>National</td>
<td>1,827</td>
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<tr>
<td>Total</td>
<td>4,983</td>
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<table>
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<tr>
<th>Vocation</th>
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<tr>
<td>Business</td>
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<tr>
<td>Professors, Fellows,</td>
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<tr>
<td>and Researchers</td>
<td>901</td>
<td>18</td>
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<tr>
<td>Nonprofit and</td>
<td></td>
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<tr>
<td>International Organizations</td>
<td>698</td>
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<td>Government</td>
<td>527</td>
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<td>Law</td>
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<td>University and College</td>
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<tr>
<td>Administrators</td>
<td>241</td>
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<tr>
<td>Journalists, Correspondents, and Editors</td>
<td>211</td>
<td>4</td>
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<tr>
<td>Other</td>
<td>518</td>
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<tr>
<td>Total</td>
<td>4,983</td>
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### Membership Roster

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<td>Aaron, David L.</td>
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<td>Abernethy, Robert John</td>
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<td>Abeywardena, Penny</td>
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<td>Abizaid, Christine†</td>
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* Elected to membership in 2015.
† Elected to a five-year term membership in 2015.

Note: Membership shown as of July 1, 2015.
Barry, Thomas Corcoran
Barshay, Jill
Barshesky, Charlene
Bartiromo, Maria S.
Barlett, Joseph W.
Barlett, Richard Allan
Barlett, Timothy J.
Bartley, Edith Lynn
Bartsch, David A.
Barzilay, Jonathan
Basik, John T.
Basnigt, Elisa M.*
Basora, Adrian A.
Bass, Gary
Bass, Peter E.
Bass, Warren
Basu, Pat
Bakin, Alan R.
Bator, Francis M.
Battaglia, Charles C.
Bausano, M. Barry
Baxter, Randolph
Bayh, Evan
Beagly, Sina Marie
Beale, Courtney Allison†
Bean, Frank D.
Bearg, Nancy J.
Beattie, Richard I.
Beatty, Warren
Beck, Douglas A.
Becker, Elizabeth H.
Becker, Jordan
Becker, David Z.
Beckmann, David
Bednarz, Damian M.†
Bedrosian, Gregory R.
Beeman, Richard E.
Behringer, Michael P.
Beim, David O.
Beim, Nicholas F.
Bekavac, Nancy Yavor
Belfer, Robert A.
Belford, Brandon M.
Belliveau, Emmett S.
Bell, Alexandra F.
Bell, Burwell B. III
Bell, Gordon P.
Bell, Joseph C.
Bell, Robert G.
Bell, Ruth Greenspan
Bell, Steve
Bell, Thomas D. Jr.
Bellamy, Carol
Bellinger, John B. III
Bell-Rose, Stephanie K.
Belsky, Leah
Benaim, Daniel
Bender, Gerald J.
Bender, Lawrence
Benedict, Keith W.
Benedict, Kenneth M.
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Bennett, Andrew Owen
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Benson, Lucy Wilson
Ben-Yehuda, Jenna
Hoffman
Bereuter, Douglas K.
Bergen, Peter Lampert
Berger, Joshua Adam
Berger, Samuel R.
Berger, Suzanne
Bergeron, Douglas
Bergeron, Louis Paul
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Bergsten, C. Fred
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Bestor, Theodore C.
Betru, Aron
Betts, Richard K.
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Beyzavi, Kian
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Blur, Alan S.
Blinken, Alan John
Blinken, Antony J.
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Bloch, Julia Chang
Bloom, Evan T.
Bloomberg, Michael R.

* Elected to membership in 2015.
† Elected to a five-year term membership in 2015.
Bloomgarden, Kathy Finn  
Blum, Adam Cardozo†  
Blum, Richard C.  
Blumenthal, Sidney S.  
Blumenthal, W. Michael  
Blumrosen, Alexander B.  
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Calabresi, Massimo F.T.  
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Califano, Mark Gerard  
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Callander, Robert J.  
Callaghy, Thomas M.  
Calabria, Dawn Tennant  
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Calabresi, Massimo F.T.  
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Cooper, Kerry
Cooper, Richard N.
Copelin, Edward Clark
Corcoran, Andrea M.
Corcoran, Carole A.
Cordell, Kristen A.†
Cornell, Henry
Cortez, Christopher
Cosgrove, Elliot J.
Costello, Patrick†
Cote, David M.*
Cott, Suzanne
Cotter, William R.
Couric, Katherine A.
Courington, Karen
Elizabeth
Courtney, Alexandra Marie
Courtney, William
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

Cox, Stephen John
Coy, Craig P.
Craddock, Bantz J.
Crahan, Margaret E.
Crain, Alan R.
Crandall, Russell C.
Craner, Lorne W.
Crawford, Edward Jacobs IV
Crawford, John F.
Crebo-Rediker, Heidi E.
Creed, Alexandra Wallace
Creekmore, Marion V. Jr.
Creighton, James L.
Crichton, Kyle
Crippen, Dan L.
Crittenden, Ann
Crocker, Bathsheba N.
Crocker, Chester A.
Crocker, Ryan C.
Croft, Helima L.
Cromwell, Adelaide
McGuinn
Cronin, Audrey Kurth
Cronin, Kevin E.†
Cross, Devon G.
Cross, June V.
Cross, Mai'a K. Davis
Cross, Mary S.
Cross, Sam Y.
Crossette, Barbara
Crovitz, L. Gordon
Crow, Michael M.
Crowley, Monica Elizabeth
Crown, Lester
Cruise, Daniel
Crumpton, Henry A.
Cruz, Ginger M.
Crystal, Lester M.
Cuellar,
Mariano-Florentino
Cukier, Kenneth N.
Culhane, Michael J.†
Cullum, Lee
Cully, James Clark
Culora, Thomas J.
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Cumming, Christine M.
Cumming, Alexander B. Jr.
Cunningham, James B.
Cunningham, Nelson W.
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Curley, Walter J.P. Jr.
Curtis, Charles B.
Curtis, Gerald L.
Cutler, Walter L.
Cutshaw, Kenneth A.
Cutter, W. Bowman
Cvetkovic Bajrovic, Ivan
Cyr, Arthur I.

D
Daalders, Ivo H.
Dach, Leslie A.
Dady, Teresa Gail
Dahan, Elizabeth
Dahm, Evelyn Pignatari
Dailey, Brian D.
Dakin, Brett
Dakolias, Constantine M.
Dal Bello, Michael Anthony
Dale, Catherine M.
Dale, Helle
Dale, Nan
Dale, William M.
Dalio, Ray
Dallara, Charles H.
Dalley, George Albert
Dallmeyer, Dorinda G.
Dalton, James E.
Dalton, Melissa Griffin
Dalton, Roy Baile III†
Daly, Sarah Zukerman
Dam, Kenneth W.
Dam, Marcia Wachs
D’Amato, Alfonse M.
Damrosch, Lori Fisler
Danforth, William H.
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.
Davy, Mona†
David, Danny
David, Jack
Davidson, Amy S.
Davidson, Janine Anne
Davidson, Peter W.
Davis, Christina L.*
Davis, Florence A.
Davis, Geoffrey Clark
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Davis, Kim Gordon
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Davison, Kristina Perkin
Davis-Packard, Kent
Elizabeth†
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
Debovoise, Eli Whitney II
Debs, Richard A.
DeBusk, F. Amanda
De Coster, Jamie Lynn
DeCotis, Deborah A.
Decyk, Roxanne J.
Deffenbaugh, Ralston H. Jr.
DeGioia, John J.
de Habsburgo, Inmaculada
de la Cruz, Carlos M. Sr.
DeLaMater, Robert G.
Delaney, Kevin J.
de Lasa, Jose M.
del Castillo, Graciana
De Leon, Jordana M.;†
Delph, Walter
Del Rosso, Stephen J.
Demarest, Heidi B.
de Ménil, Georges
de Menil, Joy Alexandra
de Ménil, Lois Pattison
Deming, Rust Macpherson
Dempsey, Jason K.*
Deng, Francis M.
Denham, Robert E.
Denison, Robert J.
Denning, Steven A.
Dennis, Everett E.
Dennis, Kirby
Denoon, David B.H.
Denton, Hazel
Denton, James S.
Dentzer, Susan
DePoy, Phil E.
Dergham, Raghibida
Derham, Michael T.
de Rothschild, Lynn
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Desai, Anand
Desai, Mihir
Desai, Padma
Desai, Rohit M.
Desai, Vishakha N.
Desch, Michael C.
DeShazer, MacArthur Sr.
DeSouza, Patrick J.
Destler, I. M.
de Swaan, JC
DeTrani, Joseph R.
Deutch, John
Deutch, Shelley
DeVecchi, Robert P.
Devine, C. Maury
Devine, John J.
Devine, Thomas J.
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de Vries, Rimmer
Dewey, Taylor B.
DeYoung, Karen J.
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Diamond, Robert E.
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Diaz, Charley L.
DiCarlo, Rosemary A.*
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Dicks, Norman D.
Dickson-Horton, Valerie L.
Didion, Joan
Diehl, Jackson K.
di Giovanni, Janine
Dilenschneider, Robert L.
DiMartino, Rita
Dimon, Jamie
Dine, Thomas A.
Dinerstein, Robert C.
Dinkins, David N.
DiPerna, Paula
Dirks, Nicholas Bernard
Distlerath, Linda M.
Diu, Nadia
Djerejian, Edward P.
Dobbs, James F.
Dobriansky, Paula J.
Doctoroff, Daniel L.
Dodd, Christopher J.
Dodon, Reema
Dodd, Christopher J.
Doctoroff, Daniel L.
Dubois, Richard A.
Dryden, Anne
Duerst, Kenneth M.
Dubik, James Michael
Dubin, Seth H.
DuBois, Maurice A.
Dubov, Tania†
Duckenfield, David A.*
Dudley, William C.
Dufeler, Charles A.
Duersten, Althea L.
Duffey, Joseph D.
Duffie, David A.
Duffy, Gloria Charmian
Duffy, James H.
DuGan, Gordon F.
Duggan, Tim
Dula, Sonia L.
Dulany, Peggy
Dunbar, Charles F.
Duncan, Charles William Jr.
Dunham, Vahram A.
Dungan, Patrick Andrew
Dunkerley, Craig G.
Dunn, Lewis A.
Dunn, Michael M.
Dur, Philip A.
Durkin, Patrick J.
Dutt, Mallika
Dworkin, Douglas A.
Dyer, James W.
Dylan, Jesse
Dyda, Karen
Dyson, Esther

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Easterly, Jennie M.
Eastman, John Lindner
Easton, Donald B.
Eberhard, James P. C.
Eberhart, Ralph E.
Eberstadt, Nicholas
Ecchi, Marsha A.
Eck, Bailey Morris
Economy, Elizabeth C.
Ecton, Donna R.
Eddleman, Linda Hiniker
Eddy, Randolph P. III
Edel, Charles Nicholas
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Edwards, Howard L.
Edwards, Mickey
Edwards, Robert H.
Edwards, Robert H. Jr.
Efron, Blair
Efron, Laura L.
Egan, Julie M.
Eggers, Thomas E.
Ehrenkranz, Joel S.
Eichengreen, Barry J.
Eichensehr, Kristen E.
Eikenberry, Karl W.
Einaiudi, Luigi Roberto
Einhorn, Jessica P.
Einhorn, Robert J.
Eisendrath, Charles R.
Eizenstat, Stuart E.
Elden, Richard
Elders, Christopher C.
Elgin-Cossart, Mary E.†
Ellis, Christopher J.
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Elliot, Dorinda
Elliot, Inger McCabe
Ellis, James Reed
Ellis, Mark S.
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Ellis, Rodney
Ellison, Keith
Ellison, Keith Paty
El-Shazli, Heba F.
Elson, Edward Elliott
Ely-Raphael, Nancy Halliday
Emambul, Ezekiel Jonathan
Emamul, Ainslie Thomas
Emefalu, Chinonso T.
Emerson, John B.
Ehrentz, Mark A.
Engel, Eliot L.†
Engel, Richard
Engelberg, Stephen
Ensor, David B.
Entwistle, L. Brooks
Epstein, Joshua M.
Erb, Guy F.
Erb, Richard D.
Erben, Stephen E.
Erck, Tara F.
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Ervin, Clark K.
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Esfandiari, Haleh

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Factor, Mallory
Fair, C. Christine
Fairman, David M.
Falco, Mathea
Falk, Pamela S.
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Fallon, William J.†
Fallow, James
Fanton, Jonathan Foster
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Farokhi, Amir
Farooqui, Rafay H.
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Faskianos, Irina A.
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Faye, Michael L.
Fazili, Sameera
Fazili, Yousra Yousuf
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Feinberg, Richard E.
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Fitzgibbons, John B.
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Flaherty, Peter
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Fleming, Gregory James
Fletcher, Denise K.
Fletcher, Phillip Douglas
Flourny, Michele A.
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Flynn, George J.
Flynn, John Stratton
Flynn, Mary Laurence
Flynn, Stephen E.
Fn’Piere, Patrick John
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Fogelman, Ronald R.
Foley, S. Robert Jr.
Foley, Thomas C.
Folsom, George Anderson
Fontaine, Richard H. Jr.
Fontana, David
Foote, Edward T. II
Foote, William Fulbright
Forbes, Kristin J.
Ford, Celeste V.
Ford, Christopher A.*
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Ford, Paul B. Jr.
Fore, Henrietta Holsman
Foresman, Bob*
Forman, Shepard L.
Froloohar, Rana A.
Forrester, Jason William
Forsythe, Rosemarie
Fosler, Gail D.
Foss, Michelle Michot
Foster, Brenda Lei
Foster, Charles C.
Foster, Jeffrey Alan
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
Frank, Andrew D.
Frank, Charles R. Jr.
Frankel, Adam Bynoe
Frankel, Adam P.
Frankel, Francine R.
Frankel, Jeffrey A.
Franklin, Barbara Hackman
Franklin, Robert M.
Franklin, Shirley Clarke
Franklin, William Emery
Fraser, Jane
Frazier, Kendesi E.
Freedman, Jonathan M.
Freedman, Aili M.
Freedman, Jacob M.†
Freeman, Bennett
Fremel, Constance J.
Freidheim, Cyrus F.
Freidheim, Scott J.
Freidheim, Stephen C.
Freifeld, Daniel
Freire, Maria C.
Frett, Latanya A.
Freyer, Dana H.
Friibourg, Paul J.
Friedberg, Aaron Louis
Friedberg, Barry S.
Frieden, Thomas R.
Friedman, Alexander
Friedman, Alison Kiehl
Friedman, Bart
Friedman, Benjamin M.
Friedman, Fredrica S.
Friedman, Jordane D.
Friedman, Stephen
Friedman, Stephen J.
Friedman, Thomas L.
Friedman, Zachary Adam
Friedman, Wendy
Friend, Alice Hunt†
Friend, Theodore W.
Frimpong, Naana A.N.†
Frist, William H.
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.
Fuhmann, Matthew†
Fukushima, Glen S.
Fukuyama, Francis
Fulgham, Alonzo L.
Fuller, William P.

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G

Gabbard, Tulsi
Gack, Stanley Arthur
Gaddis, John Lewis
Gadie, Orit B.
Gaer, Felice D.
Gaghan, Stephen W.
Gaines, James R.
Gaither, Kendra
Galbraith, James K.
Galbraith, Jean
Galbraith, Peter W.
Gallagher, John Patrick
Gallagher, Kelly Sims
Gallagher, Leigh*
Gallagher, Mike†
Gallo, Antonio Oscar Jr.
Ganoe, Charles S.
Gannon, John C.
Gao, Charles S.
Garber, Larry A.
Garrett, Ensley 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.

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Gilbert, Nil E.M.
Gilbert, Steven J.
Gill, Bates
Gillette, Michael James
Gillis, Ryan M.
Gilmore, James S. III
Gilmore, Richard
Gimelli, Noa Catalina
Ginsberg, Gary L.
Ginsburg, Jane C.
Ginsburg, Ruth Bader
Girard, Catalina
Givhan, Walter D.
Gjelten, Thomas G.
Glasner, Bonnie S.
Glauber, Robert R.
Gleicher, Nathaniel J.†
Glenon, Michael J.
Gleysteen, Peter
Glickman, Daniel R.
Glickman, Steven G.
Globerman, Norma
Glocer, Thomas H.
Gluck, Carol
Gluck, Frederick W.
Glynn, Jason J.
Godwin, Peter
Goelz, Richard Karl
Gohar, Kian
Goi, Charlynn
Golby, James T.
Goldberg, Nicholas
Goldberg, Ronnie L.
Goldbrenner, Rachel Anne†
Goldfarb, Deborah
Goldfield, Harold P.
Goldfield, Jacob D.
Goldgeier, James M.
Golbin, Harrison J.
Goldman, Charles N.
Goldman, Guido
Goldman, Merle D.
Goldman, Neal D.
Goldman, Zachary K.
Goldmark, Peter C. Jr.
Goldsmith, Barbara
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Goldman, Nili E.M.
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Gleicher, Nathaniel J.†
Glenon, Michael J.
Gleysteen, Peter
Glickman, Daniel R.
Glickman, Steven G.
<table>
<thead>
<tr>
<th>Name</th>
<th>Hometown</th>
</tr>
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<tbody>
<tr>
<td>Higgins, Robert F.</td>
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<tr>
<td>Hightower, Edward T.</td>
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<td>Hildner, Laura J.</td>
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<tr>
<td>Hill, Christopher R.*</td>
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<td>Hill, Fiona</td>
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<td>Hill, James T.</td>
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<td>Hill, Janine W.</td>
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<td>Hill, Joseph C.</td>
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<td>Hill, J. Tomilson</td>
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<td>Hill, Pamela</td>
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<td>Hirsi Ali, Ayaan*</td>
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<td>Hoagland, Jim</td>
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<td>Hobson, H. Lee</td>
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<td>Hochberg, Fred Philip</td>
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<td>Isaac, Nicole M.†</td>
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<td>Isaacs, Maxine</td>
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<td>Isaacson, Walter S.</td>
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</table>

* Elected to membership in 2015.
† Elected to a five-year term membership in 2015.
Baber, Paul
Jacob, Henry R.
Jacklin, Nancy P.
Jackson, Bruce Pitcairn
Jackson, Jesse L. Sr.
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Jackson, Shirley Ann
Jacobs, Kenneth
Jacobs, Lawrence A.
Jacobsen, Mark R.
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Jacoby, Charles H. Jr.
Jacoby, Jonathan Todd
Jaffe, Amy Myers
Jaffe, Eric
Jagannath, Naureen N.
Juster, Kenneth I.
Jens, Helen B.
Jenik, Kenneth I.
Jenkins, Elizabeth
Jervis, Robert
Jeter, Howard F.
Jett, Dennis C.
Jilani, Erum Rubina
Jimenez, Marguerite Rose†
Joneck, Neil* 
John, Eric G.
Johns, Leslie
Johns, Raymond E. Jr.
Johnston, Brett† 
Johnson, David E.
Johnson, James A.
Johnson, James E.
Johnson, Jay L.
Johnson, Je Charles
Johnson, Karen H.
Johnson, L. Oakley
Johnson, Larry D.
Johnson, Michelle D.
Johnson, Robin S.
Johnson, Robert W. IV
Johnson, Suzanne Nora
Johnson, Tanα
Johnson, Thomas Stephen
Johnson, Willene A.
Johnson, Wyatt Thomas
Jolie, Angelina
Jones, Alan Kent
Jones, Anita K.
Jones, Benjamin F.*
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Jones, Gina Maria O.
Jones, James R.
Jones, Kermit
Jones, Kerri-Ann
Jones, Stuart Jr.
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Jordan, Eason
Jordan, Robert W.
Jordan, Vernon E. Jr.
Jorisch, Avi*
Joseph, Richard A.
Josephson, William
Joskow, Paul L.
Joulian, George A.
Judge, Barbara Thomas
Jumper, John P.
Junz, Helen B.
Juster, Kenneth I.
Kabir, Naureen N.†
Kaden, David M.
Kaden, Lewis B.
Kadlec, Robert P.
Kahl, Colin H.
Kahler, Miles
Kahn, Joseph F.
Kahn, Thomas S.
Kaiser, Miranda Margaret
Kaiser, Robert G.
Kalaris, Thomas Llewellyn
Kalb, Marvin
Kalicki, Jan H.
Kalir, Erez C.
Kalmbach, Charles F.
Kamarck, Elaine C.
Kamin, David
Kaminsky, Howard
Kamsky, Virginia Ann
Kanak, Donald P.
Kandra, Robert A.
Kanet, Roger E.
Kang, C. S. Eliot
Kang, Jane
Kaniewski, Daniel John
Kaniki, Mbago
Kann, Peter R.
Kansteiner, Walter H. III
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Kantor, Mickey
Kapadia, Gaurav K.
Kaplan, Ann F.
Kaplan, Eben I.†
Kaplan, Gilbert
Kaplan, Helene L.
Kaplan, Mark N.
Kaplan, Richard N.
Kaplan, Stephen S.
Kaplan, Thomas S.
Kapnick, Scott Bancroft
Kapoor, Vikas
Kapp, Robert A.
Kapstein, Ethan B.
Karabell, Zachary
Karaf, Kristian C.
Karafa, Lenore J.†
Karakekas, Anne
Karamanian, Susan L.
Karatzky, Adrian
Karatz, Bruce E.
Karl, Jonathan David
Karl, Terry Lynn
Karlin, Mara E.
Karns, Margaret P.
Karol, Adam
Karp, Jonathan D.
Karsner, Andy
Kasdin, Robert
Kass, Stephen L.
Kassalow, Jordan S.
Kassel, Whitney M.
Kassinger, Theodore W.
Kassof, Allen H.
Kasten, Robert W.
Kathwari, Farooq
Katona, Peter
Katz, Daniel Roger
Katz, Robert J.
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Katzenstein, Peter J.
Kaufman, Richard L.
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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.
Keck, Elizabeth Ellen
Keefe, Patrick S.R.
Keen, Purl Ken
Keene, Lonnie
Keene, Tom
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, Francis J.
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Kelly, Jeffrey†
Kelly, Raymond W.
Kelman, Herbert C.
Kemble, Eugenia Kemp, Geoffrey
Kempe, Frederick S.
Kempfer, Lee S.
Kempner, Maximilian W.
Kendall, Donald McIntosh
Kenna, Christopher J.
Kennedy, Craig

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Kennedy, Mark R.*
Kent, Andrew†
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Kent, Philip L.
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Keohane, Robert O.
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Kessler, Glenn Andrew
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Kim, John Yohan
Kim, Spencer H.
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King, Henry L.
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King, Robert R.
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Knapp, Albert Bruce
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Klein, Jonathan David*
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Knapp, Jennifer
Knapp, Albert Bruce
Knee, Jonathan A.
Knell, Gary E.
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Knight, Jessie J. Jr.
Knudsen, Ciara
Koellner, Eric
do T.
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Kohler, Jeffrey B.
Kohn, Donald L.
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Kojac, Jeffrey
Kojima, J. Christopher
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Kolle, Jim
Kolodziej, Edward A.
Koltai, Steven R.
Komsar, Lucy
Konzschul, Joseph
Koonin, Steven E.
Korb, Lawrence J.
Korgaonkar, Nikhilesh
Korm, Nushin
Kornbluh, Karen
Kornblum, John C.
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Kostiw, Michael Vincent
Kotecha, Mahesh K.
Kotler, Steven
Kourakos, William
Kovner, Bruce S.
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Kramer, John
Kramer, Michael
Kramer, Orin S.
Kramer, Steven Philip
Kranz, Thomas F.
Krasner, Stephanie D.
Krasno, Michael
Krauss, Clifford
Krauthammer, Charles
Kravis, Henry R.
Kravis, Marie-Josee
Kreek, Mary Jeanne
Kreikeman, Chad
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Kriegel, Jay L.
Krikorian, Victoria Reznik
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Kristof, Nicholas D.
Kristoff, Sandra J.
Kroeger, Kate M.
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Kronman, Anthony
Townsend
Krug, Anne O.
Krutak, Charles Chandler
Ku, Charlotte
Kubarych, Roger M.
Kuehnast, Kathleen R.
Kuenstler, Nancy Jo
Kuiken, Michael
Kull, Steven G.
Kullman, Ellen Jamison
Kumar, Anil
Kumar, Nisha
Kumar, Raj Udiaver
Kumar-Sinha, Punita
Kumra, Raina
Kundra, Vivek
Kuniholm, Bruce Robellet
Kunstadt, Geraldine S.
Kupchan, Charles A.
Kupchan, Clifford A.
Kurth, James R.
Kurtz-Phelan, Daniel
Kurys, Hildy
Kusen, Robert A.
Kux, Dennis
Kwoh, Stewart
LaBott, Elise
Labowitz, Sarah
Lachman, Jonathan S.
Ladd, Edward
Lader, Philip
Ladner, Drew J.
LaFleur, Vinca
Langomasino, Maria Elena
Lagon, Mark P.
Lai, Joseph G.
Laiplson, Ellen
Lake, David A.
Lalka, Robert Tice†
LaMarche, Gara
Lamb, Denis
Lambert, Brett B.
Lambeth, Benjamin S.
Lamb-Hale, Nicole Yvette
Lampton, David M.
Land, Iris
Land, Richard D.
Landau, George W.
Lander, Eric S.
Landow, Charles†
Lane, AIkojean
Lane, Charles M.
Lane, David J.
Lane, Randall Arthur
Lane, Robert W.
Lane, James T.
Langlois, Robert James
Lank, Jonathan P.
LaPalombara, Joseph
Lapham, Lewis H.
Lardy, Nicholas R.
Lariviére, Richard W.
Larrabee, F. Stephen
Larsen, Randall J.
Larson, Elke K.
LaSpada, Salvatore
Lasry, Marc
Lasser, Lawrence J.
Lateef, Noé V.
Lauder, Laura Helfer
Lauder, Leonard A.
Lauder, Ronald S.
Lauder, William Philip

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Lauinger, Philip C. Jr.
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Lavelle, Kathryn C.
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Lawson-Remer, Terra
Layne, Christopher
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Leach, James A.
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Leaman, J. Welby
Leach, Richard Alan
Leach, Richard Alan
LeClerc, Paul
Leach, Richard Alan
Leach, Richard Alan
Leach, Richard Alan
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LeClerc, Paul
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Lee, Jeffrey Kai-Leung
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Lee, Thea Mei
Lee, Therese
Leebron, David W.
Leebron, David W.
Lee, Nancy
Lee, Thea Mei
Lee, Thea Mei
Lee, Thea Mei
Lee, Thea Mei
Leeds, Roger S.
Lee-Kung, Dinah
Leet, Kenneth H.M.
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Leggett, Paul Matthews
Legro, Jeffrey W.
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Lehman, John F.
Lehman, Ronald Frank II
Lehner, Peter H.
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Leidholdt, Dorchon A.
Leiter, Michael E.
Leland, Marc E.

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Lyon, David
Lyon, David W.
Lyons, James E.
Lyons, Richard Kent

M
Ma, Adrianna C.*
Ma, Connie Ye
Ma, Yong Damien
Maasbach, Nancy Yao*
Mabry, Marcus B.
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MacCormack, Charles Frederick
MacDonald, Bruce Walter
MacDougall, Gary E.
Mack, Consuelo Cotter
Mack, William Brady III
Mackay, Leo Sidney Jr.
Mackevich, Eileen R.
Mack, William Brady III
Mack, Consuelo Cotter
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MacDonald, Bruce Walter
MacCormack, Charles
Maniatis, Gregory A.
Mann, James H.
Mann, Michael D.
Mann, Thomas E.
Mannina, Michael Angelo
Mans, Darius
Manooch, Peter R.
Manuel, Anja
Manyika, James
Manzi, Jim
Marans, Joel Eugene
Marchetti, Louis G. III
Marchich, David M.
Marcom, John E. Jr.
Marczuk, Jason
Mares, David Richard
Maricle, Genevieve E.†
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
Martelau Emerson, Kimberly K.
Marten, Kimberly Joy
Martin, Daniel Richard
Martin, Lynn Morley
Martin, Susan F.
Martin, William F.
Martinez, Roman IV
Marton, Kati I.
Maru, Vivek
Mas, Jorge
Masin, Michael T.
Masoud, Tarek
Massey, L. Camille
Massey, Walter E.
Massimino, Elisa C.
Mast, Brian J.†
Mast, Jeffrey Barclay†
Mastanduno, Michael
Masters, Carlton A.
Mathews, Jessica T.
Mathews, Michael S.
Mathias, D. Stephen
Mathias, Dale
Mathias, Edward J.
Mathis, Brian Pierre
Matlock, Jack F. Jr.
Matos Rodriguez, Felix V.
Matsukata, Naotaka
Matthews, Barbara C.
Matthews, Eugene A.
Mattos, G. A.
Matuszewski, Daniel C.
Matzke, Richard H.
Mauro, Paul*†
Maxwell, Ann Titiev
Maxwell, Kenneth R.
Maxwell, Rasaan
May, Peter W.
Mayer, Claudette
Mayer, Jason D.
Mayer, William Emilio
Maxur, Jay
McAfee, William Gage
McCullister, Jef Olivarius
McCullister, Singleton B.
McAndrews, Brendan J.
McAuliffe, Jamie*†
McAuliffe, Jane Dammen
McCaffrey, Barry R.
McCain, John S. III
McCann, Edward F. II
McCarron, Suzanne
McCart, John W. Jr.
McCarthy, James P.
McCarthy, Kathleen D.
McCarthy, Terence Arthur
McCarthy-Behrner, Julie
McCaw, Craig O.
McCaw, Susan R.
McClelland, Stanley A.
McClellan, Robert L.
McDaily, Mary E.
McConnell, Dan Joseph Jr.†
McConnell, M. Porter
McCord, Gordon C.
McCormack, Elizabeth J.
McCormick, Richard Thomas Fox
McCormick, David H.
McCouch, Donald G.
Mccoy, Debbie
McCoy, Jennifer L.
McCracken, Andrew B.
McCue, Susan
McCurdy, Dave K.
McDermott, Jim
McDevitt, Sean Daniel
McDonald, Alonzo L.
McDonald, Gabrielle Kirk*
McDonald, Tom
McDougall, Gary J.
McEneaney, Kyle
McEvoy, Edward Bruce
McFarland, Kathleen Troia
McFarlane, Jennifer A.
McFarlane, Robert C.
McFat, Michael A.
McGarr, Cappy R.
McGlynn, Margaret Grace
McGowan, Alan H.
McGregor, James Louis
McGurn, William
McHale, Judith A.
McHenry, Donald F.
McIntosh, Sean Justin
McKee, David
McKenna, Tjda 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 R.
McMullin, D. Evan
McNair, Margaret
McNaughton, Margaret
Leighton*†
McNamara, Dennis L.
McNamara, Kathleen R.
McNamara, Thomas E.
McNamur, Bruce W.
McNaugh, Thomas L.
McPeak, Merril A.
McPherson, M. Peter
McQuade, Lawrence C.
McRaven, William H.
McWade, Jessica C.
Mecham, Carl E.
Mecham, Jon
Mead, Dana G.
Mead, E. Scott

* Elected to membership in 2015.
† Elected to a five-year term membership in 2015.
Membership Roster

Mead, Walter Russell
Meadows, Jeanne Terry
Mearsheimer, John J.
Medavoy, Mike
Medawar, Adrienne
Medeiros, Evan S.*
Medina, Kathryn B.
Medish, Mark Christian
Meeker, Mary
Meeks, James Joseph
Meers, Sharon I.
Meertens, Michelle A.
Meese, Michael J.
Mehlman, Kenneth B.
Mehra, Sanjeev K.
Mehretea, Ghebre
Selassie
Mehta, Probir J.
Mehta, Ved
Meigs, Montgomery C.
Meiman Hock, Kellie
Meisels, A. Greer
Meissner, Doris M.
Melwani, Anish
Melwani, Prakash A.*
Mendelson, Sarah E.
Mendelson Forman, Johanna Sebastian
Mendillo, Jane L.
Mendlovitz, Saul H.
Mendonca, Lenny
Mendoza, Roberto G.
Meng, Sue
Menon, Rajan
Menschel, Robert B.
Mentor, Joel Y.†
Merisotis, Jamie P.
Merkel, Claire Sechler
Merkel, David A.
Meron, Theodor
Merow, John E.
Merritt, Jack Neil
Merszai, Zoltan
Mesdag, Willem
Meselson, Matthew S.
Meserve, Richard A.
Mestre, Eduardo Goar*
Mestre, Ricardo A. Jr.
Metzl, Jamie Frederic
Meyer, Edward C.
Meyer, Joel T.†
Meyer, Karl E.
Meyer, Laurence H.
Meyer, Michael Ryder
Meyer, Noa
Meyerman, Harold J.
Meyers, Hannah Elka
Michel, Christopher Prentiss
Michelson, Evan S.†
Mickiewicz, Ellen
Midgley, Elizabeth
Mihaly, Eugene B.
Mikell, Gwendolyn
Mikolay, Justin
Milestone, Judith B.
Millard, Robert B.
Miller, Aaron David
Miller, Aaron Weidner†
Miller, Alisa
Miller, Amber D.*
Miller, Anthony Murray
Miller, Blair E.†
Miller, Brian Andrew
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, James N. Jr.
Miller, Judith
Miller, Justin R.†
Miller, Ken
Miller, Linda B.
Miller, Matthew L.
Miller, Paul J.†
Miller, Rodrick T.
Miller, Scott L.
Miller, Thomas J.
Miller, William Green
Miller, William Scott II
Milliken, James B.*
Millington, John A.
Mills, Bradford
Mills, Karen Gordon
Mills, Susan Linda
Miliner, Helen V.
Milrod, Donna
Mintz, Daniel R.
Mir, Aimen N.
Mirchandani, Bhakti
Ramesh
Miscik, Jami
Mishkin, Alexander V.
Misko, Sean A.
Mitch, Ian Scott
Mitchell, Andrea
Mitchell, Arthur M. III
Mitchell, George J.
Mitchell, Marc
Mitchell, Patricia E.
Mitchell, Wanda G.
Mitre, Jim
Mize, David M.
Mizel, Larry A.
Mochizuki, Kiichi
Modi, Kalpen Suresh
Moe, Sherwood G.
Moffett, George D.
Mohamed, Saira
Mohandas, Siddharth
Mohyeldin, Ayman
Molano, Walter Thomas
Monaco, Lisa O.
Mondale, Walter F.
Moneyhon, Matthew
Moniz, Ernest J.
Montañez, Benjamin A.
Montelongo, Michael
Montgomery, Harold H.
Montgomery, Mark C.
Montgomery, Parker G.
Montoya, Manuel-Julian
Mooch, Joyce Lewinger
Moody, Jim
Moody, William S.
Moore, Brandon David
Moore, John J. Jr.
Moore, John M.
Moore, John Norton
Moore, Jonathan
Moore, Julia A.
Moorman, Thomas S. Jr.
Moose, George E.
Mora, Alberto J.
Mora, Antonio G.
Moran, Michael E.
Morgan, Charlotte M.
Morgan, Richard O.W.†
Morin, Jamie Michael
Morningstar, Richard L.
Morris, Charles R.
Morris, Frederic A.
Morris, Nate
Morrison, J. Stephen
Morrison, Trevor W.*
Morrissey, Arthur C.
Morse, Edward L.
Morse, Kenneth P.
Morse, Stephen S.
Mortimer, David H.
Mossbacher, Robert A. Jr.
Moseley, T. Michael
Moser, Joel H.
Moses, Alfred H.
Mosettig, Michael David
Moskov, Michael H.
Moss, Ambler H. Jr.
Moss, Ian C.
Moss, Jeff
Moss, Todd J.
Mossman, James
Motley, Joel W.
Mottahedeh, Roy P.
Motulsky, Daniel T.
Mouat, Lucia
Moulton, Seth†
Moyer, Homer E. Jr.
Mudd, Daniel H.
Mudd, Margaret F.
Mujal-Leon, Eusebio
Mukhopadhyay, Dipali
Mukunda, Gautam
Mulberger, Virginia A.
Mulford, David C.
Mullaney, Craig M.
Mullen, Michael G.
Muller, Edward R.
Mundie, Craig James
Muñoz, George
Munroe, Alexandra
Kneeland
Munsch, Stuart B.
Murse, Emily Moto
Murdeshwar, Sid†
Murdock, Deroy
Murphy, Clarke
Murphy, Ewell E. Jr.
Murphy, Michael D.
Murray, Ian P.
Murray, Douglas J.
Murray, Ian P.
Murray, Janice L.
Murray, Lori Esposito
Murray, Robert J.
Musalem, Alberto G.*
Musham, Bettye Martin
Muthiah, Radha
Mutua, Makau W.
Myers, Margaret†
Myers, Micah S.
Myers, Richard B.
Myerson, Roger B.
Myerson, Toby S.
Myrow, Stephen A.

Newcomb, Nancy S.
Newell, John F. III
Newhouse, John
Newman, Charlotte L.†
Newman, Jay H.
Newman, Pamela J.
Newman, Pauline
Newman, Peter K.†
Newman, Priscilla A.
Newman, Richard T.
Newton, M. Diana Helweg
Nguyen, Ha Nhu
Nicholas, N. J. Jr.
Nichols, Christopher M.*
Nichols, Rodney W.
Nicholson, Jan
Nides, Thomas R.
Niehuss, John M.
Niehuss, Rosemary Neather
Nielson, Nancy
Nielsen, Suzanne Christine
Nilsson, Keith R.
Nilsson, Kenneth A.
Nimetzer, Matthew
Nimr, Amer N.
Ninan, Reena†
Nitze, William A.
Noam, Eli M.
Noble, Abigail†
Nolan, Janne Emilie
Nolan, Leigh Elizabeth
Nolan, Robert
Noland, Marcus
Nolte, William M.
Nonacs, Eric Steven
Noonan, Peggy
Noorani, Ali R.*
Norman, William S.
Norquist, Grover Glenn
Northrup, Nancy J.
Norton, Augustus Richard
Norton, Burke Fremont
Norton, Eleanor Holmes
Norton, Patrick M.
Nossel, Suzanne F.
Noto, Lucio A.
Novack, Lynne Dominick
Novogratz, Jacquelin
Novotny, Thomas E.
Nuechterlein, Jeffrey D.
Nunn, Sam
Nussbaum, Bruce
Nuzum, Henry G.
Nwogu, Nneoma V.†
Nye, J. Benjamin H.
Nye, Joseph S. Jr.
Nye, Seth

O
Oakley, David P.
Oat-Judge, Siobhan
Obey, David R.
O’Brien, James C.
O’Brien, Justus J.*
Ocampo, Juan
Occomy, Marcia D.*
Ochoa-Brillembourg, Hilda
O’Cleirigh, Carol
O’Connor, Eileen M.
O’Connor, Nuala*
Odeen, Philip A.
Odell, Jamieson Meldal
Odell, John S.
Odum, Marvin E. III
Oetinger, Anthony G.
Offenheiser, Raymond C. Jr.
Offit, Morris W.
O’Flaherty, J. Daniel
Oh, Kongdan
O’Hanlon, Michael
O’Hear, Katherine L.
Ohtagaki, John
Ojito, Mirta
O’Keefe, Daniel
Okobi, Ebelechukwu
Odaezo
Olayan, Hutham S.
Oliver, April A.
Oliver, John L. III
Olivera, Armando J.
Ollivant, Douglas A.
Olson, Jane T.
Olson, Lyndon L. Jr.
Olson, Ronald L.
Olver Parchi, Parizad June
O’Malley, Cormac K.H.
Omedast, Thomas E.
O’Neill, Kathleen A.
O’Neill, Michael J.
O’Neill, Shannon K.
O’Neill, Brian Deveraux
Onek, Joseph N.
Ongeri, Nyagak†
Oppenheimer, Jeffrey
Thomas*†
Oppenheimer, Andres M.
Oppenheimer, Michael F.
O’Prey, Kevin P.
Orbach, Ashley Kushner
Orbach, Benjamin
Orway, John M.
Orentlicher, Diane
Orlins, Stephen A.
Orr, Robert C.
Orrenius, Pia M.
Orszag, Peter R.
Osborn, John E.
Osborne, Richard de J.
Osiris, 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
Owen, James W.
Owens, Missy
Oxman, Bernard H.
Oxman, Stephen A.
Oxman, Robert B.
Oye, Kenneth A.

P
Paal, Douglas Haines
Pachios, Harold C.
Packard, George R.
Padmanabhan, Vijay M.
Padrón, Eduardo J.
Page, Carter W.
Paine, D. Thompson
Paine, George C. II
Painsner, Bruce Lawrence
Pakula, Hannah C.
Palmer, Matthew A.
Palmisano, Samuel J.
Pandith, Farah Anwar
Papagapitos, Ariadne
Papagianis, Christopher†
Papercn, Stewart J.
Parasiliti, Andrew
Pardee, Scott E.
Parde, Herbert
Pardew, James W.
Parkeh, Deven J.
Parkeh, Sanjay
Parent, Louise M.
Paris, Jonathan
Park, C. Allen
Parker, Elizabeth Rindskopf
Parker, Jay M.
Parker, Michelle S.
Parker, Ned
Parker, Penny L.
Parker Feld, Karen
Parker, Robert A.
Parkhouse, Mark
Parkhouse, Robert
Parkhouse, William C.
Parkman, Richard A.
Parkman, Robert H.*
Parker, William H.
Parkin, Terence A.
Parkin, Trevor A.
Parkinson, Thomas H.
Parkinson, William S.
Parkins, Peter D.
Parlee, Charles
Parlee, Jonathan
Paris, Michael J.
Paris, Robert
Paris, Stephen E.
Parisi, Charles A.
Paris, Fred M.
Park, Louise M.
Park, William K.
Park, William L.
Park, William J.
Park, William M.
Park, William H.
Park, William R.
Park, William T.
Park, William V.
Park, William W.
Park, William X.
Park, William Y.
Park, William Z.
Park, William G.
Park, William H.
Park, William L.
Park, William S.
Park, William T.
Park, William V.
Park, William W.
Park, William X.
Park, William Y.
Park, William Z.
Park, William G.
Park, William H.
Perez, Richard†  
Perez, Luis J.  
Perez, David  
Perez, Antonio F.  
Perella, Joseph R.  
Peraino, Kevin J.  
Penn, Mark Jeffrey  
Penn, Lawrence Edward III  
Perella, Barbara S.  
Perlmutter, Louis  
Perlmutter, Jennifer L.  
Perritt, Henry H. Jr.  
Perry, June Carter  
Perry, Rania C.  
Perry, Robert C.  
Perry, William J.  
Peters, Mary Ann  
Peters, Michael P.  
Petersen, Mathew Scott  
Petersen, Holly  
Petersen, Michael A.  
Petersen, Peter G.  
Petraeus, David H.  
Petree, Richard W. Jr.  
Petri, Thomas E.  
Pettibone, Peter J.  
Petyr, John R.  
Peyronnin, Joseph Felix  
Palitzgraff, Robert L. Jr.  
Pfeiffer, Jane Cahill  
Pfeiffer, Leon K.  
Pfeiffer, Steven B.  
Phan, Dang Tan  
Pharr, Susan J.  
Phelps, Edmund S.  
Philon, Suzanne K.  
Phillips, Cecil M.  
Phillips, David L.  
Phillips, Gretchen A.†  
Phillips, Jeanne L.  
Phillips, Robert Macon III†  
Pickingham, Thomas R.  
Piedra, Alberto M. Jr.  
Pierce, John van den Heuvel  
Pierce, Lawrence W.  
Pierce, Pochitta  
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  
Pinskus, Walter H.  
Pineda, Patricia S.*  

*Elected to membership in 2015.  
†Elected to a five-year term membership in 2015.
Reed, Lucy Ferguson
Reese, William Sears
Reeves, Samuel Jesse
Regens, James L.
Reichert, William M.
Reid, Rob
Reif, Leo Rafael
Reiling, Peter A.
Reilly, Saskatchewan
Reilly, William K.
Reimer, Dennis Joe
Reimers, Fernando Miguel
Reinhardt, John E.
Reinhart, Carmen M.
Reinhart, Vincent
Reinharz, Jehuda
Reisman, William Michael
Reiss, Mitchell B.
Reitz, Jessica K.†
Rejto, Khadija
Remington, Thomas F.
Remnick, David J.
Remy, Luca M.
Renan, Daphna
Renfrew, Charles Byron
Rennie, Milbrey
Rennie, Renate
Renuart, Victor Eugene Jr.
Reppert, John C.
Resnicoff, Arnold E.
Ressel, Teresa M.
Revere, Evans J.R.
Revesz, Richard L.
Revzin, Philip S.
Rynoso, Julissa* 
Rhinesmith, Stephen H.
Rhodes, William R.
Ricardel, Mira R.
Riccardi, Steven Matthew
Rice, Condoleezza
Rice, Donald S.
Rice, Joseph Lee III
Rice, Matthew James†
Rice, Susan E.
Rich, Michael D.
Richard, Anne C.
Richards, Nicholas S.
Richards, Paul G.
Richardson, Frank E.
Richardson, Henry J. III
Richardson, William B.
Richardson, William R.
Richardson, Yolonda C.
Richburg, Keith B.
Richter, Anthony
Richter, Michael P.†
Riddell, Malcolm
Ridgway, Rozanne L.
Riedl, Rachel Beatty†
Rieff, David
Riely, John E.
Rieschel, Gary E.
Riffat, Imran
Rifkind, Robert S.
Rinehart, Brooke
Riordan, Michael L.
Riotta, Giovanni
Rishikof, Harvey
Ritch, John B. III
Rivkin, David B. Jr.
Rivkin, David W.
Rivlin, Alice M.
Rizk, Nayla M.
Roach, Stephen S.
Robb, Charles S.
Robbins, Carla Anne
Robbins, Elizabeth Jane
Robbins, Jeremy
Robbins, Rachel F.
Robert, Stephen
Roberts, Bradley H.
Roberts, Carter S.
Roberts, John J.
Robertson, Charles K.
Robichaud, Carl Alexander
Robinson, Barbara Paul
Robinson, Chase F.*
Robinson, David Z.
Robinson, Davis R.
Robinson, Guyton Lee
Robinson, James D. III
Robinson, Janet L.
Robinson, Linda
Robinson, Mark J.*
Robinson, Pearl T.
Robison, Olin C.
Rocca, Christina B.
Rocha, V. Manuel
Rochberg, Daniel Robert
Roche, James G.
Rockefeller, David
Rockefeller, David Jr.
Rockefeller, John D. IV
Rockefeller, Mark L.
Rockefeller, Nicholas
Rockefeller, Steven C.
Rockett, Jason Mitchell
Rockwell, Hays H.
Rockwell, Keith McElroy
Rodin, Judith
Rodman, Lindsay L.
Rodriguez, Eric
Rodriguez, Javier
Rodriguez, Rita M.
Rodriguez, Stephen P.
Rodrik, Dani
Roedy, Bill
Roe, Riordan
Rogers, Edward M. Jr.
Rogers, James E.
Rogers, John M.
Roggero, Frederick F.
Rogoff, Kenneth S.
Rohan, Karen M.
Rohatyn, Felix G.
Rohlen, Thomas P.
Rohlfing, Joan
Rokke, Ervin J.
Roman, Nancy Ellen
Romanowski, Alina L.
Rommer, Paul
Romero, Philip Joseph
Romero-Barcelo, Carlos A.
Rometty, Virginia M.
Romig, Alton D. Jr.
Rondeau, Ann E.
Rooney, Megan E.
Roosevelt, Theodore IV
Roper, William Bruce Jr.
Rose, Charles Peete Jr.
Rose, Daniel
Rose, Elihu
Rose, Gideon
Rose, Joseph B.
Rose, Marshall
Rosecrance, Richard
Rosen, Amy M.
Rosen, Daniel H.
Rosen, Gary
Rosen, Jack
Rosen, Jeffrey A.
Rosen, Robert L.
Rosenberg, Mark B.
Rosenberg, Zeda F.
Rosenberger, Laura M.†
Rosenblatt, Lionel A.
Rosenblatt, Peter R.
Rosenblum, Mort L.
Rosenfeld, Gerald
Rosenfield, Patricia L.
Rosenkranz, Robert
Rosensweig, Jeffrey A.
Rosenthal, Andrew M.
Rosenthal, Douglas Eurico
Rosenthal, Jack
Rosenthal, Joel H.
Rosenthal, Mitchell S.
Rosenwald, E. John Jr.
**Membership Roster**

† Elected to membership in 2015.
* Elected to a five-year term membership in 2015.

Rosenwald, Nina
Rosenzweig, Robert M.
Rosett, Claudia
Rosner, Jeremy D.
Rosol, Michael S.
Rosovsky, Henry
Ross, Christopher W. S.
Ross, Dennis B.
Ross, Gary N.
Ross, Robert S.
Rossabi, Morris
Rosso, David J.
Rossotti, Charles O.
Rostow, Nicholas
Rotberg, Robert I.
Rotenberg, Marc *
Roth, Kenneth
Roth, Stanley O.
Rothkopf, David Jochanan
Rottingberg, Linda D.
Roubini, Nouriel
Roughhead, Gary
Rouse, Cecilia E. *
Route, Ronald A.
Rowe, Arthur W.
Rowen, Henry S.
Rowny, Edward L.
Roy, J. Stapleton
Rubenstein, David M.
Rubenstein, Leonard S.
Rubin, Arthur Mark
Rubin, Barnett R.
Rubin, Gretchen C.
Rubin, James P.
Rubin, Nancy H.
Rubin, Nilmint Gunaratne
Rubin, Robert E.
Rubin, Trudy S.
Rudder, Philip C.
Rudenstine, Neil L.
Rudin, William C.
Ruenitz, Robert M.
Ruger, Jennifer Prah
Ruggiero, Anthony II
Rugh, William A.
Rumbaugh, Russell
Rumer, Eugene B.
Runde, Daniel FitzGerald
Runge, Carlisle Ford
Rupp, George
Russell, Bradley S.
Rutherford, Alanna C.
Ryan, Evan M. *
Ryan, John T. III
Ryan, Jordan Dimock
Ryan, Kevin P.
Ryan, Patrick
Ryan, Patrick G. Jr.
Sabonis-Helf, Theresa
Sachs, Jeffrey D.
Sachs, Philippe Eric
Sacks, Paul M.
Sadat, Leila Nadya
Saeed, Ahmed M.
Sagan, Scott D.
Sahari, Faraj
Saifee, Maryum F. †
Sakonian, Carol Knuth
Salacuse, Jeswald William
Salam, Reihan
Salazar, Ana Maria
Saleh, Ulla Rickert
Salem, George R.
Salikuddin, Tamanna
Salomon, David R.
Salomon, Richard E.
Salzman, Anthony David
Samore, Gary
Samper, Cristian T.
Sample, Steven B.
Samuels, Barbara Christie II
Samuels, Leslie Bernard
Samuels, Michael A.
Samuels, Richard J.
Sanchez, Francisco J.
Sanchez, Miguel Antonio
Sanchez, Orlando
Sandawal, David
Sandberg, Sheryl K.
Sandel, Michael J.
Sander, Alison B.
Sanders, Barry A.
Sanders, Marlene
Sanderson, Steven E.
Sands, Amy
Sanger, David E.
Sanghvi, Sunil
Santosham, Shireen
Sapiro, Miriam
Sapolsky, Harvey M.
Sapp Mancini, Angela
Sapra, Puneet
Sargeant, Stephen Thomas
Sarotte, Mary Elise
Sassen, Saskia
Sasser, James R.
Satcher, David
Satkalmi, Ravi †
Satloff, Robert B.
Satter, Muneer A.
Saul, Ralph Southey
Saunders, Elizabeth
Saunders, Harold H.
Savitt, Jill A.
Savoy, Conor M. †
Sawoski, Mark
Saywer, Diane
Saywers, Charles L.
Scarborough, Charles J.
Schacht, Henry B.
Schadlow, Nadia
Schafer, Ahren Joseph
Schaffer, Howard Bruner
Schaffer, Teresita C.
Schaible, Damian S.
Schake, Kori
Scharre, Paul David †
Schearer, S. Bruce
Schechter, Jerrold L.
Schechter, Kate S.
Scheffer, David J.
Schell, Orville Hickok
Schell, Theodore H.
Schenck, Kristine
Scher, Adam Anthony
Scher, Peter L.
Schick, Thomas
Schier, Bob L.
Schiff, Robert
Schifer, Richard
Schiller, Vivian L.
Schlein, Michael Edward
Schlesinger, David Adam
Schlesinger, Leonar A.
Schlesinger, Stephen C.
Schlickenmaier, William
Schlosser, Herbert S.
Schlosstein, Ralph L. †
Schmellman, Ana
Schmehlman, Serge
Schmerlin, Daniel E.
Schmidt, Benno Jr.
Schmidt, Eric
Schmitt, Eric P.
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The Baldwin-Gottschalk Group
The Bank of New York Mellon Corporation
BASF Corporation
The Blackstone Group L.P.
The Boeing Company
Booz Allen Hamilton Inc.

CORPORATE PROGRAM MEMBERSHIP
SECTOR REPRESENTATION

- Financial Institutions (non-bank): 30%
- Services: 16%
- Industrial: 18%
- Energy and Power: 7%
- Health Care: 3%
- Media, Telecommunications, and Technology: 10%
- Consumer: 2%
- Real Estate: 2%
- Other: 1%
- Banks: 11%
Bunge Limited
C. R. Bard, Inc.
Canadian Imperial Bank of Commerce
Caterpillar Inc.
Caxton Associates
Cigna
CIT Group Inc.
CNA
Colliers International
ConocoPhillips Company
Control Risks Group
Corsair Capital
Covington & Burling
Craig Drill Capital Corporation
Crédit Agricole Corporate and Investment Bank
Deere & Company
Deloitte.
Depository Trust & Clearing Corporation (DTCC)
DNB Bank ASA
DynCorp International
Economist Intelligence Unit
EMD Serono, Inc.
Energy Intelligence Group, Inc.
Equinix Partners, L.P.
The Estée Lauder Companies Inc.
Facebook
FedEx Corporation
Fitch Ratings
Freeport-McMoRan Inc.
General Atlantic LLC
General Electric Company
Gibson, Dunn & Crutchler, LLP
GlaxoSmithKline
Granite Associates LP
Guardian Life Insurance Company of America
Guardian Life Insurance Company
Hitachi, Ltd.
Houlihan Lokey
IBM Corporation
Indus Capital Partners, LLC
Investcorp International, Inc.
Invus Group, LLC
ITOCHU International
Jacobs Asset Management, LLC
KPMG, LLP
Kroll
MacAndrews & Forbes Holdings Inc.
Mannheim LLC
Marsh & McLennan Companies, Inc.
Marubeni America Corporation
MeadWestvaco Corporation
Mercantil Servicios Financieros
Merck & Co., Inc.
Microsoft Corporation
Milbank, Tweed, Hadley & McCloy LLP
Mitsubishi Corporation (Americas)
Mitsubishi Heavy Industries America, Inc.
Moore Capital Management L.P.
Northrop Grumman
The Olayan Group
Palantir Technologies
Pfizer Inc.
PricewaterhouseCoopers LLP (PwC)
Raytheon Company
Rothschild North America, Inc.
salesforce.com, inc.
Siguler Guff & Company L.P.
Silver Lake Partners
Simpson Thacher & Bartlett LLP
Sony Corporation of America
Standard & Poor’s
Sullivan & Cromwell LLP
T. Rowe Price Group
The Tata Group
Telefónica Internacional U.S.A.
TIAA-CREF
Time Warner Inc.
Tishman Speyer Properties, Inc.
TOTAL S.A.
United Technologies Corporation
U.S. Chamber of Commerce
Volkswagen Group of America, Inc.
Vornado Realty Trust
Walmart
Warburg Pincus LLC
Wells Fargo
Western Union
White & Case LLP
WPP
Wyoming Investment LLC
Xerox Corporation

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

FOUNDERS ($100,000+)

- Two invitations for the chief executive officer or designates to attend the annual dinner with the CFR Board of Directors
- One invitation for a senior executive to attend the annual dinner honoring CFR’s major benefactors
- Professional development opportunity for three rising executives to participate as “Corporate Leaders” in conjunction with the highly competitive CFR Term Member Program
- Three private briefings by a CFR fellow tailored to the company’s interests
- Complimentary use of the historic Harold Pratt House ballroom and library for a single corporate event (based on availability)
- Special recognition at the annual Corporate Conference
- Opportunity to further customize benefits package (corresponding with level of support)
- All President’s Circle and Affiliates benefits

PRESIDENT’S CIRCLE ($60,000+)

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

AFFILIATES ($30,000+)

- Invitations for executives to attend a range of CFR events each year in New York, Washington, DC, and select major cities
- Opportunities for senior executives to participate in a quarterly meeting series with CFR’s president
- Invitations for executives to attend the Corporate Conference, CFR’s annual summit on geopolitical and geoeconomic challenges of interest to the global business community
- Invitations for young professionals to participate in special briefings and conference calls
- Participation in interactive, rapid-response briefings and analysis by CFR fellows and other experts on breaking news
- One private briefing by a CFR fellow tailored to the company’s interests
- Access to the members-only section of CFR.org, which includes Foreign Affairs digital content and archives and on-the-record conference call and meeting replays
- Six print subscriptions to Foreign Affairs, discounted individual and bulk subscriptions, and special shipping rates, as well as custom marketing packages and cross-platform opportunities
- Reduced rates for rental of the Harold Pratt House in New York City and 1777 F Street in Washington, DC
- Recognition on CFR’s corporate membership roster
ENDOWED CHAIRS, 2014–2015

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

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

ENI ENRICO MATTEI CHAIR IN MIDDLE EAST AND AFRICA STUDIES
This chair was established in 2009 through a generous gift from Eni and was named in honor of Eni’s founder, Enrico Mattei, who played a significant role in the transformation of Eni into a global energy company. Robert Danin became the first chair holder in 2010.

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

MAURICE R. GREENBERG SENIOR FELLOW IN CHINA STUDIES
This fellowship 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 is the Greenberg Senior Fellow.

GEORGE F. KENNAN CHAIR IN RUSSIAN AND EURASIAN STUDIES
This chair stands as a tribute to Ambassador Kennan’s notable contributions as a leading scholar and statesman. Established in 1997, the chair is held by Stephen Sestanovich.

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

HENRY A. KISSINGER CHAIR IN U.S. FOREIGN POLICY
This chair is named in honor of Dr. Kissinger, the fifty-sixth secretary of state of the United States and a member of the Council’s Board of Directors from 1977 to 1981, as a tribute to his contributions to the country and the Council. Established in 2000, this chair is held by Robert D. Blackwill.

PETER G. PETERSON CHAIR, EDITOR OF FOREIGN AFFAIRS
The chair is reserved for the editor of Foreign Affairs in recognition of Mr. Peterson’s extraordinary service to the Council as chairman of its Board of Directors from 1985 to 2007 and member since 1971. Established in 1997, this chair is held by Gideon Rose.

PHILIP D. REED CHAIR IN SCIENCE AND TECHNOLOGY
This chair was established in 1990 in recognition of Mr. Reed’s contributions to the Council as a member of its Board of Directors. The chair was endowed in 1997 by a gift from the Philip D. Reed Foundation with additional support provided by the Malcolm Hewitt Wiener Foundation.

NELSON AND DAVID ROCKEFELLER CHAIR IN LATIN AMERICA STUDIES
This chair honors two distinguished Americans who have been influential in the development of U.S. policy in the Western Hemisphere. The chair, held by Julia E. Sweig through January 2015, was created to provide analysis of current developments in Latin America.

DAVID M. RUBENSTEIN CHAIR IN ENERGY AND THE ENVIRONMENT
This chair was established in 2008 through a generous gift from Council Vice Chairman David M. Rubenstein, co-founder and managing director of the Carlyle Group. Michael A. Levi, who directs the Council’s Maurice R. Greenberg Center for Geoeconomic Studies and the 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.
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 was the Shepardson Fellow through October 2014.

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

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

SPECIAL FELLOWSHIPS

SHELBY CULLOM AND KATHRYN W. DAVIS
ADJUNCT SENIOR FELLOWSHIP FOR COUNTERTERRORISM AND HOMELAND SECURITY
This fellowship was established in 2010 with a gift from longtime Council member Kathryn W. Davis. Created to support research and outreach activities that inform and enhance the greater foreign policy debate on counterterrorism and homeland security, the fellowship is held by Richard Falkenrath.

BERNARD L. SCHWARTZ SENIOR FELLOWSHIP
IN BUSINESS AND FOREIGN POLICY
This fellowship was established in 2002 with a gift from Bernard L. Schwartz and focuses on the global integration of financial markets and their significance for U.S. economic and foreign policy. The Schwartz Senior Fellow is Edward Alden.

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.

VISITING FELLOWSHIPS

MILITARY FELLOWSHIPS
Every year, each 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 Rear Admiral Pat DeQuattro, U.S. Coast Guard; Colonel Samuel C. Hinote, U.S. Air Force; Colonel Stephen E. Liszewski, U.S. Marine Corps; Captain Robert A. Newson, U.S. Navy; and Colonel Michael W. Rauhut, U.S. Army.

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 2014–2015 Murrow Fellow was Barbara Demick, former Beijing bureau chief, Los Angeles Times, and contributor, New Yorker.

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 2014–2015 National Intelligence Fellow was Deborah A. McDonald.

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 2014–2015 fellows were Adam Mount and Caitlin Talmadge.

ENDOWED AND OTHER SPECIALY FUNDED PROGRAMS

ExxonMobil Women and Development Series
Pieter A. Fisher Program, International Relations
W. Averell Harriman Program, Europe
HBO History Makers Series
Winston Lord Program, Asia
John J. McCloy Program, International Relations
C. Peter McCoulough 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. This year’s lecture featured Patricia de Lille, executive mayor of the City of Cape Town, Republic of South Africa.

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. This year’s symposium celebrated the one hundredth anniversary of the Federal Reserve System and featured Stanley Fischer, vice chairman of the Board of Governors of the Federal Reserve System.

ARTHUR C. HELTON MEMORIAL LECTURE

This lecture was established by the Council and the family of Council Senior Fellow Arthur C. Helton, who died in the August 2003 bombing of the UN headquarters in Baghdad. The lecture addresses pressing issues in the broad field of human rights. This year’s lecture featured Anthony Lake, executive director of the United Nations Children’s Fund (UNICEF).

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 Admiral Michael S. Rogers, commander of U.S. Cyber Command, director of the National Security Agency, and chief of the Central Security Service.

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 Enrique Peña Nieto, president of Mexico.

ROBERT B. MCKEON ENDOWED SERIES ON MILITARY STRATEGY AND LEADERSHIP

This series of meetings featuring prominent individuals from the military and intelligence communities has been endowed in perpetuity through a gift from Council member Robert B. McKeon, founder and former president of Veritas Capital LLC. This year’s lecture featured the service chiefs, General Raymond T. Odierno, chief of staff, U.S. Army; General Joseph F. Dunford Jr., commandant, U.S. Marine Corps; Admiral Jonathan W. Greenert, chief of staff, U.S. Navy; General Mark A. Welsh III, chief of staff, U.S. Air Force; and Admiral Paul F. Zukunft, commandant, U.S. Coast Guard.

THE ROBERT B. MENSCHEL ECONOMICS SYMPOSIUM

This annual symposium was established in December 2014. Given by Council member Robert Menschel, a senior director at Goldman Sachs, the meeting will take the form of an annual global economics symposium that focuses primarily on the pitfalls of herd mentality. The inaugural symposium will be held in 2015.

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 Fernando Henrique Cardoso, former president of the Federative Republic of Brazil.

KENNETH A. MOSKOW MEMORIAL LECTURE ON HOMELAND SECURITY AND COUNTERTERRORISM

This lecture honors the memory of longtime Council member Kenneth A. Moskow, who made this lectureship possible through a generous bequest. His intent was to establish an annual meeting to bring together the leaders of the intelligence community and promote discussion on critical issues in counterterrorism. This year’s lecture featured James R. Clapper Jr., director of national intelligence.

DAVID ROCKEFELLER LECTURE

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

RUSSIA AND RUSSIAN-AMERICAN RELATIONS LECTURE

This lecture series was established in 2003 by Mikhail Fridman, chairman of the board of directors of Alfa Bank in Moscow, with the goal of helping to establish a more secure footing for Russia-U.S. relations. The most recent lecture featured Dmitry Medvedev, former president of the Russian Federation.
BERNARD L. SCHWARTZ LECTURE
ON BUSINESS AND FOREIGN POLICY

This lecture was established in 2002 and is funded by Bernard L. Schwartz, retired chairman and chief executive officer of Loral Space and Communications. The lecture focuses on the relationship between business and government in foreign policy. This year’s lecture featured Michael S. Dell, chairman and chief executive officer of Dell, Inc.

SORENSEN DISTINGUISHED LECTURE
ON THE UNITED NATIONS

This lecture was established in 1996 by Gillian and Theodore C. Sorensen to highlight the United Nations and offer a special occasion for its most distinguished and experienced leaders to speak to the Council membership. This year’s lecture featured Valerie Amos, undersecretary-general for humanitarian affairs and emergency relief coordinator 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 Antony Blinken, deputy secretary of state of the U.S. Department of State.

MALCOLM AND CAROLYN WIENER LECTURE
ON SCIENCE AND TECHNOLOGY

This annual lectureship, which addresses issues at the intersection of science, technology, and foreign policy, has been endowed in perpetuity through a gift from Council members Malcolm and Carolyn Wiener. This year’s lecture featured a panel discussion on artificial intelligence and robotics with Rodney Brooks, Panasonic professor of robotics (emeritus) at the Massachusetts Institute of Technology’s (MIT) Computer Science and Artificial Intelligence Lab; Abhinav Gupta, assistant research professor at Carnegie Mellon University’s Robotics Institute; and Andrew McAfee, principal research scientist and cofounder of the Initiative on the Digital Economy at MIT’s Sloan School of Management.
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 working in public service and policy-oriented settings, and government officials spend theirs in a scholarly atmosphere free from operational pressure. CFR awards approximately ten fellowships annually to highly accomplished individuals who show a capacity for independent work and are eager to undertake serious foreign policy analysis. Approximately half of the IAFs selected each year spend their tenures working full-time in government; the remaining half are placed at academic institutions, think tanks, or nonprofit organizations. The IAF Program is open only to U.S. citizens and permanent residents between the ages of twenty-seven and thirty-five who are eligible to work in the United States.

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

CFR also offers one country-specific fellowship. 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.

INTERNATIONAL AFFAIRS FELLOWS
2014–2015 PLACEMENTS
Van A. Jackson, Catholic University of America. Placed at the Center for a New American Security.
Scott Moore, Harvard University. Placed at the U.S. Department of State.
Ariella Viehe, U.S. Department of State. Placed at the Center for American Progress.

INTERNATIONAL AFFAIRS FELLOWS IN NUCLEAR SECURITY, SPONSORED BY THE STANTON FOUNDATION
2014–2015 PLACEMENTS
Sharon K. Weiner, American University. Placed at the White House.

INTERNATIONAL AFFAIRS FELLOWS IN JAPAN, SPONSORED BY HITACHI, LTD.
2014–2015 PLACEMENTS
Andrei Greenawalt, White House. Placed at the Research Institute of Economy, Trade, and Industry.
Marta L. McLellan Ross, U.S. Senate. Placed at the Japan Institute for International Affairs.
Global Board of Advisors

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

The GBA is composed of the following distinguished individuals:

Chair: David M. Rubenstein, Vice Chairman, Council on Foreign Relations; Cofounder and Co-Chief Executive Officer, the Carlyle Group
Kofi Annan (Ghana), former Secretary-General of the United Nations; Chairman, Kofi Annan Foundation
Hakeem Belo-Osagie (Nigeria), Chairman, Etisalat Nigeria
Anatoly Chubais (Russia), Chairman of the Executive Board, RUSNANO
Paul Desmarais Jr. (Canada), Chairman and Co-Chief Executive Officer, Power Corporation of Canada
Mathias Döpfner (Germany), Chairman and Chief Executive Officer, Axel Springer AG
André Esteves (Brazil), Chairman and Chief Executive Officer, BTG Pactual
José Antonio Fernández Carbajal (Mexico), Executive Chairman, FEMSA
Tarja Halonen (Finland), former President, Republic of Finland
Fred Hu (China), Founder and Chairman, Primavera Capital Group
Mo Ibrahim (Sudan), Chairman, Mo Ibrahim Foundation
Gail Kelly (Australia), former 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
Strive Masiyiwa (Zimbabwe), Founder and Chairman, Econet Wireless
Idan Ofer (Israel), Principal, Quantum Pacific Group
Lubna Olayan (Saudi Arabia), Chief Executive Officer, Olayan Financing Company
Vladimir Potanin (Russia), Chief Executive Officer and Chairman of the Management Board, Norilsk Nickel
Charles David Powell (United Kingdom), Lord of Bayswater, House of Lords
Nassef Sawiris (Egypt), Chief Executive Officer, OCI NV
Javier Solana (Spain), former Secretary-General of NATO; Distinguished Senior Fellow, Brookings Institution
Woods Staton (Colombia), Chairman and Chief Executive Officer, Arcos Dorados
Patrick Walujo (Indonesia), Cofounder and Managing Partner, Northstar Group
Zhang Xin (China), Chief Executive Officer and Cofounder, SOHO China Limited

Note: Global Board of Advisors listing shown as of August 1, 2015.
The Council of Councils (CoC), established by the Council on Foreign Relations in 2012, is composed of twenty-six major policy institutes from some of the world’s most influential countries. The CoC, which meets throughout the year in member countries and at an annual conference in the United States, is designed to facilitate candid dialogue among influential opinion leaders from both established and emerging nations. Its ultimate goal is to inject the conclusions of its deliberations into high-level foreign policy circles within member countries. The CoC produces the Global Memo series, a monthly expert brief on a pressing global issue, and the Report Card on International Cooperation, an annual report that evaluates international efforts to address ten of the world’s most pressing transnational challenges. The CoC 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:

- Argentine Council for International Relations (Argentina)
- Lowy Institute for International Policy (Australia)
- Center for European Policy Studies (Belgium)
- Getulio Vargas Foundation (Brazil)
- Center for International Governance Innovation (Canada)
- Shanghai Institutes for International Studies (China)
- Al-Ahram Center for Political and Strategic Studies (Egypt)
- French Institute of International Relations (France)
- German Institute for International and Security Affairs (Germany)
- Observer Research Foundation (India)
- Center for Strategic and International Studies (Indonesia)
- Institute for National Security Studies (Israel)
- Institute of International Affairs (Italy)
- Genron NPO (Japan)
- Mexican Council on Foreign Relations (Mexico)
- Nigerian Institute of International Affairs (Nigeria)
- Polish Institute of International Affairs (Poland)
- Institute of Contemporary Development (Russia)
- Gulf Research Center (Saudi Arabia)
- S. Rajaratnam School of International Studies (Singapore)
- South African Institute of International Affairs (South Africa)
- East Asia Institute (South Korea)
- Global Relations Forum (Turkey)
- Chatham House (The Royal Institute of International Affairs) (United Kingdom)
- International Institute for Strategic Studies (United Kingdom)
- Council on Foreign Relations (United States)
I. All members of the Council shall be elected by the Board of Directors. All members elected to the Council, other than those whose term of membership is limited by the conditions of their election, remain members until death, resignation, or action under the last paragraph of this By-Law.

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

In any fiscal year, the Board is not constrained in the number of persons elected to five-year term membership so long as the total number of term members does not exceed 18 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:

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<tr>
<th></th>
<th>BUSINESS</th>
<th>NONBUSINESS</th>
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<tbody>
<tr>
<td>New York Area</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Under 40</td>
<td>$1,900</td>
<td>$460</td>
</tr>
<tr>
<td>40 and Over</td>
<td>3,680</td>
<td>830</td>
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<tr>
<td>Washington, DC, Area</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Under 40</td>
<td>$1,610</td>
<td>$390</td>
</tr>
<tr>
<td>40 and Over</td>
<td>3,130</td>
<td>700</td>
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<tr>
<td>National</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Under 40</td>
<td>$1,030</td>
<td>$260</td>
</tr>
<tr>
<td>40 and Over</td>
<td>1,990</td>
<td>460</td>
</tr>
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</table>
For purposes of this By-Law, nonbusiness members are those who are regular members of the faculty of any accredited educational institution, who are in the public service, who are on the staff of a voluntary organization, or who are accredited writers, commentators, journalists, or other media correspondents. All other members, except honorary members, are business members.

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

IV. A. There shall be a Board of not more than thirty-six Directors. The President of the corporation shall be a Director, ex officio, unless otherwise provided by resolution of the Board of Directors and agreed to by the President. The remaining members of the Board of Directors shall be divided into five equal classes, each class to serve for a term of five years. Each class shall consist of seven Directors elected by the membership at large or pursuant to the following sentence. 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 other vacancy in the Board.

B. Terms of all Directors shall commence on the first day of July next following their election or, in the case of any newly created directorships filled by action of the Board or appointments to fill a vacancy in the Board, to commence on such other date as may be approved by the Board. A Director 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 names of members standing as candidates for the class of Directors scheduled for election in that year and (ii) the name of any Director who was appointed to a vacancy in the Board during the prior year. The slate of candidates will be elected by a majority vote by a quorum of 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 four members of the Board. The Committee shall present names to the Board for Officers, Directors’ Committee assignments, and proposed candidates for election to the Board of Directors. For the purpose of nominating candidates to stand for election to the Board, the Committee shall co-opt no fewer than 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 to solicit the entire membership for the names of possible candidates.

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

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

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

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

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

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

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

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

The Secretary shall conduct the correspondence of the corporation, and shall keep its records.
VIII. The Board shall appoint the Editor of *Foreign Affairs* and the Director of Studies, if any.

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

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

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

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

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

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

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

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

An appropriate officer of the Council may, however, by advance announcement declare this Rule inapplicable in whole or in part to any particular Council meeting, and the 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 in 1994 and 2015. 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 February 19, 2015, the following policy concerning actual or potential conflicts of interest was approved:

PURPOSE
The purpose of this policy (the “Policy”) is to protect the interests of the Council when it is contemplating entering into a transaction or arrangement that might benefit the private interest of a Director or Key Employee of the Council. The Council will not enter into any such transaction or arrangement unless it is determined by the Board in the manner described below to be fair, reasonable, and in the best interests of the Council at the time of such determination. This Policy is intended to supplement, but not replace, any applicable state and federal laws governing conflicts of interest applicable to nonprofit and charitable organizations.

ARTICLE 1: RELATED PARTY TRANSACTIONS AND A DUTY TO DISCLOSE
A Related Party Transaction is not necessarily a prohibited transaction. Under this Policy, if the Council contemplates entering into a Related Party Transaction, the Independent Directors of the Board or the Audit Committee must determine if the transaction is fair, reasonable, and in the best interests of the Council at the time of such determination.

If a Related Party acquires any Financial Interest or when any matter for decision or approval comes before the Board in which a Related Party has a Financial Interest, that Financial Interest must be promptly disclosed. The Disclosure should be made in writing by the Director or Key Employee involved (or aware of the potential Related Party Transaction) to the Chair of the Audit Committee and the Secretary of the Corporation together with all material facts. Key Employees are also required to provide notice to the Vice President, Human Resources.
ARTICLE 2: DEFINITIONS

Financial Interest. A person has a Financial Interest if such person would receive an economic benefit, directly or indirectly, from any transaction, agreement, and/or compensation agreement, including direct or indirect remuneration, as well as gifts or favors that are not insubstantial or other arrangements involving the Council.

Independent Director. A member of the Board who:
- has not been an employee of the Council within the past three years;
- does not have a Relative who has been a Key Employee of the Council within the past three years;
- has not received, and does not have a Relative who has received, more than $10,000 in compensation directly from the Council in any of the past three years; and
- does not have a substantial Financial Interest in and has not been an employee of, and does not have a Relative who has a substantial Financial Interest in or was an Officer of, any entity that has made payments to (payment does not include charitable contribution) or received payments from the Council for property or services in excess of $25,000.

Key Employee. A Key Employee is a person who is, or has within the last five years, been in a position to exercise substantial influence over the affairs of the Council. For the Council, this includes, but is not limited to the following job titles:
- President
- Vice President
- Treasurer
- Secretary
- Chief Financial Officer
- Editor, Foreign Affairs
- Other employees at the discretion of the President

Related Party. Persons who may be considered a Related Party of the Council under this Policy include the following:
- Directors or Key Employees of the Council
- Relatives of Directors or of Key Employees
- Any entity in which a Director or Key Employee of the Council, or their Relative, has a 35 percent or greater ownership or beneficial interest or, in the case of a partnership, a direct or indirect ownership interest in excess of 5 percent
- Substantial contributors to the Council (within the current fiscal year or the past five fiscal years)
- Any non-stock entity controlled by one or more Key Employees

Related Party Transaction. Any transaction, agreement, or other arrangement with the Council in which a Related Party has a Financial Interest. Any Related Party Transaction will be considered a potential conflict of interest for purposes of this Policy.

Relative. A Relative is a spouse or domestic partner, parent or grandparent, parent of a spouse or domestic partner, child, grandchild, great grandchild, or sibling, or the spouse of a child, grandchild, great grandchild, or sibling.

ARTICLE 3: DISCLOSURE AND VOTING

Disclosure. Any Related Party shall disclose in good faith all material facts of his or her Financial Interest to the Chair of the Audit Committee. The Disclosure should be made in writing by the Director or Key Employee involved (or aware of the potential Related Party Transaction) to the Chair of the Audit Committee and the Secretary of the Corporation together with all material facts. Key Employees are also required to provide notice to the Vice President, Human Resources.

Non-Participation and Review. All transactions, agreements, or other arrangements between the Council and a Related Party, and any other transactions which may involve a potential conflict of interest, shall be reviewed by the Independent Directors of the Board.
or the Audit Committee. All Related Parties with a Financial Interest shall leave the room in which such deliberations are conducted. The Independent Directors of the Board or the Audit Committee will then determine whether the contemplated Related Party Transaction is fair, reasonable, and in the best interests of the Council at the time of such determination. The Council will not enter into any Related Party Transaction unless it is determined to be fair, reasonable, and in the best interests of the Council at the time of such determination.

**Consideration of Alternative Transactions and Comparability Data.** If the contemplated Related Party Transaction pertains to compensation for services or the transfer of property or other economic benefit to a Related Party, the Independent Directors of the Board or the Audit Committee must determine that the value of the economic benefit provided by the Council to the Related Party does not exceed the value of the consideration received in exchange by obtaining and reviewing appropriate comparable data prior to entering the transaction. In those instances where the contemplated Related Party Transaction does not involve compensation or transfer of property or benefits to a Related Party, the Independent Directors of the Board or the Audit Committee must consider alternative transactions to the extent possible, prior to entering into such a transaction.

**Comparability Data.** When considering the comparability of compensation, for example, the types of relevant Comparability Data that the Independent Directors of Board or the Audit Committee may consider include, but are not limited to, (1) compensation levels paid by similarly situated organizations, both exempt and non-exempt; (2) the availability of similar services within the same geographic area; (3) current compensation surveys compiled by independent firms; and (4) written offers from similar institutions competing for the same person’s services. When the transaction involves the transfer of real property as consideration, the relevant factors include, but are not limited to, (i) current independent appraisals of the property and (ii) offers received in a competitive bidding process.

**Voting.** The Independent Directors of Board or the Audit Committee shall, after considering alternative transactions and/or comparability data, determine in good faith by majority vote whether the transaction or arrangement is fair, reasonable, and in the best interest of the Council at the time of such decision.

**Deliberations.** Related Parties with a Financial Interest must not be present for deliberations and voting on the transaction or arrangement in which he or she has a Financial Interest. However, Related Parties are not prohibited from providing information regarding the transaction to the Board prior to the Board’s deliberations. No Director shall vote, act, or attempt to influence improperly the deliberations on any matter in which he or she has been determined by the Board to have a Financial Interest.

**ARTICLE 4: AUDIT COMMITTEE**

The Independent Directors of the Audit Committee are charged with the implementation of and compliance with this policy. At the discretion of the Independent Directors of the Audit Committee, the Related Party Transaction may be referred to the Board for consideration and deliberation.

**ARTICLE 5: RECORDS OF PROCEEDINGS**

The minutes of all meetings of the Board or Audit Committee meetings at which a Related Party Transaction is considered shall be documented contemporaneously and contain the following:

- the names of the persons who disclosed or otherwise were determined to have a potential or actual Financial Interest and/or conflict of interest, the nature of the potential or actual Financial Interest and/or conflict of interest, any action taken to determine whether a Financial Interest or conflict of interest exists, and the Board’s decision as to whether a Financial Interest and/or conflict of interest exists; and
- the names of the persons who were present for discussions and votes relating to any determinations under this Policy, including whether the Related Party and any Directors not
considered to be Independent Directors left the room during any such discussions, the content of such discussions, including discussion of alternative transactions, and whether or not the transaction with the Related Party was approved by the Board or Audit Committee.

**ARTICLE 6: INITIAL AND ANNUAL DISCLOSURES**

Prior to a Director joining the Board, or a Key Employee’s employment at the Council, and thereafter on an annual basis, each Director and Key Employee shall annually sign and submit to the Secretary of the Council a statement that affirms such person: (a) has received a copy of this Policy, (b) has read and understands the Policy, and (c) has agreed to comply with the Policy.

**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.
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Senior Fellow and Director  
of the International Institutions and Global Governance Program  
Fellow for Women and Foreign Policy

Catherine Powell  
Senior Fellow  
for Women and Foreign Policy

Carla Anne Robbins  
Adjunct Senior Fellow

John D. Rockefeller IV  
Distinguished Fellow

Kenneth S. Rogoff  
Senior Fellow for Economics

Adam Segal  
Senior Fellow  
for China Studies  
and Director of the Digital and Cyberspace Policy Program

Stephen Sestanovich  
George F. Kennan Senior Fellow  
for Russian and Eurasian Studies  
Fellow

Varun Sivaram  
Adjunct Senior Fellow  
for Business and Globalization

Sheila A. Smith  
Senior Fellow for Japan Studies

Scott A. Snyder  
Senior Fellow for Korea Studies  
and Director of the Program  
on U.S.-Korea Policy

Paul B. Stares  
General John W. Vessey Senior Fellow  
for Conflict Prevention  
and Director of the Center  
for Preventive Action

Benn Steil  
Senior Fellow and Director  
of International Economics

Ray Takeyh  
Senior Fellow  
for Middle Eastern Studies

Rachel B. Vogelstein  
Senior Fellow and Director  
of the Women and Foreign Policy Program
Matthew C. Waxman  Adjunct Senior Fellow for Law and Foreign Policy
Micah Zenko  Douglas Dillon Fellow

VISITING FELLOWS (2014–2015)
Benjamin Brake  International Affairs Fellow
Barbara Demick  Edward R. Murrow Press Fellow
David P. Fidler  Visiting Fellow for Cybersecurity
Bernard Gwertzman  Visiting Fellow
Raymond W. Kelly  Distinguished Visiting Fellow
Captain Pat DeQuattro  Military Fellow, U.S. Coast Guard
Colonel Samuel C. Hinote  Military Fellow, U.S. Air Force
Colonel Stephen Liszewski  Military Fellow, U.S. Marine Corps
Deborah McDonald  National Intelligence Fellow
Adam Mount  Stanton Nuclear Security Fellow
Captain Robert A. Newson  Military Fellow, U.S. Navy
Colonel Michael W. Rauhut  Military Fellow, U.S. Army
A. Michael Spence  Distinguished Visiting Fellow
Caitlin Talmadge  Stanton Nuclear Security Fellow

RESEARCH AND PROGRAM STAFF
Aala Abdelgadir  Research Associate, Civil Society, Markets, and Democracy Program
Ashlyn Anderson  Research Associate, India, Pakistan, and South Asia
Caroline Andridge  Research Associate, Global Health, Economics, and Development
Isabella Bennett  Assistant Director, International Institutions and Global Governance
Emerson Brooking  Research Associate, Defense Policy
Daniel Chardell  Research Associate, International Institutions and Global Governance
Hannah Chartoff  Research Associate, Middle Eastern Studies
Jeremy Cohen  Research Associate, International Economics
Lincoln Davidson  Research Associate, Asia Studies
Alexander Decina  Research Associate, U.S. Foreign Policy
Leslie Dewees  Assistant Director, Civil Society, Markets, and Democracy Program
Lauren Dickey  Research Associate, U.S. Foreign Policy
Allison Dorey  Research Associate, Energy and Environment
Darcie Draudt  Research Associate, Korea Studies
Naomi Egel  Research Associate, International Institutions and Global Governance
Brett Ekberg  Research Associate
Anna Feuer  Research Associate, Center for Preventive Action
Gilberto Garcia  Research Associate, Latin America Studies
Allen Grane  Research Associate, Africa Policy Studies
Alexandre Grigsby  Assistant Director, Digital and Cyberspace Policy
Asch Harwood  Research Associate, Africa Studies
Ari Heisten  Research Associate, Middle Eastern Studies
Andrew Henderson  Research Associate, International Economics
Jonathan Hill  Research Associate, International Economics
Helia Ighani  Research Associate, Center for Preventive Action
Lindsay Iversen  Associate Director, Climate and Resources, Greenberg Center for Geoeconomic Studies
Alexandra Kerr  Assistant Director, International Institutions and Global Governance
Amr Leheta  Research Associate, Middle Eastern Studies
Ella Lipin  Research Associate, Middle Eastern and Africa Studies
Katie Lowry  Assistant Director, Center for Geoeconomic Studies
Robert Maxim  Research Associate, Competitiveness and Foreign Policy
Harry Oppenheimer  Research Associate, National Security
William Piekos  Program Coordinator, Asia Studies
Ariella Rotenberg  Research Associate, U.S. Foreign Policy

EDUCATION
Caroline Netchvolodoff  Vice President, Education Content
Charles Landow  Deputy Director, Education Strategy and Marketing
Eric Gardiner Advisor to the President
Michaela Frisbie Assistant Director
Molly Rapaport Research Associate, Education Content
Michael Fearon Program Assistant
Nadine Tadros Program Assistant, Model Diplomacy

MEETINGS AND MEMBERSHIP
Nancy D. Bodurtha Vice President
Celia Garay Special Assistant to the Vice President
Scott R. Woodall Program Associate

NEW YORK MEETINGS
Stacey LaFollette Director, Meetings Administration
Meaghan Fulco Deputy Director
Bari Rogoff Assistant Director
Angela Aranda Program Coordinator
Kate Dinota Program Coordinator

WASHINGTON PROGRAM
Christopher M. Tuttle Managing Director, Washington and Independent Task Force Programs
Marisa Shannon Program Assistant, Washington and Independent Task Force Programs

WASHINGTON MEETINGS
Leila Mahnad Assistant Director
Hallie Tosher Program Coordinator
Dexter Ndengabaganizi Program Associate
Christina Wald Program Associate
Sam Dunderdale Program Assistant

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

MEMBERSHIP
Vera Ranola Director
Jessica D. Thomas Assistant Director
Katie Mudrick Program Coordinator

NATIONAL PROGRAM AND OUTREACH
Irina A. Faskianos Vice President
Maria Casa Director, National Program and Outreach Administration
Alyssa Eilenfeldt Assistant Director, National Program
Annie Pope Assistant Director, National Program
Krista Zegura Program Associate, National Program
Elizabeth McCourt Associate Director, Outreach
Ankit Panda Events Web Editor
Ruth R. Sullivan Assistant Director, Outreach
Catalina Caro Torres Program Coordinator, Outreach
Gillian B. Miller Assistant to the Vice President
Georgia Kinsley Program Assistant

CORPORATE AFFAIRS
Suzanne E. Helm Vice President, Philanthropy and Corporate Relations
Aimee Carter Managing Director, Corporate Affairs
Lily Cabrera Director, Corporate Member Relations

DEVELOPMENT
Suzanne E. Helm Vice President, Philanthropy and Corporate Relations
Betsy Gude Director of Development
Sharon R. Herbst Director, Special Projects
Christopher Brancaccio Associate Director
Mladen Joksic Associate Director, Foundation Relations
Lena Moy Gifts Administrator
Karina Muidd Assistant Director, Special Projects
Lauren Hooch Special Assistant to the Vice President, Philanthropy and Corporate Member Relations
Laura Miller Development Associate

GLOBAL COMMUNICATIONS AND MEDIA RELATIONS
Lisa Shields Vice President
Iva Zoric Director
Andrew Palladino Deputy Director
Melinda Wuehler Deputy Director
Courtney Doggart Associate Director
Tricia Miller Klapheke Associate Director
Kendra Davidson Assistant Director
<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jake Meth</td>
<td>Communications Coordinator</td>
</tr>
<tr>
<td>Karina Piser</td>
<td>Assistant Editor</td>
</tr>
<tr>
<td>Megan Daley</td>
<td>Communications Associate</td>
</tr>
<tr>
<td>Samantha Tartas</td>
<td>Communications Associate</td>
</tr>
<tr>
<td>Madeline Lagatutta</td>
<td>Special Assistant, Executive Office</td>
</tr>
<tr>
<td>Keith Olson</td>
<td>Executive Vice President, Chief Financial Officer, and Treasurer</td>
</tr>
<tr>
<td>Lilita V. Gusts</td>
<td>Director</td>
</tr>
<tr>
<td>Connie M. Stagnaro</td>
<td>Associate Director, Archives and Intranet Development</td>
</tr>
<tr>
<td>Laura Puls</td>
<td>Associate Director, Research, Instruction, and Digital Resources Research Librarian</td>
</tr>
<tr>
<td>Katherine Sydenham</td>
<td>and Digital Management Specialist Library Assistant</td>
</tr>
<tr>
<td>Nicholas Fokas</td>
<td>Library and Research Services</td>
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<tr>
<td>Jennifer Perez</td>
<td>Director</td>
</tr>
<tr>
<td>Jean-Michel Oriol</td>
<td>Director, Grants and Budget Administration</td>
</tr>
<tr>
<td>Sigi Silvani</td>
<td>Accounting Manager</td>
</tr>
<tr>
<td>Latoya Singleton</td>
<td>Senior Finance Manager</td>
</tr>
<tr>
<td>Randy Bryant</td>
<td>Senior Payroll Accountant</td>
</tr>
<tr>
<td>Evanda Butler</td>
<td>Senior Accounting Specialist</td>
</tr>
<tr>
<td>Anisa Leka</td>
<td>Senior Staff Accountant</td>
</tr>
<tr>
<td>Betty Mak</td>
<td>Accounts Payable Manager</td>
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<tr>
<td>Vera Langley</td>
<td>Accounting Associate</td>
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<tr>
<td>Jesus Sojuaco</td>
<td>Accounts Payable Assistant</td>
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<td>Kelvin Zheng</td>
<td>Finance Assistant</td>
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<tr>
<td>Valerie Post</td>
<td>Director</td>
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<tr>
<td>Beth Harris</td>
<td>Associate Director</td>
</tr>
<tr>
<td>April Sherwin</td>
<td>Event Sales Coordinator</td>
</tr>
<tr>
<td>Jessica Sales</td>
<td>Special Events Assistant</td>
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<tr>
<td>Victor Alicea</td>
<td>Security Guard</td>
</tr>
<tr>
<td>Angela Corsentino</td>
<td>Recruiter</td>
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<tr>
<td>Jeannine Donnelly</td>
<td>Human Resources Coordinator</td>
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<tr>
<td>Carolyn Trotman</td>
<td>Human Resources Assistant</td>
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<tr>
<td>Christina Wehrmann</td>
<td>Interdepartmental Program Associate</td>
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<tr>
<td>Eugene Steinberg</td>
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<tr>
<td>Alexander Archuleta</td>
<td>Interdepartmental Program Assistant</td>
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<tr>
<td>Sabina Frizell</td>
<td>Interdepartmental Program Assistant</td>
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<tr>
<td>Melanie Neergaard</td>
<td>Manager, Reception Services and Security Administration Manager</td>
</tr>
<tr>
<td>Radmila Jackovich</td>
<td></td>
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<tr>
<td>Emily Hoch</td>
<td></td>
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<tr>
<td>Neftall Frank Alvarez</td>
<td>Director, Facility, Event, and Security Management</td>
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<tr>
<td>Maureen Hughes</td>
<td>Deputy Director, Event Management</td>
</tr>
<tr>
<td>Ian Noray</td>
<td>Deputy Director, Facility Operations and Project Management</td>
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<tr>
<td>Johnny Rodriguez</td>
<td>Deputy Director, Building Operations</td>
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<tr>
<td>Michael McGovern</td>
<td>Chief Engineer, Facility Operations</td>
</tr>
<tr>
<td>Robert Prinzi</td>
<td>Associate Director, Event Management</td>
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<tr>
<td>William Cornell</td>
<td>Event Scheduling Manager</td>
</tr>
<tr>
<td>Edwin Santiago</td>
<td>Manager, Public Space Maintenance</td>
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<tr>
<td>Julissa Sarabia</td>
<td>Event Manager</td>
</tr>
<tr>
<td>Jose Vargas</td>
<td>Assistant Building Engineer</td>
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<tr>
<td>Marcos Velazquez</td>
<td>Assistant Building Engineer</td>
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<tr>
<td>Christopher Bostick</td>
<td>Print Coordinator</td>
</tr>
<tr>
<td>Christopher Mackay</td>
<td>Facility Operations Assistant</td>
</tr>
<tr>
<td>Edgar Rivera</td>
<td>Facility and Event Operations Associate</td>
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<tr>
<td>John Santiago</td>
<td>Facility and Event Operations Associate</td>
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<tr>
<td>Sunil Sookhram</td>
<td>Facility and Event Operations Associate</td>
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<tr>
<td>Carlos Correa</td>
<td>Facility Operations Assistant</td>
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<tr>
<td>Gilbert Falcon</td>
<td>Evening Facility Operations Assistant</td>
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<tr>
<td>Sandro Macias</td>
<td>Facility Operations Assistant</td>
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<tr>
<td>Herbert McLaughlin</td>
<td>Facility Operations Assistant</td>
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<tr>
<td>Jayson Frum</td>
<td>Director of Operations and Project Management</td>
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<tr>
<td>Rachel Lumpkin</td>
<td>Director, Event Management and Special Events</td>
</tr>
<tr>
<td>John Scalia</td>
<td>Deputy Director, Facility Operations</td>
</tr>
<tr>
<td>Name</td>
<td>Position</td>
</tr>
<tr>
<td>-----------------------</td>
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</tr>
<tr>
<td>Vanessa Robertson</td>
<td>Associate Director, Facility Administration</td>
</tr>
<tr>
<td>Felipe Vaquero</td>
<td>Building Engineer</td>
</tr>
<tr>
<td>Krista Wessel</td>
<td>Event Manager</td>
</tr>
<tr>
<td>Melissa Hamilton</td>
<td>Event Coordinator</td>
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<tr>
<td>Meghan Studer</td>
<td>Event Associate</td>
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<tr>
<td>Victor Avelar</td>
<td>Facility Operations Assistant</td>
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<tr>
<td>MJ Johnson</td>
<td>Facility Operations Assistant</td>
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<tr>
<td>Rafael Magana</td>
<td>Event Operations Waiter</td>
</tr>
<tr>
<td>Amethyst Mckenrick</td>
<td>Assistant to the Director of Operations and Project Management</td>
</tr>
</tbody>
</table>
STATEMENT OF FINANCIAL POSITION

AS OF JUNE 30, 2015 (WITH COMPARATIVE TOTALS FOR JUNE 30, 2014)

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$25,363,300</td>
<td>$29,265,900</td>
</tr>
<tr>
<td>Accounts receivable, net</td>
<td>2,850,600</td>
<td>1,655,700</td>
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<tr>
<td>Prepaid expenses</td>
<td>530,300</td>
<td>607,900</td>
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<tr>
<td>Property held for sale</td>
<td>—</td>
<td>2,594,500</td>
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<tr>
<td>Grants and contributions receivable, net</td>
<td>17,790,800</td>
<td>14,218,900</td>
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<tr>
<td>Contributions receivable for endowment, net</td>
<td>9,406,800</td>
<td>1,462,400</td>
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<tr>
<td>Inventory</td>
<td>142,300</td>
<td>158,700</td>
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<tr>
<td>Investments</td>
<td>341,346,500</td>
<td>369,190,600</td>
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<tr>
<td>Pending investment purchases</td>
<td>30,000,000</td>
<td>—</td>
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<tr>
<td>Land, buildings and building improvements, and equipment, net</td>
<td>74,623,100</td>
<td>72,715,300</td>
</tr>
<tr>
<td>Total assets</td>
<td>$502,053,700</td>
<td>$491,869,900</td>
</tr>
</tbody>
</table>

| Liabilities        |               |               |
| Accounts payable and accrued expenses | $7,113,000 | $6,498,200 |
| Deferred revenue   | 4,789,200     | 4,397,100     |
| Accrued postretirement benefits | 6,048,000 | 5,318,000 |
| Interest-rate swap agreement | 7,826,100    | 7,610,600   |
| Bonds payable      | 59,605,000    | 61,170,000    |
| Total liabilities  | 85,381,300    | 84,993,900    |

| Net assets         |               |               |
| Unrestricted       | 69,006,500    | 68,391,300    |
| Temporarily restricted | 168,138,000 | 170,218,700 |
| Permanently restricted | 179,527,900 | 168,266,000 |
| Total net assets   | 416,672,400   | 406,876,000   |

| Total liabilities and net assets | $502,053,700 | $491,869,900 |

To view the full 2015 Financial Statements, please visit www.cfr.org/about/annual_report.
STATEMENT OF ACTIVITIES
FOR THE YEAR ENDED JUNE 30, 2015

Operating revenue and support

<table>
<thead>
<tr>
<th>Description</th>
<th>UNRESTRICTED</th>
<th>TEMPORARILY RESTRICTED</th>
<th>PERMANENTLY RESTRICTED</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership dues</td>
<td>$6,263,900</td>
<td>$—</td>
<td>$—</td>
<td>$6,263,900</td>
</tr>
<tr>
<td>Annual giving</td>
<td>9,651,200</td>
<td>—</td>
<td>—</td>
<td>9,651,200</td>
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<tr>
<td>Corporate memberships and related income</td>
<td>6,543,300</td>
<td>241,000</td>
<td>—</td>
<td>6,784,300</td>
</tr>
<tr>
<td>Grants and contributions</td>
<td>1,446,100</td>
<td>15,989,600</td>
<td>—</td>
<td>17,435,700</td>
</tr>
<tr>
<td>Foreign Affairs publications</td>
<td>8,839,000</td>
<td>—</td>
<td>—</td>
<td>8,839,000</td>
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<tr>
<td>Investment return used for current operations</td>
<td>3,913,900</td>
<td>12,151,100</td>
<td>—</td>
<td>16,065,000</td>
</tr>
<tr>
<td>Rental income</td>
<td>2,072,000</td>
<td>—</td>
<td>—</td>
<td>2,072,000</td>
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<tr>
<td>Miscellaneous</td>
<td>467,800</td>
<td>—</td>
<td>—</td>
<td>467,800</td>
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<tr>
<td>Net assets released from restrictions</td>
<td>25,145,700</td>
<td>(25,145,700)</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td><strong>Total operating revenue and support</strong></td>
<td>64,342,900</td>
<td>3,236,000</td>
<td>—</td>
<td>67,578,900</td>
</tr>
</tbody>
</table>

Operating expenses

Program expenses:

- Studies Program: 24,207,700
- Task Force: 490,800
- NY Meetings: 1,358,300
- DC programs: 2,144,700
- Special events: 1,134,300
- **Total program expenses**: 46,565,000

Supporting services:

- Fundraising:
  - Development: 2,268,600
  - Corporate Program: 2,040,200
- Management and general: 11,512,300
- Membership: 1,198,400
- **Total supporting services**: 17,019,500

**Total operating expenses**: 63,584,500

Excess of operating revenue and support over operating expenses: 758,400

Nonoperating revenue (loss)

- Investment loss in excess of spending rate: (1,726,000)
- Endowment contributions: —
- Change in value of on interest rate swap agreement: (215,600)
- Gain on sale of property: 2,392,400
- Write-off of grant receivable pertaining to terminated program: —
- **Total nonoperating revenue (loss)**: 450,800

Change in net assets before postretirement changes other than net periodic costs: 1,209,200

Postretirement changes other than net periodic costs: (594,000)

**Change in net assets**: 615,200

Net assets, beginning of year: 68,391,300

**Net assets, end of year**: $69,006,500

To view the full 2015 Financial Statements, please visit www.cfr.org/about/annual_report.
## STATEMENT OF ACTIVITIES

FOR THE YEAR ENDED JUNE 30, 2014

<table>
<thead>
<tr>
<th>Operating revenue and support</th>
<th>UNRESTRICTED</th>
<th>TEMPORARILY RESTRICTED</th>
<th>PERMANENTLY RESTRICTED</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership dues</td>
<td>$ 5,970,300</td>
<td>$ —</td>
<td>$ —</td>
<td>$ 5,970,300</td>
</tr>
<tr>
<td>Annual giving</td>
<td>8,433,100</td>
<td>—</td>
<td>—</td>
<td>8,433,100</td>
</tr>
<tr>
<td>Corporate memberships and related income</td>
<td>6,436,600</td>
<td>186,000</td>
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<td>6,622,600</td>
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<tr>
<td>Grants and contributions</td>
<td>1,546,300</td>
<td>10,949,200</td>
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<td>12,495,500</td>
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<tr>
<td>Foreign Affairs publications</td>
<td>8,213,400</td>
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<td>8,213,400</td>
</tr>
<tr>
<td>Investment return used for current operations</td>
<td>5,956,300</td>
<td>9,015,600</td>
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<td>14,971,900</td>
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<tr>
<td>Rental income</td>
<td>2,076,800</td>
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<td>2,076,800</td>
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<tr>
<td>Miscellaneous</td>
<td>146,700</td>
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<td>146,700</td>
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<tr>
<td>Net assets released from restrictions</td>
<td>22,913,500</td>
<td>(22,913,500)</td>
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<tr>
<td><strong>Total operating revenue and support</strong></td>
<td>61,693,000</td>
<td>(2,762,700)</td>
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<td>58,930,300</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Operating expenses</th>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Program expenses:</td>
<td></td>
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<tr>
<td>Studies Program</td>
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<td>22,563,900</td>
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<td>Task Force</td>
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<tr>
<td>NY Meetings</td>
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<td>DC programs</td>
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<td>Special events</td>
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<td>National Program</td>
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<td>Outreach Program</td>
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<td>1,268,700</td>
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<td>Term member</td>
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<td>Digital Program</td>
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<td>Global Board of Advisors</td>
<td>59,200</td>
<td>—</td>
<td>—</td>
<td>59,200</td>
</tr>
<tr>
<td><strong>Total program expenses</strong></td>
<td>44,594,100</td>
<td>—</td>
<td>—</td>
<td>44,594,100</td>
</tr>
</tbody>
</table>

| Supporting services:         |              |                        |                        |       |
| Fundraising:                 |              |                        |                        |       |
| Development                  | 1,551,500    | —                      | —                      | 1,551,500 |
| Corporate Program            | 2,270,000    | —                      | —                      | 2,270,000 |
| **Total fundraising**        | 3,821,500    | —                      | —                      | 3,821,500 |
| Management and general       | 11,463,800   | —                      | —                      | 11,463,800 |
| Membership                   | 1,199,100    | —                      | —                      | 1,199,100 |
| **Total supporting services**| 16,484,400   | —                      | —                      | 16,484,400 |

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

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

| Nonoperating revenue         |              |                        |                        |       |
| Investment gains in excess of spending rate | 4,027,400 | 26,236,700 | — | 30,264,100 |
| Endowment contributions      | —            | —                      | 2,249,900             | 2,249,900 |
| Change in value of interest rate swap agreement | 188,600 | — | — | 188,600 |
| **Total nonoperating revenue** | 4,216,000 | 26,236,700 | 2,249,900 | 32,702,600 |

| Change in net assets before postretirement changes other than net periodic costs | 4,830,500 | 23,474,000 | 2,249,900 | 30,554,400 |

| Postretirement changes other than net periodic costs | (563,000) | — | — | (563,000) |

| Change in net assets | 4,267,500 | 23,474,000 | 2,249,900 | 29,991,400 |

| Net assets, beginning of year | 64,123,800 | 146,744,700 | 166,016,100 | 376,884,600 |

| Net assets, end of year | $68,391,300 | $170,218,700 | $168,266,000 | $406,876,000 |

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TeleGeography/www.telegeography.com: cover image (This 2015 map depicts the fiber-optic cables that carry 95 percent of intercontinental communications traffic. Together these submarine cables measure over 600,000 miles.)