Annual Report

2016
Annual Report  
July 1, 2015–June 30, 2016

Council on Foreign Relations

58 East 68th Street, New York, NY 10065
tel 212.434.9400 fax 212.434.9800

1777 F Street, NW, Washington, DC 20006
tel 202.509.8400 fax 202.509.8490

www.cfr.org
communications@cfr.org

OFFICERS

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

DIRECTORS

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

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

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

Term Expiring 2020
John P. Abizaid
Mary McInnis Boies
Timothy F. Geithner
Stephen J. Hadley
James Manyika
Richard L. Pfeiffer
David M. Rubenstein

Term Expiring 2021
Tony Coles
David M. Cote
Steven A. Denning
William H. McRaven
Janet A. Napolitano
Eduadro J. Padron
John Paulson

Richard N. Haass, ex officio

OFFICERS AND DIRECTORS,
EMERITUS & HONORARY

Madeleine K. Albright
Director Emerita
Peter G. Peterson
Chairman Emeritus

Martin S. Feldstein
Director Emeritus
David Rockefeller
Honorary Chairman

Leslie H. Gelb
President Emeritus

Maurice R. Greenberg
Honorary Vice Chairman

Note: This list of Officers and Directors is current as of July 1, 2016. A historical roster of Directors and Officers can be found on pages 37–39.
Contents

4 Mission Statement
5 Letter From the Co-Chairs
7 President’s Message
11 2016 Highlights
31 Foreign Affairs
34 Committees of the Board
36 2016 Board Election and Appointments
37 Historical Roster of Directors and Officers
40 Membership
44 Membership Roster
68 Corporate Members
71 Endowed and Named Chairs, Fellowships, and Lectureships
75 International Affairs Fellowship Program
77 Global Board of Advisors
78 Council of Councils
79 By-Laws of the Council
84 Rules, Guidelines, and Practices
89 Staff
94 Financial Statements
Mission Statement

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

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

- maintaining a diverse membership, with special programs to promote interest and develop expertise in the next generation of foreign policy leaders;
- convening meetings at its headquarters in New York and in Washington, DC, and other cities where senior government officials, members of Congress, global leaders, and prominent thinkers come together with CFR members to discuss and debate major international issues;
- supporting a Studies Program that fosters independent research, enabling CFR scholars to produce articles, reports, and books and hold roundtables that analyze foreign policy issues and make concrete policy recommendations;
- publishing Foreign Affairs, the preeminent journal on international affairs and U.S. foreign policy;
- sponsoring Independent Task Forces that produce reports with both findings and policy prescriptions on the most important foreign policy topics; and
- providing up-to-date information and analysis about world events and American foreign policy on its website, CFR.org.
In a year of slow global economic growth, politically charged discussions on trade and globalization, and Brexit, the Council’s work on economics has never been more important. It should come as no surprise that as a former secretary of the treasury and a former U.S. trade representative, we care deeply about issues at the intersection of economic policy and foreign policy. Economics is as essential a component of diplomacy and power as the military, and the study of economics is intellectually vital to any work in foreign policy. The Council has the unmatched ability to connect these issues due to the caliber of its meetings with policymakers, academics, and business leaders, as well as the strong research capabilities of the think tank in economics and in producing analysis that integrates economic, political, and strategic issues.

The Council’s convening power has brought Council members and policymakers together for substantive conversations on economics and foreign policy. In the last year alone, Secretary of Commerce Penny Pritzker, Secretary of the Treasury Jacob Lew, U.S. Trade Representative Michael Froman, and Chairman of the Council of Economic Advisors Jason L. Furman have spoken at the Council. Foreign officials, including Valiollah Seif, governor of the Central Bank of Iran; George Osborne, then chancellor of the exchequer of the United Kingdom; and Luis Videgaray Caso, minister of finance of Mexico, were also drawn to the Council to speak to and meet with its members.

The Council held meetings to respond to some of the rapidly unfolding economic issues of the past year, including Puerto Rico’s debt crisis and the implications of Brexit. The Council also regularly hosts leaders in business through its CEO Speakers Series. This year’s chief executives included Ryan Lance, chief executive officer of ConocoPhillips Company; Dominic Barton, global managing director of McKinsey & Company Inc.; and David M. Cote, chairman and chief executive officer of Honeywell. Indra K. Nooyi, chief executive officer of PepsiCo, Inc., opened the annual corporate conference.

Two symposia offered members a full day of in-depth discussion. The Freidheim Symposium on Global Economics focuses on issues affecting Wall Street and international economics, and in past years has addressed currency wars and capital controls, the eurozone crisis, and the evolution of monetary policy. The symposium, held in November, focused on the state of the U.S. economy, with panels on measuring growth and productivity and on financial regulation. In March, the inaugural Robert Menschel Symposium on Behavioral Economics explored the importance of economic irrationality, crowd behavior, and other elements of behavioral finance in understanding the global economy. Nobel Laureate Robert Shiller opened the event as the keynote speaker.

The David Rockefeller Studies Program and its fellows lead the Council’s work in global economics. This year, Henry A. Kissinger Senior Fellow for U.S. Foreign Policy Robert D. Blackwill and Senior Fellow Jennifer M. Harris published War by Other Means: Geoeconomics and Statecraft, which explores the use of economic instruments to achieve geopolitical goals. The
Renewing America initiative, which is directed by Bernard L. Schwartz Senior Fellow Edward Alden and looks at the domestic underpinnings of U.S. foreign policy, recently released a compendium of its work titled *How America Stacks Up: Economic Competitiveness and U.S. Policy*. The book benchmarks the United States against other advanced economies and includes infographics on trade and investment, debt and deficits, worker retraining, corporate taxes, regulation, and innovation.

Much of the work in the think tank is focused around the Maurice R. Greenberg Center for Geoeconomic Studies (CGS). Founded in 2000, CGS works to promote a better understanding among policymakers, academic specialists, and the interested public of how economic and political forces interact to influence world affairs. CGS produces publications and sponsors roundtables, among them one on the international consequences of a weak Chinese economy and another on the impact of low oil prices on clean energy and climate change.

The deep bench of experts working on economics also includes Heidi Crebo-Rediker, chief executive officer of International Capital Strategies and previously the State Department’s first chief economist; Robert Kahn, former senior strategist at Moore Capital Management and former senior advisor at the World Bank, who authors of the Council’s *Global Economics Monthly* report; Michael A. Levi, who led the Council’s work at the juncture of energy policy and economics and has since become special assistant to the president for energy and economic policy on the National Economic Council staff; Robert E. Litan, a former associate director of the Office of Management and Budget, who is spearheading a major effort on international trade; Sebastian Mallaby, former journalist at the *Economist* and author of the forthcoming biography of Alan Greenspan, *The Man Who Knew*; Kenneth S. Rogoff, Thomas D. Cabot professor of public policy and professor of economics at Harvard University and former chief economist and director of research at the IMF; Brad W. Setser, a former deputy assistant secretary of the Treasury, who writes widely on global financial flows on his popular blog *Follow the Money*; Matthew J. Slaughter, a former member of the Council of Economic Advisers, who is now dean of the Tuck School of Business at Dartmouth College; and Benn Steil, author of *The Battle of Bretton Woods* and editor of the journal *International Finance*.

This year, the Council launched an International Affairs Fellowship in International Economics that will offer business economists and university-based economics scholars hands-on experience in the U.S. government. This latest fellowship will provide vital policymaking experience to rising stars in economics.

Finally, issues at the juncture of economics and policy are debated frequently in the pages of *Foreign Affairs*. The March/April 2016 issue focused on slow growth, and featured articles on secular stagnation by Larry Summers and on the role of central banks in recovery by J. Tomilson Hill and Ian Morris. Most recently, the magazine published *Brexit and Beyond*, an anthology of *Foreign Affairs* articles tracing the history of the United Kingdom in the European Union, the domestic debates that surrounded the vote, and the implications of Brexit.

We are grateful to Vice Chairman David M. Rubenstein for his many contributions to the organization, and to our colleagues on the Board of Directors. We are especially appreciative of the leadership of President Richard N. Haass, and thank him for all he has done at the helm of the Council not just this year but over the past thirteen years.

Carla A. Hills and Robert E. Rubin

*Co-Chairs of the Board*
President’s Message

Building Global Literacy

The Council on Foreign Relations, throughout its ninety-five-year history, has served as a resource for members, policymakers, and other interested citizens to help them understand the world and the foreign policy choices facing the United States and other countries. Traditionally, the Council’s role has involved interacting with executive branch officials, members of Congress and their staffs, business leaders, diplomats, journalists, and leading academics. This is all essential, but it is not sufficient. The Council must reach a larger swath of the American people—college and high school students in particular—if future generations are to successfully navigate a world filled with risks and opportunities alike.

In today’s globalized world, where information and a great deal else flows across borders, global literacy—the essential knowledge, skills, and perspective required to navigate a complicated, connected world—is vital. Unfortunately, American students are learning less about the world as schools continue to reduce required instruction in history, geography, and civics. Meanwhile, students can graduate from even the best universities without ever taking a class on international affairs or world history.

To narrow this gap between what students need to know and what they do know, the Council is launching CFR Campus, a new initiative and digital hub for educational products. These resources will help Americans become better informed and better equipped to meet the challenges of the twenty-first century. The United States competes in a global job market, and American students require a global understanding to stay competitive. Beyond that, there are positions in the civil service, the foreign service, the military, and the intelligence community that can best be filled by Americans with global knowledge, basic skills, and international perspective. And all Americans, no matter their professional fields, are voters and citizens of a democracy and thus need to have a basic understanding of how the world works and America’s place in it. As a result, CFR Campus has become a top priority for this organization and for me personally.

This move toward expanding the Council into an educational organization in addition to its role as a think tank, publisher, and membership organization has been in the works for over a decade. We began by broadening the reach of many of our traditional products. Among the things we have been doing to connect CFR’s work with educators are a bimonthly, interactive conference call series for students to hear from CFR experts on topics in international affairs; annual workshops for college and university presidents, professors, and high school teachers; and briefings for students, including an annual back-to-school event in the fall. The Council also disseminates publications from the think tank with accompanying teaching notes, and shares video and transcripts from on-the-record Council meetings for the use of educators and their students.

President Richard N. Haass

In today’s globalized world, where information and a great deal else flows across borders, global literacy—the essential knowledge, skills, and perspective required to navigate a complicated, connected world—is vital.
President's Message

Model Diplomacy

A free interactive program that uses role-play to demonstrate the challenges of shaping U.S. foreign policy in an interconnected world

Model Diplomacy in Action

How can you bring hypothetical scenarios based on real issues to life in your classroom? Watch this brief video to see how students gain knowledge, build skills, and broaden perspectives with the most comprehensive simulation available, featuring content informed by Council on Foreign Relations experts.
This year saw the start of CFR Campus’s line of original products. Model Diplomacy is a National Security Council simulation that uses hypothetical case studies, built on real-world issues and informed by CFR’s experts, to help students understand the issues, institutions, and processes associated with shaping foreign policy. Students also develop the fundamental skills of a liberal arts curriculum, such as critical thinking, persuasive writing, collaboration, and public speaking. The interactive, multimedia, and classroom-based program incorporates blended learning, a combination of independent research and face-to-face interaction with instructors and classmates, which is widely embraced as the most effective teaching method today. It employs supplemental videos (many featuring Council members) and uses digital technology to inspire students.

Model Diplomacy is free and, with its instructor guide and background reading, is as much a resource for teachers and professors as it is for students. The program can be tailored to accommodate the needs of any educational situation. Judging by the interest and excitement generated, we are filling a major void. Since its launch, Model Diplomacy has had instructors at over five hundred institutions register from across the United States and sixty-six other countries.

Model Diplomacy and other more traditional products are all available online in the CFR Campus section of the Council’s website. Coming next will be modules on fundamental concepts and issues in international affairs and foreign policy, which can be used as a full course, as standalone resources, or as supplements to curricula. Topics will range from globalization, proliferation, and sovereignty to sanctions, arms
Our goal with CFR Campus is that all American students—not just those already on a path of study in international relations—attain a deeper understanding of why the world matters and the critical role of the United States, something essential if they are to be competitive as individuals and meet their obligations as citizens, and if this country is to be able to continue providing leadership in and to the world for decades to come.

Richard N. Haass
President

Above: Professors discuss the rise of violent extremism at the College and University Educator’s Workshop.
2016 Highlights

Upper left: Former Secretary of State Colin L. Powell reflects on his career in the military and in politics at the Daughters and Sons meeting.

Upper right: Supreme Court Associate Justice Ruth Bader Ginsburg reflects on her career and the role of law in national security at the Daughters and Sons meeting.

Lower left: UN Ambassador Samantha Power emphasizes the importance of cultivating personal and diplomatic relationships that reveal common interests, even among adversaries, at the Term Member Conference.

Lower right: Supreme Court Associate Justice Stephen G. Breyer discusses law in international relations and his career at the Daughters and Sons meeting.
Above: AllAfrica Global Media Chief Executive Officer J. Reed Kramer and Malawian President A. Peter Mutharika discuss development priorities.

Facing page top: Yulia Tymoshenko, former Ukrainian prime minister and current member of parliament, explains her country’s relationship with the European Union.

Facing page bottom: Afghan Chief Executive Abdullah Abdullah discusses the security threats facing Afghanistan.
**Meetings**

With its unmatched convening power, the Council on Foreign Relations is a destination for influential voices in foreign policy and international affairs for thoughtful, policy-relevant conversations. This year, CFR meetings brought members into dialogue with leaders and experts in government, business, and academia for substantive and timely on- and off-the-record discussions on critical global issues.

Beginning with the UN General Assembly in September, CFR opened its doors to dozens of foreign officials and current and former heads of state, including Presidents Giorgi Margvelashvili of Georgia, Peter Mutharika of Malawi, and Hage Geingob of Namibia; Chief Executive of Afghanistan Abdullah Abdullah; Prime Minister of Tunisia Habib Essid; Prime Minister of Singapore Lee Hsien Loong; former Prime Minister of the United Kingdom Tony Blair; former Prime Minister of Ukraine Yulia Tymoshenko; and Vice President of Panama Isabel de Saint Malo de Alvarado. UK Chancellor of the Exchequer George Osborne, Japan’s Central Bank Governor Haruhiko Kuroda, Iran’s Central Bank Governor Valiollah Seif, Mexico’s Finance Minister Luis Videgaray Caso, Greece’s former Finance Minister Yanis Varoufakis, and the foreign ministers of Angola, Argentina, Egypt, Iraq, Italy, Latvia, Myanmar, Somalia, and the United Arab Emirates, all addressed Council members in New York or Washington, DC.

CFR also welcomed a number of U.S. officials, including Secretary of Commerce Penny Pritzker, Secretary of Defense Ashton Carter, Secretary of the Treasury Jacob Lew, U.S. Trade Representative Michael Froman, and former Treasury Secretaries Henry M. Paulson Jr. and Lawrence H. Summers. Former Federal Reserve Chairman Alan Greenspan, Federal Reserve Vice Chairman Stanley Fischer, and Administrator of the Small Business Administration Maria Contreras-Sweet all spoke at the Council, as did the five military service chiefs for the Robert B. McKeon Endowed Series on Military Strategy and Leadership. As part of its Daughters and Sons series, CFR hosted Supreme Court Justices Stephen G. Breyer and Ruth Bader Ginsburg, Secretary of Agriculture Thomas J. Vilsack, and CFR Board Member and former Secretary of State Colin L. Powell at appearances packed with Council members and their high school– and college-age children and grandchildren.

CFR responded to breaking news of global events by convening meetings, teleconferences, and media calls to inform members and the public. In the aftermath of the November terrorist attacks in Paris, the Council held a town hall meeting featuring CFR fellows, a videoconference meeting in New York and Washington, DC, discussing the implications of self-proclaimed Islamic State attacks on homeland security, and a meeting focused on terrorist financing. Following the Paris climate summit, the Council hosted Administrator of the U.S. Environmental Protection Agency Gina McCarthy and U.S. Special Envoy for Climate Change Todd D. Stern. With the world’s attention on the refugee and migrant crisis in Europe, the Council held meetings with Gregory A. Maniatis of the Migration Policy Institute and Nancy E. Lindborg of the United States Institute of Peace in Washington, DC, and with UN Special Representative of the Secretary-General for International Migration Peter Sutherland and Director General of the International Organization for Migration William L. Swing in New York. In the HBO-sponsored What to Do About... series, meetings mimic National Security Council sessions and speakers act as advisors to the president and advocate for their positions on complicated global issues. The topics this year were Turkey, Afghanistan, Syria, Russia, and cyberattacks.

CFR hosted several multisession symposia this year, events that offered members a full-day exploration into topics such as Japan, cybersecurity, the future of Europe, international economics, global climate governance, and the geopolitics of China, India, and Pakistan. Keynote speakers at these events included former New York City Mayor Michael R. Bloomberg, Nobel Laureate Robert J. Shiller, Chairman of the Council of Economic Advisors Jason L. Furman, and Secretary of Homeland Security Jeh C. Johnson.
More than three hundred term members attended the twentieth annual Term Member Conference in New York and heard from U.S. Ambassador to the United Nations Samantha Power and Administrator of the National Aeronautics and Space Administration (NASA) Charles F. Bolden Jr. Brett H. McGurk, special presidential envoy for the global coalition to counter the Islamic State and a former CFR international affairs fellow, spoke at this year’s International Affairs Fellowship Conference, which brings together Council members with alumni and current participants of this midcareer foreign policy fellowship program for scholars and professionals. CFR also hosted a three-day member trip to Seattle, Washington, as well as term member trips to Capitol Hill, the U.S. Naval War College, and Houston, Texas.

Finally, CFR hosted the fourth annual Conference on Diversity in International Affairs in April. The two-day conference, attended this year by more than two hundred participants, is a collaborative effort by the Council, the Global Access Pipeline, and the International Career Advancement Program that connects students and professionals from diverse backgrounds to career opportunities in international affairs.
The National Program
hosted nearly one hundred sessions in more than a dozen cities across the country and around the world.

National Program

This past year, CFR’s National Program hosted nearly one hundred sessions in more than a dozen cities across the country and around the world for the plurality of members living outside New York and Washington, DC. Highlights included roundtable discussions on the Islamic State group, the Middle East, clean energy technology, and the global economy. In addition to teleconferences and live streams of meetings in New York and Washington, the National Program held dedicated calls for National members on such subjects as the European refugee and migrant crisis, Russian foreign policy, and Saudi Arabia-Iran relations. A trip to Honolulu this spring gave members the chance to learn more about Hawaii’s strategic role in U.S.-Asia relations in the Pacific.

In December, CFR held the first National Symposium on the West Coast. The symposium began with a conversation between CFR President Richard Haass and former Defense Secretary Robert M. Gates on global threats and U.S. foreign policy. CFR fellows, policymakers, and industry experts spent much of the next day discussing pressing global challenges, including cyber policy, energy technology, and health security. The symposium will now be an annual event.

As always, the year ended with the National Conference in New York, which convened 460 members for three days of panels and discussions. This year’s conference opened with a conversation between Board Member and former Treasury Secretary Timothy F. Geithner and Richard Haass on global economic and political risk. The conference continued with sessions on the social, political, and economic backdrop to the 2016 U.S. presidential campaign, the U.S.-China economic relationship, the future of Europe, and technology and the economics of inequality, and featured conversations with Thomas R. Frieden, director of the Centers for Disease Control and Prevention, and General Joseph F. Dunford Jr., chairman of the Joint Chiefs of Staff.
Above: Former U.S. Ambassador to Russia Michael A. McFaul and Mimi L. Haas, president of the Mimi and Peter Haas Fund, at the inaugural National Symposium in Silicon Valley

Facing page: General Atlantic Chairman and Managing Director and Council Board Member Steve Denning and SQ Advisors President Kimberly Querrey converse at the National Conference.
Corporate Program

CFR’s Corporate Program continued to grow with the addition of twelve new companies, bringing the total to 151 member companies from the United States and eighteen other countries representing a wide range of sectors. In addition, two companies upgraded to the Founders tier, totaling fifteen companies at the top corporate membership level. The program’s Senior Executives Breakfast series brings business leaders together with CFR experts for informal discussions on policy issues; this year, the series held meetings in New York and Washington, DC, featuring discussions with CFR Fellows Michael A. Levi, Kenneth S. Rogoff, Brad W. Setser, and Martin Wolf.

Representatives from over ninety corporate member companies attended CFR’s annual Corporate Conference in New York this April, which opened with a conversation with Indra K. Nooyi, chairman and chief executive officer of PepsiCo, Inc. The conference included panels on the global economy with former Chairman of the Federal Reserve Ben S. Bernanke, former Chairman of the Governing Board of the Swiss National Bank Philipp Hildebrand, and former Treasury Secretary and CFR Co-Chair Robert E. Rubin; on the 2016 U.S. presidential campaign with CNBC’s John Harwood and CNN’s Jake Tapper, moderated by CFR’s Senior Vice President and Director of Studies James M. Lindsay; and on geopolitical risk with Richard Haass and former National Security Advisor Stephen J. Hadley, moderated by National Public Radio’s Deborah S. Amos.

Above: PepsiCo, Inc., Chairman and Chief Executive Officer Indra K. Nooyi opened the Corporate Conference with a discussion on foreign policy and business.

Facing page: CFR Co-Chairman and former Secretary of the U.S. Treasury Robert E. Rubin, former Federal Reserve Chairman Ben S. Bernanke, and former Chairman of the Governing Board of the Swiss National Bank Philipp Hildebrand listen to a panel at the Corporate Conference.
CFR’s Corporate Program continued to grow with 151 member companies from the United States and eighteen other countries representing a wide range of sectors.
In addition to seven new books, CFR scholars authored more than thirty reports, papers, and memoranda, as well as more than one hundred fifty journal and magazine articles.
CFR’s scholars published seven new books this year. Red Team: How to Succeed By Thinking Like the Enemy, by Senior Fellow Micah Zenko, investigates the work of red teams—inside groups that challenge assumptions and existing consensus—and underscores the best practices, common pitfalls, and most effective applications of these modern-day devil’s advocates. In How America Stacks Up: Economic Competitiveness and U.S. Policy, Bernard L. Schwartz Senior Fellow Edward Alden and Rebecca Strauss, associate director of the Renewing America publications series, examine how the United States has responded to global economic competition and benchmarks the United States against other advanced economies. In The Hacked World Order: How Nations Fight, Trade, Maneuver, and Manipulate in the Digital Age, Ira A. Lipman Chair in Emerging Technologies and National Security and Director of the Digital and Cyberspace Policy Program Adam Segal discusses how governments use the web to wage war and spy on, coerce, and damage one another. Senior Fellow Joshua Kurlantzick’s State Capitalism: How the Return of Statism Is Transforming the World argues that the rise of state economic planning and economic intervention in Brazil, China, Russia, South Africa, Thailand, Turkey, and other countries has contributed to a decline in democracy. War by Other Means: Geoeconomics and Statecraft, by Senior Fellows Robert D. Blackwill and Jennifer M. Harris, explores geoeconomics—the use of economic instruments to achieve geopolitical goals—and how the United States can use these tools in its foreign policy. Senior Fellow Ray Takeyh and Steven Simon, lecturer at Dartmouth College, argue in The Pragmatic Superpower: Winning the Cold War in the Middle East that amid the chaotic conditions of the twenty-first century, the United States should look to history to better understand how to contend with the challenges it faces today. In Morning in South Africa, Senior Fellow John Campbell posits that South Africa’s democratic institutions will weather its current political and economic challenges.

In addition to these books, CFR scholars authored more than thirty reports, papers, and memoranda, as well as more than one hundred fifty journal and magazine articles. Fellows also convened close to three hundred roundtable meetings on topics ranging from the United Nations and sustainable development goals to China’s technology sector and trends in global shipping. CFR fellows published on average eight op-eds per week and regularly contributed to seventeen CFR blogs.

In Council Special Reports, experts provide timely responses to developing crises or contributions to current policy dilemmas. One such report, Xi Jinping on the Global Stage: Chinese Foreign Policy Under a Powerful but Exposed Leader, by Robert D. Blackwill and Kurt M. Campbell, chairman and chief executive officer of the Asia Group, analyzes the role of Chinese President Xi Jinping and calls for a new American grand strategy for Asia that “seeks to avoid a U.S.-China confrontation and maintain U.S. primacy in Asia.” In Securing a Democratic Future for Myanmar, Priscilla A. Clapp, former chief of mission at the U.S. Embassy in Myanmar, argues that to ensure the success of Myanmar’s historic democratic transition, the United States should revise its outdated and counterproductive sanctions policy.
In Policy Innovation Memoranda, senior fellows target critical global problems where new, creative thinking is needed. In “Syria: The Need for Diplomacy and De-escalation,” Senior Fellow Philip H. Gordon explores the best chance for de-escalating the war in Syria and achieving a cease-fire. In “Addressing North Korea’s Nuclear Problem,” Senior Fellow Scott A. Snyder outlines steps the United States should take to lead coordinated multilateral action opposing North Korea’s nuclear status that would still leave a denuclearized North Korea a route for regime survival. Senior Fellow Max Boot and Michael Miklaucic, director of research, information, and publications at the Center for Complex Operations at National Defense University, suggest in “Reconfiguring USAID for State-Building” that the U.S. Agency for International Development should take the lead in fostering better-functioning institutions in chaotic countries. In “Reforming the U.S. International Military Education and Training Program,” Joshua Kurlantzick argues that this program, which funds members of foreign militaries to take classes at U.S. military facilities, should be reformed before it is enlarged.
Adjunct Senior Fellow Daniel Markey explains how the United States can promote peaceful relations between the world’s two most populous countries in the Contingency Planning Memorandum “Armed Confrontation Between China and India,” part of a series that addresses plausible contingencies that could seriously threaten U.S. interests. In other Contingency Planning Memoranda, Steven Simon suggests measures to reduce the probability of West Bank violence and minimize its consequences, and David J. Kramer, senior director of the McCain Institute for International Leadership, analyzes the likelihood of conflict between Russia and Georgia and suggests what can be done to make this less likely.

CFR’s Renewing America initiative produced a progress report and scorecard, “Keeping the Edge: U.S. Innovation.” The report discusses gaps in U.S. innovation policy and argues that the United States may fall behind the rest of the world if it does not invest more in scientific research.

In December, the Council released the Center for Preventive Action’s annual Preventive Priorities Survey and updated its online interactive, the Global Conflict Tracker. The survey evaluates ongoing and potential conflicts based on their likelihood of continuing or breaking out in the coming year and their effect on U.S. interests. Eight of the eleven contingencies classified as high priorities are related to events in the Middle East.

New briefs on cybersecurity and internet governance explore the U.S. government’s effort to promote norms of responsibility for cyberspace; suggest how the United States can defend its information and communications technology supply chains against counterfeit products, malicious code, and cyberattacks; outline ways to counter the Islamic State’s online onslaught; and discuss issues governments should consider when contemplating whether and how to respond to cyberattacks.

The think tank welcomed several new fellows this year, including Gordon M. Goldstein, former international security advisor to the UN secretary-general, who works on advances in global technology and their consequences for the U.S. economy and foreign policy; Esther Brimmer, former assistant secretary of state for international organization affairs, who joined the International Institutions and Global Governance program; Brad W. Setser, a returning fellow who was most recently deputy assistant secretary for international economics at the Department of the Treasury and whose work at CFR focuses on the changing patterns of global capital flows, the reemergence of Asia’s savings glut, and financial vulnerabilities in emerging economies; Robert E. Litan, a partner at Korein Tillery, who joined the Council as an adjunct senior fellow and directs a roundtable examining what cities in the United States and around the world are doing to attract and grow new businesses; Reuben E. Brigety II, former U.S. representative to the African Union and permanent representative of the United States to the UN Economic Commission of Africa, is now dean of George Washington University’s Elliott School of International Affairs and joins CFR as an adjunct fellow to work on peacebuilding in Africa; Matthew M. Taylor, an associate professor at American University’s School of International Service who became an adjunct fellow working on Brazil, corruption, and anti-corruption efforts; and Jamille Bigio, former director for human rights and gender on the White House National Security Council, who joined as an adjunct senior fellow in the Women and Foreign Policy program researching the role of women in building peace, preventing conflict, and countering violent extremism.
Council of Councils

In 2012, CFR launched the Council of Councils (CoC), a consortium of policy institutes around the world that discusses major issues in global governance. The group met two times this year, in New York and in Istanbul. The group also released its yearly Report Card on International Cooperation, which evaluates multilateral efforts to address ten of the world’s most pressing global challenges, from global health to terrorism. The report card awards an overall grade for the past year in international cooperation (a B for 2015), suggests the top global challenges that world leaders should prioritize in the coming year, and ranks the issues by opportunities for breakthrough. A full list of CoC members can be found on page 78.
CFR’s Independent Task Force Program convenes diverse and distinguished groups of experts who offer analysis of and policy prescriptions for major foreign policy issues. The Independent Task Force on U.S.-India Relations, co-chaired by Joseph S. Nye Jr., university distinguished service professor at the Harvard Kennedy School, and Charles R. Kaye, co-chief executive officer of Warburg Pincus, and directed by Senior Fellow Alyssa Ayres, was convened by CFR to examine recent developments in India, assess its future trajectory, and identify and prioritize further opportunities for U.S. foreign policy. Its final report, Working With a Rising India: A Joint Venture for the New Century, recommends raising economic ties to the top of the U.S.-India bilateral relationship and suggests that the United States and India pursue joint ventures in cybersecurity, global health, climate change, clean energy, and democracy.
Model Diplomacy provides case studies that address actual or plausible foreign policy challenges.

Right: CFR interns consider options for responding to a foreign policy crisis in a Model Diplomacy simulation.
**CFR Campus**

In January 2016, CFR launched Model Diplomacy, an interactive, classroom-based multimedia simulation program that provides college and high school students with an understanding of the issues, institutions, and processes involved in making U.S. foreign policy. Model Diplomacy provides case studies that address actual or plausible foreign policy challenges, including Israeli-Palestinian Impasse, Russia and NATO in the Baltics, Humanitarian Intervention in South Sudan, Economic Crisis in Europe, Global Climate Change Policy, Drones in Pakistan, Collapse in Venezuela, and Dispute in the East China Sea. As of June 30, instructors at more than five hundred institutions, representing a mix of public and private colleges, community colleges, universities, and high schools, have registered from across the United States and sixty-six countries.

CFR also provides educators with dedicated programming, teaching resources, and research tools to help them bring international affairs into their classrooms in an interactive way. Additionally, CFR serves as a forum for educators and students to interact with CFR experts and join discussions on a range of global issues. This year, more than one hundred college and university professors from public, private, and community colleges attended the College and University Educators Workshop to learn about the Council’s resources and discuss best practices for teaching international affairs, bringing the total number of educators who have been through the program to 450. CFR also held the fourth High School Educators Workshop with sixty-two teachers from fifty-one schools, and the tenth Higher Education Working Group meeting, which convenes presidents and chancellors from leading community, state, and private colleges and universities for a day and a half of briefings and conversations on international issues. An annual back-to-school event brought undergraduates, graduate students, and professors to CFR’s office in Washington, DC, for a discussion on international efforts to combat climate change.
Outreach

RELIGION AND FOREIGN POLICY INITIATIVE
The Religion and Foreign Policy initiative provides a forum for religious leaders and scholars to discuss international issues and topics at the intersection of religion and global affairs. This year, the initiative held roundtables on the roots of religious extremism and the rights of religious minorities, as well as conference calls on faith and environmental justice, religious persecution in the Middle East, and tensions between Saudi Arabia and Iran. In May, the tenth annual Religion and Foreign Policy Workshop welcomed 127 congregational and lay leaders, religion scholars, and representatives of faith-based organizations, from forty faith traditions to the Council for discussions on the status of religious freedom and civil liberties around the world, the role of religious communities in addressing the global migration crisis, and U.S. policy and democratization in sub-Saharan Africa.

WASHINGTON OUTREACH
CFR serves as an essential source of independent, nonpartisan analysis to inform policymakers and the foreign policy debate. In the 114th Congress, CFR fellows and staff have been called to testify thirty-one times. The Congress and U.S. Foreign Policy Program, which holds regular meetings and briefings for government officials, this year arranged meetings with CFR fellows and more than two hundred congressional offices.

In its efforts to connect members with senior administration officials, CFR hosted, among others, Department of Defense Director of the Office of Net Assessment James H. Baker, Export-Import Bank Chairman and President Fred P. Hochberg, Undersecretary of Energy for Nuclear Security and Administrator of National Nuclear Security Administration Frank G. Klotz, State Department Coordinator for Cyber Issues Christopher M. Painter, and Special Envoy for the Human Rights of LGBTI Persons Randy W. Berry.

In the seventeenth year of the Ambassador’s Lunch series, CFR brought together small groups of members for policy discussions with the ambassadors of Ethiopia, Greece, Indonesia, Iraq, Israel, South Africa, and South Korea.

Finally, the program started a new initiative—the Congressional Foreign Policy Study Group—through which a cohort of twenty-five senior congressional staff members from both chambers and sides of the aisle were selected to participate in off-the-record dinner discussions with CFR fellows and members, allowing participants to interact and debate leading national security, foreign policy, and international economic issues. The group traveled to CFR’s offices in New York in late September to attend two CFR general meetings and interact with members of the Council, CFR fellows, and Foreign Affairs senior editorial staff.

Facing page: Participants at the tenth Religion and Foreign Policy Workshop discuss U.S. policy and democratization in sub-Saharan Africa.
CFR maintains a significant presence on Facebook, Twitter, and YouTube, including broadcasting CFR meetings and analysis by CFR fellows directly to users through Facebook Live.

CFR Digital

The publications, analysis, and multimedia content available on CFR.org help fulfill CFR’s mission to be a resource for the public. Over the past year, CFR.org’s editorial staff responded quickly to events with up-to-date analysis and data-rich explainers on Syria, the refugee and migrant crisis in Europe, the South China Sea, and other issues. The website also hosts dozens of expert briefs by CFR fellows, numerous interactives, and other resources. The interactive InfoGuide series expanded with editions on Eastern Congo and on the deforestation of the Amazon, the latter of which debuted immersive multimedia features including sound design, an aerial video, and a dynamic map.

Seventeen blogs by CFR fellows provide short takes on the news of the day as well as longer analyses and roundups of important events of the week. Additionally, CFR maintains a significant presence on Facebook, Twitter, and YouTube, including broadcasting CFR meetings and analysis by CFR fellows directly to users through Facebook Live.

CFR also launched a new website—Campaign 2016: The Candidates and the World—which has tracked the foreign policy positions of declared candidates for U.S. president. The interactive site allows users to compare and contrast candidates’ positions on issues including immigration, national security, and relations with Russia. It also features a new series of narrated animations, each two to three minutes long, that illuminate some of the complex foreign policy challenges the next president will face. The site will be continually updated through the November election.
This has been another good year for *Foreign Affairs*, as we have continued to provide a vast array of first-rate content to ever-larger audiences across multiple publishing platforms. As recently as a decade ago, the magazine’s total editorial output consisted of six bimonthly print issues, each with a dozen articles. Today those same six print issues contain half again as many articles (thanks to increased page count, a redesign, and tighter editing). They are also supplemented each year by several hundred web-only pieces appearing daily on ForeignAffairs.com, six ebook anthologies (published in off-months of the print publishing schedule), a podcast, videos, photo galleries, and more. Rather than tarnishing our venerable brand, all this expansion and innovation has only burnished it, with the magazine gaining its second consecutive nomination in 2016 as a finalist for a National Magazine Award for General Excellence, the publishing industry’s highest honor.

Each print issue now leads with a package of articles offering a deep dive into one major topic, followed by a broad range of other articles and book reviews. This year, the subjects of those lead packages ranged widely. The July/August 2015 issue tackled robotics and automation, exploring the technological, economic, and social changes on these fronts. The September/October issue examined President Barack Obama’s foreign policy, covering both regional and functional issues from various perspectives. The November/December issue looked at the “post-American Middle East,” tracing the new dynamics of a region whipsawed by U.S. intervention and withdrawal, the Iran nuclear deal, plummeting oil prices, and rising sectarianism. The January/February 2016 issue analyzed the rise in economic inequality in recent decades, looking at its causes, consequences, and possible remedies. The March/April issue puzzled through the mystery of the current era of slow global growth. And the May/June issue featured a tour of Vladimir Putin’s Russia, with essays from leading American and Russian experts providing a detailed look inside the Russian regime and its policies. All of the packages included top experts with diverse perspectives making strong arguments in clear, accessible language, reinforcing the magazine’s reputation as the world’s central forum for serious discussion of public affairs.

There were too many good articles over the course of the year to mention them all, but some highlights included Charles E. King’s analysis of the decline of international studies, Jacob S. Hacker and Paul Pierson’s defense of the mixed economy, Treasury Secretary Jacob Lew’s explanation of U.S. economic policy, Michael R. Bloomberg’s discussion of the role of cities in combating climate change, Senator Marco Rubio’s foreign policy manifesto, and extended discussions by experts on a range of subjects: U.S. strategy in the Middle East, China’s economic struggles and political assertiveness, the Federal Reserve’s controversial monetary policies, and the state of global democracy. ForeignAffairs.com, meanwhile, kept up a steady stream of coverage of global crises and trends, offering readers real-time analysis of everything from the struggle
against the so-called Islamic State, better known as ISIS, to tensions in the South and East China Seas, to the battle over Brexit.

With so many more pieces being produced, the magazine can now cover a much broader array of important public issues and global hotspots, even as we cover our traditional core subject matter more thoroughly than ever. By generating a robust and diverse stream of daily content, moreover, we have been able to position ourselves as not simply the journal of record for the American foreign policy establishment, but increasingly also as a leading global op-ed page. In addition, our digital audience has grown and become significantly younger, more international, and more diverse.

All this content has been reaching the largest audiences in the magazine’s history, both in print and online. Defying industry trends, the magazine continues to find new audiences at home and abroad. In mid-2016, *Foreign Affairs* reported a circulation of 195,000, an 8.2 percent increase from the previous year. An additional seven thousand individuals read *Foreign Affairs* on digital devices such as the Kindle. Traffic to ForeignAffairs.com, meanwhile, averaged over 1.3 million visits per month in the first half of 2016, from over nine hundred thousand monthly unique visitors, drawn in part by an ever-evolving website with enhanced personalization and more tools for reader engagement. The magazine now has over half a million followers on Twitter and more than 1.25 million Facebook fans.

Circulation is increasingly the dominant source of revenue for the magazine, with renewals constituting the biggest driver of growth as loyal readers continue to demonstrate their willingness to pay higher rates for a premium experience and quality pieces across a range of platforms. Advertising has unfortunately declined over the past year by 20
percent. Nevertheless, even in a publishing industry beset by a secular decline in print advertising, the rise of sponsored content, the dominance of Facebook and other social media, and obstacles such as digital ad blockers, we have still managed to maintain advertising as a crucial secondary revenue stream. And we are trying to counteract adverse industry trends by developing new ways to serve advertisers through offerings including event sponsorships, online engagement with readers, and custom publishing opportunities.

Foreign Affairs LIVE, our live programming unit, continues to expand, highlighting the magazine’s distinctive content through dynamic in-person discussions and debates. In addition to creating new revenue opportunities through ticket sales and sponsorships, these events, organized by Lynda Hammes and her publishing team, are designed to elevate brand awareness and build community among crucial audience segments through an engaging live experience. In an innovative partnership with the corporate education division of Duke University, for example, we invited senior leaders in both the public and private sectors for a day of executive education composed of interactive workshops and panel discussions on such issues as cybersecurity, demographic trends, and public/private partnerships. And in addition to our National Magazine Awards finalist nomination, this year we were nominated for a Digiday Publishing Award for Best Publishing Website Design and won the minOnline Award for Best Premium Content for our bimonthly ebook anthologies.

With both the world and the publishing industry continuing to evolve, there will be no shortage of topics to cover, challenges to surmount, and opportunities to exploit. I hope that we will be able to rise to the occasion as well in years to come as we have in the recent past.

Gideon Rose
Editor, Foreign Affairs

Above: CNN Money Anchor Maggie Lake, Coca-Cola Company Chief Sustainability Officer Beatriz R. Perez, and Goldman Sachs Foundation President Dina H. Powell explain opportunities in impact investing at Leading for What’s Next. Facing page: Attendees discuss how to prepare public and private leaders for addressing global political issues lunch during Leading for What’s Next, a Foreign Affairs LIVE event held in partnership with Duke Corporate Education.
Committees of the Board

EXECUTIVE
Carla A. Hills, Co-Chair
Robert E. Rubin, Co-Chair
David M. Rubenstein, Vice Chair
Alan S. Blinder
Mary McInnis Boies
David G. Bradley
Nicholas Burns
Blair Effron
Stephen Friedman
J. Tomilson Hill
Donna J. Hrinak
Jami Miscik
Richard L. Plepler
Margaret G. Warner

AUDIT COMMITTEE
Alan S. Blinder, Chair
Frank P. Brosens
Gail D. Fosler
Thomas H. Glocer
Michael D. Granoff
Peter B. Henry
James Manyika

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

CORPORATE AFFAIRS
Blair Effron, Chair
Ruth Porat, Vice Chair
Steven Buffone
Daniel Cruise
Daniel L. Doctoroff
Bart Friedman
Gary L. Ginsberg
H. P. Goldfield
Maurice R. Greenberg

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

DEVELOPMENT
Andrew Gundlach
Joshua J. Harris
Donna J. Hrinak
David A. Hunt
Virginia Ann Kamsky
Edward S. Knight
Ira A. Lipman
Dina H. Powell
Jeffrey A. Rosen
Ralph Schlosstein
Peter Schwartz
Thakur Sharma
Frederick O. Terrell
Enzo Viscusi

FOREIGN AFFAIRS
Jami Miscik, Chair
Jesse H. Ausubel
Peter E. Bass
John B. Bellinger III
Susan D. Chira
Jessica P. Einhorn
Michèle A. Flournoy
Francis Fukuyama
Thomas H. Glocer
Adi Ignatius
Charles R. Kaye
Michael J. Meese
Richard L. Plepler
Colin L. Powell
David M. Rubenstein
Kevin P. Ryan
Margaret G. Warner
Neal Wolin
Daniel H. Yergin

INVESTMENT
J. Tomilson Hill, Chair
Roger C. Altman
Nico Davison Fox*

MEETINGS
Richard L. Plepler, Chair
Zoë Baird
Christina A. Bennett
Jason Bordoff
Michelle Caruso-Cabrera
JC de Swaan
Esther Dyson
Tim W. Ferguson
Rana A. Foroohar
Andrew P. Heaney
J. Tomilson Hill
Mahnaz Ispahani Bartos
Mary Kissel*
Scott Malcomson
Matthew Moneyhon*

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

TERM MEMBERSHIP
Scott L. Swid, Chair
David R. Ayón
Elisa M. Basnight
Reuben E. Brigrity II
Saj Cherian
Loren Robert Douglass

* Term Member
Committees of the Board

NATIONAL PROGRAM
Nicholas Burns, Chair
Diana Alleva Cárceres
Dan Caldwell
Neal D. Carlson
Steven A. Denning
Brenda Lei Foster
Ann M. Fudge
Mimi L. Haas
Lyric Hughes Hale
Jack Hardin
Edward T. Hightower
William Curt Hunter
Nancy A. Jarvis
Jane Kang
Dalia Dassa Kaye
Beth Keck
Richard Mallery
James Manyika
Kimberly K. Marteau Emerson
Adrienne Medawar
M. Diana Helweg Newton
Eduardo J. Padrón
Michael P. Peters
Kal Raustiala
Ted Van Dyk
Marsha Vande Berg
Katherine T. Ward
Linda Watt
David B. Weinberg

STUDIES
David G. Bradley, Chair
John P. Abizaid
Roger C. Altman
Alan S. Blinder
Eliot A. Cohen
Stephen Friedman
Timothy F. Geithner
James M. Goldgeier
Stephen J. Hadley
Peter B. Henry
G. John Ikenberry
ShirleyAnn Jackson
Carie A. Lemack
Michael Mandelbaum
Mitchell B. Reiss
Gideon Rose†
James G. Stavridis
Philip D. Zelikow

WASHINGTON PROGRAM
Margaret G. Warner, Chair
Teresa C. Barger
David G. Bradley
Caroline Brown*
Nelson W. Cunningham
Joy A. de Menil
Karen DeMenil
Reema Dodin*
Betsy Fischer Martin
Stephen J. Hadley
Karen H. Johnson
Thea M. Lee
Carl L. Meacham
Norman P. Neureiter
Colin L. Powell
Stanley O. Roth
Frances Fragos Townsend
Vin Weber
Daniel H. Yergin
Juan Carlos Zarate

† Ex officio
The Council’s By-Laws provide for a Board consisting of thirty-five Directors (plus the President, ex officio), divided into five classes of seven Directors. Each class serves for a term of five years. 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, 2016, were Steven A. Denning, Ann M. Fudge, Thomas H. Glocer, Eduardo J. Padrón, John Paulson, Colin L. Powell, and Christine Todd Whitman.

The Nominating and Governance Committee was composed of Mary M. Boies (chair), David G. Bradley, Jonathan E. Colby, Kim Gordon Davis, Jose W. Fernandez, Anne M. Finucane, Marlene Hess, Susan Hockfield, Kenneth I. Juster, Jon Liebman, Jami Miscik, Pamela S. Passman, Ruth Porat, Kimberly Querrey, Emily Rafferty, Stanley S. Shuman, James G. Stavridis, and Christine Todd Whitman. The Nominating and Governance Committee met on March 14, 2016, 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 2021: Tony Coles, David M. Cote, Steven A. Denning, William H. McRaven, Janet A. Napolitano, Eduardo J. Padrón, and John Paulson. A ballot was sent to all Council members on May 12, 2016.

The Annual Meeting, at which votes would be cast for the election, was held on June 10, 2016. At the meeting, 1,794 members participated in person or by proxy, fulfilling the quorum required by By-Law V. One hundred six members included write-in suggestions of candidates the Nominating and Governance should consider for the 2017 election. The members approved the slate of candidates with 92.1 percent of voters in favor of the slate, and the seven Directors on the slate were elected to the Class of 2021, with terms beginning on July 1, 2016.

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. Shepherd 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
Caryl 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
Paul C. Warnke 1972–77
Peter G. Peterson 1973–83
Zbigniew Brzezinski 1972–77
Elizabeth Drew 1972–77
George S. Franklin 1972–77
Martha Redfield Wallace 1972–82
W. Michael Blumenthal 1972–77
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
Robert D. Hormats 1991–2004
John E. Bryson 1992–2002
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
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
Karen Elliott House 1987–98,
Glenn E. Watts 1987–90
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
Robert D. Hormats 1991–2004
John E. Bryson 1992–2002
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
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
Karen Elliott House 1987–98,
Glenn E. Watts 1987–90
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
Robert D. Hormats 1991–2004
John E. Bryson 1992–2002
Karen N. Horn 1992–95
James R. Houghton 1992–96
Charlayne Hunter-Gault 1992–98
Donna E. Shalala 1992–93
Paul A. Allaire 1993–2002
Robert E. Allen 1993–96
Richard N. Cooper 1993–94
E. Gerald Corrigan 1993–95
Alton Frye 1993
Rita E. Hauser 1993–97
Theodore C. Sorensen 1993–2004
Garrick Utley 1993–2003
Carla A. Hills 1994–
Helene L. Kaplan 1994–96
Frank G. Zarb 1994–96
Les Aspin 1995
Mario L. Baeza 1995–2001
Peggy Dulany 1995–2003
Jessica P. Einhorn 1995–2005
Louis V. Gerstner Jr. 1995–2005
Hannah Holborn Gray 1995–98
William J. McDonough 1995–2004
Frank Savage 1995–2002
George Soros 1995–2004
Lee Cullum 1996–2006
Vincent A. Mai 1997–2003
Warren B. Rudman 1997–2005
Laura D’Andrea Tyson 1997–2007
Roone Arledge 1998–2002
Bette Bao Lord 1998–2003
Diane Sawyer 1998–99
John Deutch 1999–2004
Robert E. Rubin 2000–
Andrew Young 2000–2005
Henry S. Bienen 2001–2011
Kenneth M. Duberstein 2001–2012
Joan E. Spero 2001–2011
Fouad Ajami 2002–2012
Jeffrey L. Bewkes 2002–2006
Ronald L. Olson 2002–2010
Richard N. Haass 2003–
Anne-Marie Slaughter 2003–2009
Madeleine K. Albright 2004–2014
Richard N. Foster 2004–2009
Fareed Zakaria 2004–2014
Peter Ackerman 2005–2015
Charlene Barshesky 2005–2010
Tom Brokaw 2005–
David M. Rubenstein 2006–2010
Frank J. Caufield 2006–2016
Ann M. Fudge 2006–2013
Alberto Ibarguen 2006–2012
Henry R. Kravis 2006–2014
James W. Owens 2006–2016
Colin M. Powell 2007–2013
Christine Todd Whitman 2007–
Sylvia Mathews Burwell 2008–
Stephen Friedman 2008–
Jami Miscik 2008–
Alan S. Blinder 2008–
J. Tomilson Hill 2008–
Shirley Ann Jackson 2008–
George Rupp 2008–
David G. Bradley 2009–
Donna J. Harrison 2009–
Penny S. Pritzker 2009–
Frederick W. Smith 2009–
John P. Abizaid 2009–2013
Mary McNairno Boies 2010–
Pamela Brooks Gunn 2010–
Thomas H. Glover 2011–2016
Eduardo J. Padrón 2011–
Peter B. Henry 2012–
Muhtar Kent 2012–2014
Margaret G. Warner 2012–
Zoe Baird 2013–
Nicholas Burns 2013–
Steven A. Denning 2013–
Laurence D. Fink 2013–
Ruth Porat 2013–
Blair Effron 2014–
Susan Hockfield 2014–
John Paulson 2014–
James G. Stavridis 2014–
Daniel H. Yergin 2014–
Ruth Yergin 2014–
Timothy F. Geithner 2014–
Stephen J. Hadley 2015–
James Manyika 2015–
Janet A. Napolitano 2015–
William H. McRaven 2015–
Richard N. Haass 2016–

**CHAIRMEN OF THE BOARD**
Russell C. Leffingwell 1946–53
John J. McCloy 1953–70
David Rockefeller 1970–85
Peter G. Peterson 1985–2007
Carla A. Hills (Co-Chairman) 2007–
Robert E. Rubin (Co-Chairman) 2007–

**CHAIRMAN EMERITUS**
Peter G. Peterson 2007–

**HONORARY CHAIRMAN**
David Rockefeller 1985–

**VICE CHAIRMEN OF THE BOARD**
Grayson Kirk 1971–73
Douglas Dillon 1976–78
Carroll L. Wilson 1978–79
Warren Christopher 1987–91
Harold Brown 1991–92
B. R. Inman 1992–93
Jean J. Kirkpatrick 1993–94
Maurice R. Greenberg 1994–2002
Carla A. Hills 2001–2007
Richard E. Salomon 2007–2013
David M. Rubenstein 2012–

**HONORARY VICE CHAIRMAN**
Maurice R. Greenberg 2002–

**PRESIDENTS**
John W. Davis 1921–33
George W. Wickersham 1933–36
Norman H. Davis 1936–44
Russell C. Leffingwell 1944–46
Allen W. Dulles 1946–50
Henry M. Wriston 1951–64
Grayson Kirk 1964–71
Bayless Manning 1971–77
Winston Lord 1977–85
John Temple Swing* 1985–86
Peter Tarnoff 1986–93
Alton Frye 1993
Leslie H. Gelb 1993–2003
Richard N. Haass 2003–

* pro tempore
PRESIDENT EMERITUS
Leslie H. Gelb 2003–

HONORARY PRESIDENTS
Elihu Root 1921–37
Henry M. Wriston 1964–78

EXECUTIVE VICE PRESIDENTS
John Temple Swing 1986–93
Michael P. Peters 2002–2005
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. Gleyenstein Jr. 1987–89
John A. Millington 1987–96
Margaret Osmer-McQuade 1987–93
Nicholas X. Rizopoulos 1989–94
Karen M. Sughrue 1993–98
Ethan B. Kapstein 1995–96
Abraham F. Lowenthal 1995–2005
Janice L. Murray 1995–2002
David J. Vidal 1995–97
Frederick C. Broda 1996–97
Kenneth R. Maxwell 1996
Paula J. Dobriansky 1997–2001
Gary C. Hufbauer 1997–98
David Kellogg 1997–2002
Lawrence J. Korb 1998–2002
Anne R. Luzzatto 1998–2005
Elise Carlson Lewis 1999–2008
Irina A. Faskianos 2002–
James M. Lindsay 2003–2006
Lisa Shields 2003–
Nancy E. Roman 2004–2007
Nancy D. Bodurtha 2005–
Suzanne E. Helm 2005–
Gary Samore 2006–2009
Kay King 2007–2014
L. Camille Massey 2008–2014
Jan Mowder Hughes 2010–
Caroline Netchvolodoff 2015–

EXECUTIVE DIRECTORS
Hamilton Fish
Armstrong 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–

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–
Membership

MEMBERSHIP
The Council on Foreign Relations is first and foremost a membership organization. CFR members are prominent individuals representing a wide variety of fields and backgrounds. With more than five thousand members, the institution’s ranks include top government officials, scholars, business leaders, journalists, lawyers, educators, religious leaders, and nonprofit professionals. The membership is divided almost equally among those living in New York, Washington, DC, and across the country and abroad.

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 SECONING 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.

SECONING 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>Membership</th>
<th>APPLICATION DEADLINE</th>
<th>NOTIFICATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>March 1 (annually)</td>
<td>late June</td>
<td></td>
</tr>
<tr>
<td>November 1</td>
<td>late February</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Term Membership</th>
<th>APPLICATION DEADLINE</th>
<th>NOTIFICATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>January 3, 2017</td>
<td>late June</td>
<td></td>
</tr>
</tbody>
</table>

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

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

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

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

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

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

Since July 2015, CFR membership has grown by 2.95 percent, from 4,983 to 5,038 members, as of June 30, 2016. Member records are maintained by CFR at 58 East 68th Street, New York, NY 10065.

<table>
<thead>
<tr>
<th>Location</th>
<th>Number of Members</th>
<th>Percentage of Membership</th>
</tr>
</thead>
<tbody>
<tr>
<td>National</td>
<td>1,549</td>
<td>37</td>
</tr>
<tr>
<td>New York Area</td>
<td>1,882</td>
<td>32</td>
</tr>
<tr>
<td>Washington, DC, Area</td>
<td>1,607</td>
<td>31</td>
</tr>
<tr>
<td>Total</td>
<td>5,038</td>
<td>100</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Industry</th>
<th>Number of Members</th>
<th>Percentage of Membership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education</td>
<td>1,065</td>
<td>21</td>
</tr>
<tr>
<td>Nonprofit and International Organizations</td>
<td>899</td>
<td>18</td>
</tr>
<tr>
<td>Financial Institutions</td>
<td>757</td>
<td>15</td>
</tr>
<tr>
<td>Law and Consulting</td>
<td>673</td>
<td>13</td>
</tr>
<tr>
<td>Government</td>
<td>562</td>
<td>11</td>
</tr>
<tr>
<td>Media and News Services</td>
<td>334</td>
<td>7</td>
</tr>
<tr>
<td>Commerce</td>
<td>151</td>
<td>3</td>
</tr>
<tr>
<td>Information Technology</td>
<td>102</td>
<td>2</td>
</tr>
<tr>
<td>Energy and Power</td>
<td>31</td>
<td>1</td>
</tr>
<tr>
<td>Medicine and Health Care</td>
<td>29</td>
<td>1</td>
</tr>
<tr>
<td>Other</td>
<td>435</td>
<td>8</td>
</tr>
<tr>
<td>Total</td>
<td>5,038</td>
<td>100</td>
</tr>
</tbody>
</table>
Membership Roster

A
Aaron, David L.
Abbot, Charles S.
Abbot, Spencer
Abboud, A. Robert
Abboud, Labeeg M.
Abell, Keith W.
Abercrombie-Winstanley, Gina K.
Abernethy, Robert John
Abeywardena, Penny
Abizaid, Christine
Abizaid, John P.
Aboelnaga Kanaan, Mona
Abraham, David*
Abrahams, Tara Balmaceda
Abrams, Elliot
Abrams, Michael P.†
Abrams, Samuel J.†
Abrams, Stacey Y.
Abrams, William M.
Abuaf, Niso
Aburdene, Odeh F.
Ackerman, Elliot L.
Ackerman, Peter
Ackerman, Xanthe
Adams, Gordon M.
Adams, Jacqueline
Adams, Marjorie A.
Adams, Michael F.
Adams, Robert McCormick
Adams, Timothy Dees
Adams-Ender, Clara L.
Addison, Linda L.*
Addonizio, Elizabeth
Adelman, Carol C.
Adelman, David
Adkerson, Richard C.
Adler, Allen R.
Adler, Nate
Adler, Stephen J.
Aggarwal, Vinod K.
Aghi, Mukesh*
Agostinelli, Robert F.
Aguiar, Chike
Aguiar, Eric
Agus, David B.
Ahern, Stephanie R.
Ahlers, Werner F.
Ahmed, Fahim
Ahmed, Qanta A.*
Ahmed, Salman S.
Ahn, Daniel P.
Ahuja, Sanjiv
Aidinoff, M. Bernard
Ailabouni, Rosa M.
Akhter, Afreen
Albright, Alice P.
Albright, Madeleine K.
Alderman, Michael H.
Alexander, John R.
Alexander, Lewis S.
Alexander, Margo N.
Alford, William P.
Ali, Samar S.†
Allen, Ben
Allen, Daniel
Allen, Danielle
Allen, J. Michael III
Allen, Jodie T.
Allen, John R.
Allen, Richard V.
Allen, Thad W.
Allison, Graham T.
Allison Marshall, Cara L.
Almond, Michael A.
Alonzo, Anne L.
Alpha, Avery M.
Alter, Jonathan H.
Alter, Karen J.
Altermann, Jon B.
Altman, Drew
Altman, Elizabeth J.*
Altman, Roger C.
Altman, William C.
Altshuler, David
Alvarez, Jose E.
Alving, Amy E.
Alvo, Vickie
Amdu, Stephen B.
Amiri, Rina
Amir-Mokri, Cyrus
Ams, Deborah Susan
Andelman, David A.
Anderson, Craig B.
Anderson, Desai
Anderson, Edward G. III
Anderson, Gloria B.
Anderson, Lisa
Anderson, Mark A.
Anderson, Paul F.
Anderson, Ryan K.†
Anderson, Wendy R.
Andreas, Terry Lynn
Andrews, Brian
Andrews, Bruce H.
Andrews, Michael A.
Andrus, Jon Kim
Angelson, Mark A.
Ansour, M. Michael
Anthony, John Duke
Aossey, Nancy A.
Apger, David P.
Aponte, M. Carmen
Appenteng, Felicia†
Appiah, Kwame A.
Applebaum, Anne E.
Aquila, Francis J.
Araia, Semhar
Arbes, Daniel J.
Archuleta, Brandon J.
Arcos, Crescencio S.
Arend, Anthony Clark
Argov, Gideon
Arkin, Stanley S.
Armaci, Michael H.
Armstrong, Charles
Armstrong, Lloyd Jr.
Arnaboldi, Nicole
Arnhold, Henry H.
Aron, Adam Maximilian
Aronson, Bernard W.
Aronson, Jonathan David
Arora, Gabo
Arseven, Deana
Arsht, Adrienne
Art, Robert J.
Arthurs, Albert
Artigiani, Carl
Asgard, Ramin
Ashooh, Jessica P.†
Assousa, George E.
Atheiya, Bama
Atkins, Betsy S.
Atkinson, Caroline
Atkinson, Holly G.
Atwood, J. Brian
Auer, James E.
Auerbach, Paul S.
Auffhauser, David D.
Auguste, Byron Gerald
Augustine, Norma R.
Ausit, Josiah Lee
Austin, Lloyd J. III
Austubel, Jesse H.
Avedon, John F.
Awuah, Patrick G. Jr.
Axelrod, Robert M.
Ayers, H. Brandt
Ayón, David R.
Ayres, Alyssa
Ayyar, Balan Rama
Azim, Khalid
B
Babbitt, Eileen F.
Babbitt, Harriet C.
Babcock-Lumish, Brian C.
Babcock-Lumish, Terry
Babch, Peter
Bacchus, James L.
Bach, Julia
Bader, Christine
Baer, Donald A.
Baer, Lauren Elizabeth
Bagley, Bruce M.
Bagley, Elizabeth Frawley

* Elected to membership in 2016.
† Elected to a five-year term membership in 2016.

Note: Membership shown as of July 1, 2016.
<table>
<thead>
<tr>
<th>Name</th>
<th>Membership Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bailey, Ronald Lewis</td>
<td></td>
</tr>
<tr>
<td>Bailey, Ted†</td>
<td></td>
</tr>
<tr>
<td>Bain, Christina Archer</td>
<td></td>
</tr>
<tr>
<td>Bains, Leslie E.</td>
<td></td>
</tr>
<tr>
<td>Bair, Robert Scott†</td>
<td></td>
</tr>
<tr>
<td>Baird, Peter W.</td>
<td></td>
</tr>
<tr>
<td>Baird, Zoë</td>
<td></td>
</tr>
<tr>
<td>Bajaj, Monisha</td>
<td></td>
</tr>
<tr>
<td>Baker, Arnold B.</td>
<td></td>
</tr>
<tr>
<td>Baker, Audrey H.</td>
<td></td>
</tr>
<tr>
<td>Baker, James A. III</td>
<td></td>
</tr>
<tr>
<td>Baker, James H.</td>
<td></td>
</tr>
<tr>
<td>Baker, John R.</td>
<td></td>
</tr>
<tr>
<td>Baker, Pauline Halpern</td>
<td></td>
</tr>
<tr>
<td>Baker, Stewart A.</td>
<td></td>
</tr>
<tr>
<td>Baker, Thurbert E.</td>
<td></td>
</tr>
<tr>
<td>Bakhash, Shaul</td>
<td></td>
</tr>
<tr>
<td>Bakstansky, Peter</td>
<td></td>
</tr>
<tr>
<td>Balaram, Ravi A.†</td>
<td></td>
</tr>
<tr>
<td>Balaran, Paul</td>
<td></td>
</tr>
<tr>
<td>Baldwin, David A.</td>
<td></td>
</tr>
<tr>
<td>Baldwin, Sherman</td>
<td></td>
</tr>
<tr>
<td>Baldwin, Moody, Carol</td>
<td></td>
</tr>
<tr>
<td>Bales, Carter F.</td>
<td></td>
</tr>
<tr>
<td>Balick, Ken</td>
<td></td>
</tr>
<tr>
<td>Balleys, Gerald L.</td>
<td></td>
</tr>
<tr>
<td>Ballou-Aares, Daniella</td>
<td></td>
</tr>
<tr>
<td>Balstad, Roberta</td>
<td></td>
</tr>
<tr>
<td>Band, Laurence M.</td>
<td></td>
</tr>
<tr>
<td>Banga, Ajaypal Singh</td>
<td></td>
</tr>
<tr>
<td>Bansal, Preeta D.</td>
<td></td>
</tr>
<tr>
<td>Banwo, Adedayo A.</td>
<td></td>
</tr>
<tr>
<td>Baquiran, Les II</td>
<td></td>
</tr>
<tr>
<td>Barany, Zoltan</td>
<td></td>
</tr>
<tr>
<td>Barbacci, Francesco Carlo</td>
<td></td>
</tr>
<tr>
<td>Barber, Benjamin R.</td>
<td></td>
</tr>
<tr>
<td>Barbour, Haley</td>
<td></td>
</tr>
<tr>
<td>Bard, David</td>
<td></td>
</tr>
<tr>
<td>Bardel, William G.</td>
<td></td>
</tr>
<tr>
<td>Barger, Teresa C.</td>
<td></td>
</tr>
<tr>
<td>Barker, Kim</td>
<td></td>
</tr>
<tr>
<td>Barkey, Henri J.</td>
<td></td>
</tr>
<tr>
<td>Barlick, Robert T. Jr.</td>
<td></td>
</tr>
<tr>
<td>Barnes, Aimee Elise Keli’i</td>
<td></td>
</tr>
<tr>
<td>Barnes, Michael D.</td>
<td></td>
</tr>
<tr>
<td>Barnett, F. William</td>
<td></td>
</tr>
<tr>
<td>Barnett, Kara Medoff</td>
<td></td>
</tr>
<tr>
<td>Barnett, Michael Nathan</td>
<td></td>
</tr>
<tr>
<td>Barnett, Robert B.</td>
<td></td>
</tr>
<tr>
<td>Banno, David William</td>
<td></td>
</tr>
<tr>
<td>Barrett, Barbara McConnell</td>
<td></td>
</tr>
<tr>
<td>Barrett, John Adams</td>
<td></td>
</tr>
<tr>
<td>Barron, Michael J.</td>
<td></td>
</tr>
<tr>
<td>Barry, John L.</td>
<td></td>
</tr>
<tr>
<td>Barry, Lisa B.</td>
<td></td>
</tr>
<tr>
<td>Barry, Nancy M.</td>
<td></td>
</tr>
<tr>
<td>Barry, Thomas Corcoran</td>
<td></td>
</tr>
<tr>
<td>Barshay, Jill</td>
<td></td>
</tr>
<tr>
<td>Barshefsky, Charlene</td>
<td></td>
</tr>
<tr>
<td>Bartiromo, Maria S.</td>
<td></td>
</tr>
<tr>
<td>Bartlett, Joseph W.</td>
<td></td>
</tr>
<tr>
<td>Bartlett, Richard Allan</td>
<td></td>
</tr>
<tr>
<td>Bartlett, Timothy J.</td>
<td></td>
</tr>
<tr>
<td>Bartley, Edith Lynn</td>
<td></td>
</tr>
<tr>
<td>Bartsch, David A.</td>
<td></td>
</tr>
<tr>
<td>Barzegar, Abbas†</td>
<td></td>
</tr>
<tr>
<td>Batkin, Alan R.</td>
<td></td>
</tr>
<tr>
<td>Bator, Francis M.</td>
<td></td>
</tr>
<tr>
<td>Battaglia, Charles C.</td>
<td></td>
</tr>
<tr>
<td>Bausano, M. Barry</td>
<td></td>
</tr>
<tr>
<td>Bayh, Evan</td>
<td></td>
</tr>
<tr>
<td>Beagley, Sina Marie</td>
<td></td>
</tr>
<tr>
<td>Beale, Courtney Allison</td>
<td></td>
</tr>
<tr>
<td>Bean, Frank D.</td>
<td></td>
</tr>
<tr>
<td>Bearn, Nancy J.</td>
<td></td>
</tr>
<tr>
<td>Beattie, Richard I.</td>
<td></td>
</tr>
<tr>
<td>Beatty, Warren</td>
<td></td>
</tr>
<tr>
<td>Beck, Douglas A.</td>
<td></td>
</tr>
<tr>
<td>Becker, Elizabeth H.</td>
<td></td>
</tr>
<tr>
<td>Becker, Jordan</td>
<td></td>
</tr>
<tr>
<td>Becker, Paul*</td>
<td></td>
</tr>
<tr>
<td>Beckler, David Z.</td>
<td></td>
</tr>
<tr>
<td>Beckmann, David</td>
<td></td>
</tr>
<tr>
<td>Bednarz, Damian M.</td>
<td></td>
</tr>
<tr>
<td>Bedrosian, Gregory R.</td>
<td></td>
</tr>
<tr>
<td>Beeman, Richard E.</td>
<td></td>
</tr>
<tr>
<td>Behringer, Michael P.</td>
<td></td>
</tr>
<tr>
<td>Beim, David O.</td>
<td></td>
</tr>
<tr>
<td>Beim, Nicholas F.</td>
<td></td>
</tr>
<tr>
<td>Beinecke, Candace K.†</td>
<td></td>
</tr>
<tr>
<td>Bekavac, Nancy Yavor</td>
<td></td>
</tr>
<tr>
<td>Belfer, Robert A.</td>
<td></td>
</tr>
<tr>
<td>Belford, Brandon M.</td>
<td></td>
</tr>
<tr>
<td>Beliveau, Emmett S.</td>
<td></td>
</tr>
<tr>
<td>Belk, Peter I.*</td>
<td></td>
</tr>
<tr>
<td>Bell, Alexandra F.</td>
<td></td>
</tr>
<tr>
<td>Bell, Burwell B. III</td>
<td></td>
</tr>
<tr>
<td>Bell, Gordon P.</td>
<td></td>
</tr>
<tr>
<td>Bell, Joseph C.</td>
<td></td>
</tr>
<tr>
<td>Bell, Robert G.</td>
<td></td>
</tr>
<tr>
<td>Bell, Ruth Greenspan</td>
<td></td>
</tr>
<tr>
<td>Bell, Steve</td>
<td></td>
</tr>
<tr>
<td>Bell, Thomas D. Jr.</td>
<td></td>
</tr>
<tr>
<td>Bellamy, Carol</td>
<td></td>
</tr>
<tr>
<td>Bellinger, John B. III</td>
<td></td>
</tr>
<tr>
<td>Bell-Rose, Stephanie K.</td>
<td></td>
</tr>
<tr>
<td>Belsky, Leah</td>
<td></td>
</tr>
<tr>
<td>Benaim, Daniel</td>
<td></td>
</tr>
<tr>
<td>Bender, Gerald J.</td>
<td></td>
</tr>
<tr>
<td>Bender, Lawrence</td>
<td></td>
</tr>
<tr>
<td>Benedict, Keith W.</td>
<td></td>
</tr>
<tr>
<td>Benedict, Kennesette M.</td>
<td></td>
</tr>
<tr>
<td>Benioff, Marc Russell</td>
<td></td>
</tr>
<tr>
<td>Bennet, Douglas J.</td>
<td></td>
</tr>
<tr>
<td>Bennett, Andrew Owen</td>
<td></td>
</tr>
<tr>
<td>Bennett, Christina A.</td>
<td></td>
</tr>
<tr>
<td>Benshoof, Janet</td>
<td></td>
</tr>
<tr>
<td>Benson, Lucy Wilson</td>
<td></td>
</tr>
<tr>
<td>Ben-Yehuda, Jenna</td>
<td></td>
</tr>
<tr>
<td>Hoffman</td>
<td></td>
</tr>
<tr>
<td>Bereuter, Douglas K.</td>
<td></td>
</tr>
<tr>
<td>Bergen, Peter Lampert</td>
<td></td>
</tr>
<tr>
<td>Berger, Joshua Adam</td>
<td></td>
</tr>
<tr>
<td>Berger, Suzanne</td>
<td></td>
</tr>
<tr>
<td>Bergeron, Douglas</td>
<td></td>
</tr>
<tr>
<td>Bergeron, Louis Paul</td>
<td></td>
</tr>
<tr>
<td>Berggruen, Nicolas</td>
<td></td>
</tr>
<tr>
<td>Bergman, Lowell A.</td>
<td></td>
</tr>
<tr>
<td>Bergsten, C. Fred</td>
<td></td>
</tr>
<tr>
<td>Berkley, Seth F.</td>
<td></td>
</tr>
<tr>
<td>Berkowitz, Bruce</td>
<td></td>
</tr>
<tr>
<td>Berkowitz, Howard P.</td>
<td></td>
</tr>
<tr>
<td>Berlin, Derek</td>
<td></td>
</tr>
<tr>
<td>Berman, Howard L.</td>
<td></td>
</tr>
<tr>
<td>Berman, Jonathan E.</td>
<td></td>
</tr>
<tr>
<td>Berman, Wayne L.</td>
<td></td>
</tr>
<tr>
<td>Bernard, Kenneth W.</td>
<td></td>
</tr>
<tr>
<td>Berndt, John E.</td>
<td></td>
</tr>
<tr>
<td>Bernstein, David Scott</td>
<td></td>
</tr>
<tr>
<td>Bernstein, Jarrod</td>
<td></td>
</tr>
<tr>
<td>Bernstein, Peter W.</td>
<td></td>
</tr>
<tr>
<td>Bernstein, Robert L.</td>
<td></td>
</tr>
<tr>
<td>Bernstein, Tom A.</td>
<td></td>
</tr>
<tr>
<td>Berresford, Susan Vail</td>
<td></td>
</tr>
<tr>
<td>Berris, Jan</td>
<td></td>
</tr>
<tr>
<td>Berschinski, Robert G.</td>
<td></td>
</tr>
<tr>
<td>Bersin, Alan D.</td>
<td></td>
</tr>
<tr>
<td>Bert, Melissa</td>
<td></td>
</tr>
<tr>
<td>Bertini, Catherine Ann</td>
<td></td>
</tr>
<tr>
<td>Bertsch, Gary K.</td>
<td></td>
</tr>
<tr>
<td>Beschloss, Afshameh M.</td>
<td></td>
</tr>
<tr>
<td>Beshar, Peter J.</td>
<td></td>
</tr>
<tr>
<td>Bessent, Scott</td>
<td></td>
</tr>
<tr>
<td>Besser, Richard E.</td>
<td></td>
</tr>
<tr>
<td>Bestani, Robert M.</td>
<td></td>
</tr>
<tr>
<td>Bestor, Theodore C.</td>
<td></td>
</tr>
<tr>
<td>Betru, Aron</td>
<td></td>
</tr>
<tr>
<td>Betts, Richard K.</td>
<td></td>
</tr>
<tr>
<td>Beutner, Austin M.</td>
<td></td>
</tr>
<tr>
<td>Bewkes, Jeffrey</td>
<td></td>
</tr>
<tr>
<td>Beyzavi, Kian</td>
<td></td>
</tr>
<tr>
<td>Bhabha, Jacqueline*</td>
<td></td>
</tr>
<tr>
<td>Bhala, Raj</td>
<td></td>
</tr>
<tr>
<td>Bhidé, Amar V.</td>
<td></td>
</tr>
<tr>
<td>Bialkin, Kenneth J.</td>
<td></td>
</tr>
<tr>
<td>Bialos, Jeffrey P.</td>
<td></td>
</tr>
<tr>
<td>Bickford, Jewelie</td>
<td></td>
</tr>
<tr>
<td>Biddle, George C.</td>
<td></td>
</tr>
<tr>
<td>Biegun, Stephen Edward</td>
<td></td>
</tr>
<tr>
<td>Biel, Eric R.</td>
<td></td>
</tr>
<tr>
<td>Biemann, Betsy</td>
<td></td>
</tr>
<tr>
<td>Bienen, Henry S.</td>
<td></td>
</tr>
<tr>
<td>Bierley, John C.</td>
<td></td>
</tr>
<tr>
<td>Biersteker, Thomas J.</td>
<td></td>
</tr>
<tr>
<td>Biggs, John H.</td>
<td></td>
</tr>
<tr>
<td>Biggs, Marcia Polk Fuller</td>
<td></td>
</tr>
<tr>
<td>Biglari, Hamid</td>
<td></td>
</tr>
<tr>
<td>Bilkao, Tomas A.</td>
<td></td>
</tr>
<tr>
<td>Billingsley, Lucy C.</td>
<td></td>
</tr>
<tr>
<td>Billmes, Linda J.</td>
<td></td>
</tr>
<tr>
<td>Bindenagel, James D.</td>
<td></td>
</tr>
<tr>
<td>Bingle, Michael J.</td>
<td></td>
</tr>
<tr>
<td>Binkley, Nicholas Burns</td>
<td></td>
</tr>
<tr>
<td>Binnendijk, Anika Locke</td>
<td></td>
</tr>
<tr>
<td>Binnendijk, Hans</td>
<td></td>
</tr>
<tr>
<td>Birdsal, Nancy</td>
<td></td>
</tr>
<tr>
<td>Birkelund, John P.</td>
<td></td>
</tr>
<tr>
<td>Bisar, Amer</td>
<td></td>
</tr>
<tr>
<td>Bissell, Richard E.</td>
<td></td>
</tr>
<tr>
<td>Bizhko, Anatoliy</td>
<td></td>
</tr>
<tr>
<td>Black, Benjamin E.</td>
<td></td>
</tr>
<tr>
<td>Black, Cathleen P.</td>
<td></td>
</tr>
<tr>
<td>Black, Leon D.</td>
<td></td>
</tr>
<tr>
<td>Black, Stanley Warren III</td>
<td></td>
</tr>
<tr>
<td>Blacker, Coot D.</td>
<td></td>
</tr>
<tr>
<td>Blackwell, J. Kenneth</td>
<td></td>
</tr>
<tr>
<td>Blackwill, Robert D.</td>
<td></td>
</tr>
<tr>
<td>Blair, Oni Kay</td>
<td></td>
</tr>
<tr>
<td>Blane, Alexis†</td>
<td></td>
</tr>
<tr>
<td>Blank, Jonah</td>
<td></td>
</tr>
<tr>
<td>Blank, Stephen</td>
<td></td>
</tr>
<tr>
<td>Blankfein, Lloyd C.</td>
<td></td>
</tr>
<tr>
<td>Blanton, Sharie A.</td>
<td></td>
</tr>
<tr>
<td>Blavatnik, Len</td>
<td></td>
</tr>
<tr>
<td>Blechman, Barry M.</td>
<td></td>
</tr>
<tr>
<td>Bleek, Philipp C.</td>
<td></td>
</tr>
<tr>
<td>Bleich, Jeffrey L.</td>
<td></td>
</tr>
<tr>
<td>Bleier, Edward</td>
<td></td>
</tr>
<tr>
<td>Blendon, Robert Jay</td>
<td></td>
</tr>
<tr>
<td>Blinder, Alan S.</td>
<td></td>
</tr>
<tr>
<td>Blinken, Alan John</td>
<td></td>
</tr>
<tr>
<td>Blinken, Antony J.</td>
<td></td>
</tr>
<tr>
<td>Blinken, Donald</td>
<td></td>
</tr>
</tbody>
</table>
Bloom, Evan T.
Bloomingdale, Kathy Finn
Blum, Adam Cardozo
Blum, Richard C.
Blumenthal, Sidney S.
Blumenthal, Michael W.
Blumling, Mark *
Blumrosen, Alexander B.
Blyth, Mark M.
Boas, Katherine
Bob, Daniel E.
Bobbitt, Philip Chase
Bodansky, Daniel M.
Bodea, Andy S.
Bodine, Barbara K.*
Boeka, Ryan L.†
Bogan, Leisel
Bogert, Carroll R.
Bohen, Avis T.
Bohn, John A.
Boies, David
Boies, Mary McInnis
Boiling, Landrum R.
Bollinger, Lee C.
Bolton, Emily S.†
Bolton, John R.
Bondurant, Amy L.
Bonadi, Nazanin
Bonime-Blanc, Andrea
Bonner, Robert C.
Bonney, J. Dennis
Book, Kevin Daniel*
Bookman, Zachary F.†
Boorstin, Robert O.
Booth, Carter
Borden, William B.
Bordoff, Jason Eric
Boren, David L.
Borgerson, Scott G.
Borgher, Erica D.†
Borio, Luciana Lopes
Bork, Ellen
Boschwitz, Rudy
Bott, John C.
Boufford, Jo Ivey
Boulay, Antonina W.
Boulware-Miller, Kay
Bourkoff, Aryeh B.
Boustany, Charles W. Jr.
Bouton, Marshall M.

Bovin, Denis A.
Bower, Eve
Bower, Joseph Lyon
Bower, Whitney
Bowles, Erskine B.
Bown, Chad P.
Boyd, Charles Graham
boyd, danah*
Boyer, Spencer Phipps
Bracken, Paul
Bradbury, Darcy E.
Braddock, Richard S.
Brademas, John
Bradford, Zeb B. Jr.
Bradley, Bill
Bradley, David G.
Brady, Linda Parrish
Brady, Nicholas F.
Brady, Rose
Brainerd, Lael
Brake, Benjamin T.
Branch, Daniel H.
Brand, Jacques E.
Brandt, Jessica
Brannen, Samuel J.
Branscomb, Lewis M.
Branson, Louise
Braswell, Kimberly
Brachli, Marcus W.
Braunschvig, David
Brautigam, Deborah A.
Bray, David Alec
Brazeal, Aurelia E.
Breck, Henry R.
Breed, Henry Eltinge III
Bremer, L. Paul III
Bremer, Louis William
Bremmer, Ian A.
Brennan, Margaret Mary
Brenner, Kieran
Brenner, Lee J.
Breslauer, George William
Brewer, John D.
Breyer, Chloe A.
Breyer, Jim
Breyer, Stephen G.
Briger, Peter L. Jr.
Brigety, Reuben Earl II
Brigham, Lawson W.
Brill, Steven D.
Brillembourg, Clara E.
Brilliant, Larry
Brilliant, Myron A.
Brimley, Shawn William
Brimmer, Esther Diane
Brinker, Nancy Goodman
Brinkley, Douglas G.
Brinkley, Paul A.
Brinsfield, Kathryn*
Brister, Paul D.
Britell, Jenne K.
Brito, David V.B.
Broad, Molly Corbett
Broad, Robin
Broadbent, Meredith M.
Broadman, Harry G.
Brock, Steven Vernon
Broda, Frederick C.
Broder-Fingert, Jacob I.†
Brody, Christopher W.
Brody, Kenneth D.
Brokaw, Tom
Bronfman, Edgar Jr.
Bronin, Luke A.
Bronner, Ethan S.
Bronson, Rachel
Brooke, Kyla L.†
Brookins, Carole L.
Brosens, Frank P.
Broughton, Christopher
Nicholas
Brower, Brooke Andrew
Brower, Charles N.
Brown, Alice L.
Brown, Bartram S.
Brown, Binta Niambi
Brown, Caroline E.
Brown, Carroll
Brown, Frances Z.
Brown, Frederic J.
Brown, Gwendolyn A.
Brown, Harold
Brown, John Preston
Brown, Katherine A.
Brown, Kathleen
Brown, Leon Carl
Brown, Michael E.
Brown, Neil Robert
Brown, Richard P. Jr.
Brown, Seyom
Brown, Tina
Brown Weiss, Edith
Browning, David S.
Bruce, Judith
Brun, Leslie A.
Brune, Nancy E.
Bryan, Greyson L.
Bryant, Michael E.
Bryant, Ralph C.
Bryliski, Pamela†
Bryson, John E.
Brzezinski, Mark F.
Brzezinski, Mika
Brzezinski, Zbigniew
Buaron, Roberto
Buchanan, Scott C.
Buchanan, Mark Edward
Buchwald, Mike
Bucknam, Mark A.
Budinger, William
Bueno de Mesquita, Bruce
Buergerenthal, Thomas
Buffett, Howard Warren
Buffone, Steven
Bukowski, Raven M.
Bullock, Mary Brown
Bumpas, Stuart Maryman
Bunzel, Jeffrey H.
Burand, Deborah K.
Burch, Tory
Burden, Amanda
Burgess, John A.
Burke-White, William W.
Burnett, Edward W.
Burns, Nicholas
Burns, Patrick Owen
Burns, William J.
Burroughs, Nikole
Burrows, Mathew
Burt, Andrew†
Burt, Richard R.
Burwell, Sylvia Mathews
Busby, Joshua W.
Bush, Mary K.
Bush, Richard Clarence III
Bushell, Andrew
Bussey, John C.
Butler, Paul W.
Butler, Samuel C.
Butler, William J.
Buultjens, Ralph
Buyse, Gail
Byrne, Barbara
Byrne, Patrick M.
Byrnes, Maureen K.

C
Cabrera, Ángel
Cáceres, Diane Alleva
Caesar, Camille M.
Cahill, Kevin M.
Cahill, William R.†
Cahn, Jonathan D.
Calabia, Dawn Tennant
Calabia, F. Christopher
Calabresi, Massimo F.T.
Calder, Kent Eyring
Caldera, Louis E.
<table>
<thead>
<tr>
<th>Name</th>
<th>Membership Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Caldwell, Dan Edward</td>
<td>Elected to membership in 2016</td>
</tr>
<tr>
<td>Caldwell, William B. IV</td>
<td>Elected to membership in 2016</td>
</tr>
<tr>
<td>Calhoun, Craig J.</td>
<td></td>
</tr>
<tr>
<td>Califano, Joseph A. Jr.</td>
<td></td>
</tr>
<tr>
<td>Califano, Mark Gerard</td>
<td></td>
</tr>
<tr>
<td>Callaghy, Thomas M.</td>
<td></td>
</tr>
<tr>
<td>Callander, Robert J.</td>
<td></td>
</tr>
<tr>
<td>Callaway, David W.*</td>
<td></td>
</tr>
<tr>
<td>Callen, Michael A.</td>
<td></td>
</tr>
<tr>
<td>Calleo, David Patrick</td>
<td></td>
</tr>
<tr>
<td>Calvo-Platero, Mario</td>
<td></td>
</tr>
<tr>
<td>Cambria, Salvatore F.</td>
<td></td>
</tr>
<tr>
<td>Camilleri, Michael John</td>
<td></td>
</tr>
<tr>
<td>Cammack, Perry A.</td>
<td></td>
</tr>
<tr>
<td>Camp, Roderic Ai</td>
<td></td>
</tr>
<tr>
<td>Campbell, Carolyn</td>
<td></td>
</tr>
<tr>
<td>Margret</td>
<td></td>
</tr>
<tr>
<td>Campbell, Colin G.</td>
<td></td>
</tr>
<tr>
<td>Campbell, Elizabeth C.</td>
<td></td>
</tr>
<tr>
<td>Campbell, F. Gregory</td>
<td></td>
</tr>
<tr>
<td>Campbell, Jason H.†</td>
<td></td>
</tr>
<tr>
<td>Campbell, Kurt M.</td>
<td></td>
</tr>
<tr>
<td>Campbell, Thomas J.</td>
<td></td>
</tr>
<tr>
<td>Camuñez, Michael C.*</td>
<td></td>
</tr>
<tr>
<td>Canavan, Terence Chris</td>
<td></td>
</tr>
<tr>
<td>Cannella, Margaret M.</td>
<td></td>
</tr>
<tr>
<td>Cannon, Sarah R.†</td>
<td></td>
</tr>
<tr>
<td>Canton, Mikki</td>
<td></td>
</tr>
<tr>
<td>Caperton, William</td>
<td></td>
</tr>
<tr>
<td>Gaston III</td>
<td></td>
</tr>
<tr>
<td>Cappello, Alexander L.</td>
<td></td>
</tr>
<tr>
<td>Cappello, Michael</td>
<td></td>
</tr>
<tr>
<td>Capus, Stephen A.</td>
<td></td>
</tr>
<tr>
<td>Caputo, David A.</td>
<td></td>
</tr>
<tr>
<td>Caputo, Lisa M.</td>
<td></td>
</tr>
<tr>
<td>Carbonell, Néstor T.</td>
<td></td>
</tr>
<tr>
<td>Cárdenas, José A.</td>
<td></td>
</tr>
<tr>
<td>Carey, John</td>
<td></td>
</tr>
<tr>
<td>Cari, Joseph A. Jr.</td>
<td></td>
</tr>
<tr>
<td>Carlson, Scott A.</td>
<td></td>
</tr>
<tr>
<td>Carlucci, Frank C.</td>
<td></td>
</tr>
<tr>
<td>Carmichael, William D.</td>
<td></td>
</tr>
<tr>
<td>Carnesale, Albert</td>
<td></td>
</tr>
<tr>
<td>Carpenter, Scott</td>
<td></td>
</tr>
<tr>
<td>Carpenter, Ted Galen</td>
<td></td>
</tr>
<tr>
<td>Carr, Earl Alexander Jr.</td>
<td></td>
</tr>
<tr>
<td>Carr, John W.</td>
<td></td>
</tr>
<tr>
<td>Carrington, Walter C.</td>
<td></td>
</tr>
<tr>
<td>Carroll, J. Speed</td>
<td></td>
</tr>
<tr>
<td>Carroll, Megan E.†</td>
<td></td>
</tr>
<tr>
<td>Carruth, Reba Anne</td>
<td></td>
</tr>
<tr>
<td>Carson, Charles William Jr.</td>
<td></td>
</tr>
<tr>
<td>Carson, Johnnie</td>
<td></td>
</tr>
<tr>
<td>Carson, Russell L.*</td>
<td></td>
</tr>
<tr>
<td>Carswell, Robert</td>
<td></td>
</tr>
<tr>
<td>Carter, Ashton B.</td>
<td></td>
</tr>
<tr>
<td>Carter, Jacqueline A.†</td>
<td></td>
</tr>
<tr>
<td>Carter, James Earl</td>
<td></td>
</tr>
<tr>
<td>Carter, James H.</td>
<td></td>
</tr>
<tr>
<td>Carter, Mark Andrew</td>
<td></td>
</tr>
<tr>
<td>Cartwright, James P. II</td>
<td></td>
</tr>
<tr>
<td>Caruso-Cabrera, Michelle</td>
<td></td>
</tr>
<tr>
<td>Casella, Sam H.</td>
<td></td>
</tr>
<tr>
<td>Casellas, Gilbert F.</td>
<td></td>
</tr>
<tr>
<td>Cashin, Stephen D.</td>
<td></td>
</tr>
<tr>
<td>Casper, Gerhard</td>
<td></td>
</tr>
<tr>
<td>Cassel, Douglass W. Jr.</td>
<td></td>
</tr>
<tr>
<td>Cassell, Gail H.</td>
<td></td>
</tr>
<tr>
<td>Cate, Fred H.*</td>
<td></td>
</tr>
<tr>
<td>Cattarulla, Elliott R.</td>
<td></td>
</tr>
<tr>
<td>Caufield, Frank J.</td>
<td></td>
</tr>
<tr>
<td>Caulfield, Matthew P.</td>
<td></td>
</tr>
<tr>
<td>Cavanagh, Michael J.</td>
<td></td>
</tr>
<tr>
<td>Cavanagh, Richard Edward</td>
<td></td>
</tr>
<tr>
<td>Cavanaugh, Carey</td>
<td></td>
</tr>
<tr>
<td>Cavanaugh, Matthew Lampman</td>
<td></td>
</tr>
<tr>
<td>Cave, Ray Charles</td>
<td></td>
</tr>
<tr>
<td>CdeBaca, Luis</td>
<td></td>
</tr>
<tr>
<td>Cervantes, Samuel Anthony</td>
<td></td>
</tr>
<tr>
<td>Cha, Victor D.</td>
<td></td>
</tr>
<tr>
<td>Chadda, Maya</td>
<td></td>
</tr>
<tr>
<td>Chae, Michael</td>
<td></td>
</tr>
<tr>
<td>Chamberlain, Robert Pfundstein</td>
<td></td>
</tr>
<tr>
<td>Chambers, Anne Cox</td>
<td></td>
</tr>
<tr>
<td>Chambers, Kristen N.</td>
<td></td>
</tr>
<tr>
<td>Chambers, Tiffani</td>
<td></td>
</tr>
<tr>
<td>Chami, Joseph</td>
<td></td>
</tr>
<tr>
<td>Chan, Gerald L.</td>
<td></td>
</tr>
<tr>
<td>Chan, Hui Wen†</td>
<td></td>
</tr>
<tr>
<td>Chan, Melissa†</td>
<td></td>
</tr>
<tr>
<td>Chan, Ronnie C.</td>
<td></td>
</tr>
<tr>
<td>Chan, Yam Kit†</td>
<td></td>
</tr>
<tr>
<td>Chandra, Amit†</td>
<td></td>
</tr>
<tr>
<td>Chang, David C.</td>
<td></td>
</tr>
<tr>
<td>Chang, Gareth C.C.</td>
<td></td>
</tr>
<tr>
<td>Chang, Joyce</td>
<td></td>
</tr>
<tr>
<td>Chang, Juju</td>
<td></td>
</tr>
<tr>
<td>Chanin, Clifford</td>
<td></td>
</tr>
<tr>
<td>Chanis, Jonathan A.</td>
<td></td>
</tr>
<tr>
<td>Chao, Angela A.</td>
<td></td>
</tr>
<tr>
<td>Chao, Elaine L.</td>
<td></td>
</tr>
<tr>
<td>Chapin, Edith C.</td>
<td></td>
</tr>
<tr>
<td>Charles, Robert Bruce</td>
<td></td>
</tr>
<tr>
<td>Charney, Craig R.</td>
<td></td>
</tr>
<tr>
<td>Charnovitz, Steve</td>
<td></td>
</tr>
<tr>
<td>Chartener, Robert</td>
<td></td>
</tr>
<tr>
<td>Chase, Anthony R.</td>
<td></td>
</tr>
<tr>
<td>Chatterjee, Purnendu</td>
<td></td>
</tr>
<tr>
<td>Chatterji, Aaron K.</td>
<td></td>
</tr>
<tr>
<td>Chaves, Robert J.</td>
<td></td>
</tr>
<tr>
<td>Chavez, Rebecca Bill</td>
<td></td>
</tr>
<tr>
<td>Chayes, Antonia Handler</td>
<td></td>
</tr>
<tr>
<td>Chayes, Sarah P.</td>
<td></td>
</tr>
<tr>
<td>Checki, Terrence J.</td>
<td></td>
</tr>
<tr>
<td>Chen, Cameron Ray</td>
<td></td>
</tr>
<tr>
<td>Chen, John S.</td>
<td></td>
</tr>
<tr>
<td>Chen, Kimball C.</td>
<td></td>
</tr>
<tr>
<td>Chen, Lincoln C.</td>
<td></td>
</tr>
<tr>
<td>Chenault, Kenneth I.</td>
<td></td>
</tr>
<tr>
<td>Cheney, Richard B.</td>
<td></td>
</tr>
<tr>
<td>Cheney, Stephen A.</td>
<td></td>
</tr>
<tr>
<td>Chenoweth, Erica</td>
<td></td>
</tr>
<tr>
<td>Cherian, Saj</td>
<td></td>
</tr>
<tr>
<td>Chesler, Ellen</td>
<td></td>
</tr>
<tr>
<td>Cheston, Sheila C.</td>
<td></td>
</tr>
<tr>
<td>Chiarel, Peter W.</td>
<td></td>
</tr>
<tr>
<td>Chickering, A. Lawrence</td>
<td></td>
</tr>
<tr>
<td>Chira, Susan D.</td>
<td></td>
</tr>
<tr>
<td>Choffnes, Eileen R.</td>
<td></td>
</tr>
<tr>
<td>Choi, Audrey</td>
<td></td>
</tr>
<tr>
<td>Chollet, Derek H.</td>
<td></td>
</tr>
<tr>
<td>Chopivsky, Alexa</td>
<td></td>
</tr>
<tr>
<td>Choucri, Nazli</td>
<td></td>
</tr>
<tr>
<td>Chowdhry, Aysha Afzal</td>
<td></td>
</tr>
<tr>
<td>Chretien, Jean-Paul</td>
<td></td>
</tr>
<tr>
<td>Christensen, Guillermo</td>
<td></td>
</tr>
<tr>
<td>Santiago</td>
<td></td>
</tr>
<tr>
<td>Christensen, Stanley F.</td>
<td></td>
</tr>
<tr>
<td>Christensen, Thomas J.</td>
<td></td>
</tr>
<tr>
<td>Christenson, Michael J.</td>
<td></td>
</tr>
<tr>
<td>Christians, Geryl B.</td>
<td></td>
</tr>
<tr>
<td>Christman, Daniel William</td>
<td></td>
</tr>
<tr>
<td>Christopher, Mark A.†</td>
<td></td>
</tr>
<tr>
<td>Churchill, Bruce B.</td>
<td></td>
</tr>
<tr>
<td>Cirincione, Joe</td>
<td></td>
</tr>
<tr>
<td>Clancy, Erin J.†</td>
<td></td>
</tr>
<tr>
<td>Clancy, Lauren</td>
<td></td>
</tr>
<tr>
<td>Clapp, Priscilla A.</td>
<td></td>
</tr>
<tr>
<td>Clarida, Richard H.</td>
<td></td>
</tr>
<tr>
<td>Clark, J. H. Cullum</td>
<td></td>
</tr>
<tr>
<td>Clark, John Stephen Jr.</td>
<td></td>
</tr>
<tr>
<td>Clark, Kristofer L.</td>
<td></td>
</tr>
<tr>
<td>Clark, Mark Edmund</td>
<td></td>
</tr>
<tr>
<td>Clark, Mayree C.</td>
<td></td>
</tr>
<tr>
<td>Clark, Ronald J.</td>
<td></td>
</tr>
<tr>
<td>Clark, Wesley K.</td>
<td></td>
</tr>
<tr>
<td>Clarke, Donald C.</td>
<td></td>
</tr>
<tr>
<td>Clarke, Teresa Hillary</td>
<td></td>
</tr>
<tr>
<td>Clauussen, Eileen B.</td>
<td></td>
</tr>
<tr>
<td>Clay, Tiffany A.</td>
<td></td>
</tr>
<tr>
<td>Clement, Peter A.</td>
<td></td>
</tr>
<tr>
<td>Cleveland, Peter Matthews</td>
<td></td>
</tr>
<tr>
<td>Clifford, Donald K. Jr.</td>
<td></td>
</tr>
<tr>
<td>Clifford, Mark Lambert</td>
<td></td>
</tr>
<tr>
<td>Cline, William R.</td>
<td></td>
</tr>
<tr>
<td>Clinton, Chelsea</td>
<td></td>
</tr>
<tr>
<td>Clinton, William Jefferson</td>
<td></td>
</tr>
<tr>
<td>Cloherty, Patricia M.</td>
<td></td>
</tr>
<tr>
<td>Cloonan, Edward T.</td>
<td></td>
</tr>
<tr>
<td>Clooney, George</td>
<td></td>
</tr>
<tr>
<td>Coatsworth, John H.</td>
<td></td>
</tr>
<tr>
<td>Cobb, Charles E. Jr.</td>
<td></td>
</tr>
<tr>
<td>Cobb, Sue McCourt</td>
<td></td>
</tr>
<tr>
<td>Cohen, Lawrence S.</td>
<td></td>
</tr>
<tr>
<td>Cochran, Barbara S.</td>
<td></td>
</tr>
<tr>
<td>Coffey, C. Shelby III</td>
<td></td>
</tr>
<tr>
<td>Cogan, Charles G.</td>
<td></td>
</tr>
<tr>
<td>Coggins, Bridget L.</td>
<td></td>
</tr>
<tr>
<td>Cohen, William David</td>
<td></td>
</tr>
<tr>
<td>Cohen, Abby Joseph</td>
<td></td>
</tr>
<tr>
<td>Cohen, Andrew</td>
<td></td>
</tr>
<tr>
<td>Cohen, Ariel</td>
<td></td>
</tr>
<tr>
<td>Cohen, Benjamin J.</td>
<td></td>
</tr>
<tr>
<td>Cohen, Betsy</td>
<td></td>
</tr>
<tr>
<td>Cohen, Eliot A.</td>
<td></td>
</tr>
<tr>
<td>Cohen, Herman J.</td>
<td></td>
</tr>
<tr>
<td>Cohen, Jared</td>
<td></td>
</tr>
<tr>
<td>Cohen, Jerome Alan</td>
<td></td>
</tr>
<tr>
<td>Cohen, Joel E.</td>
<td></td>
</tr>
<tr>
<td>Cohen, Michael David</td>
<td></td>
</tr>
<tr>
<td>Cohen, Richard M.</td>
<td></td>
</tr>
<tr>
<td>Cohen, Roberta Jane</td>
<td></td>
</tr>
<tr>
<td>Cohen, Stephen Bruce</td>
<td></td>
</tr>
<tr>
<td>Cohen, Stephen F.</td>
<td></td>
</tr>
<tr>
<td>Cohen, Stephen S.</td>
<td></td>
</tr>
<tr>
<td>Cohen, Warren I.</td>
<td></td>
</tr>
<tr>
<td>Cohen, William S.</td>
<td></td>
</tr>
<tr>
<td>Colby, Elbridge A.*</td>
<td></td>
</tr>
<tr>
<td>Colby, Jonathan E.</td>
<td></td>
</tr>
<tr>
<td>Cole, Jonathan R.</td>
<td></td>
</tr>
<tr>
<td>Coleman, Isobel</td>
<td></td>
</tr>
<tr>
<td>Coleman, John W.</td>
<td></td>
</tr>
<tr>
<td>Coleman, Lewis W.</td>
<td></td>
</tr>
<tr>
<td>Coleman, William T. Jr.</td>
<td></td>
</tr>
<tr>
<td>Coles, Julius E.</td>
<td></td>
</tr>
<tr>
<td>Coles, Tony</td>
<td></td>
</tr>
<tr>
<td>Coll, Alberto R.</td>
<td></td>
</tr>
<tr>
<td>Collazo, Ernest J.</td>
<td></td>
</tr>
<tr>
<td>Collins, Jay</td>
<td></td>
</tr>
<tr>
<td>Collins, Joseph J.</td>
<td></td>
</tr>
<tr>
<td>Collins, Mark M. Jr.</td>
<td></td>
</tr>
<tr>
<td>Collins, Nancy Walbridge</td>
<td></td>
</tr>
<tr>
<td>Collins, Susan M.</td>
<td></td>
</tr>
<tr>
<td>Collins, Timothy C.</td>
<td></td>
</tr>
<tr>
<td>Collins, Wayne Dale</td>
<td></td>
</tr>
<tr>
<td>Colwell, Rita R.</td>
<td></td>
</tr>
<tr>
<td>Comstock, Barbara</td>
<td></td>
</tr>
</tbody>
</table>
Comstock, Philip E. Jr.
Conde, Cesar R.
Conde, Enrique Augusto
Cone, Sydney M. III
Conley, Dalton
Conley, Jill G.
Conners, Leila Anne
Connolly, Gerald E.
Connor, John T. Jr.
Connors, Celeste
Considine, Jill M.
Constable, Pamela
Conti-Brown, Peter M.
Contreras, Pat
Conway, Jill
Cook, Akunna E.†
Cook, Charles
Cook, Frances D.
Cook, Gary M.
Cook, Lisa D.
Cook, Steven A.
Cooke, Goodwin
Cooke, John F.
Cooley, Thomas F.
Coome, George
William Jr.
Coon, Jane Abell
Cooney, Joan Ganz
Cooper, Ann K.
Cooper, Christian Harley
Cooper, John Milton Jr.
Cooper, Kathleen B.
Cooper, Richard N.
Copelain, Edward Clark
Corcoran, Andrea M.
Corcoran, Carole A.
Cordell, Kristen A.
Cornell, Nery
Cortez, Christopher
Cosgrove, Elliot J.
Costello, Patrick
Cote, David M.
Cott, Suzanne
Cotter, William R.
Couric, Katherine A.
Courington, Karen
Elizabeth
Courtney, William
Cousens, Elizabeth M.
Covey, Jock
Cowal, Sally Grooms
Cowen, Geoffrey

Cowan, Geoffrey
Cowal, Sally Grooms
Covey, Jock
Cowhey, Peter F.
Cox, Berry R.
Cox, Edward F.
Cox, Howard E. Jr.
Cox, Jessica Lynn
Cox, Stephen John
Coy, Craig P.
Craddock, Banz J.
Crahan, Margaret E.
Crain, Alan R. Jr.
Crane, 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, Batshshea 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, Sam Y.
Crossette, Barbara
Croizvitz, L. Gordon
Crow, Michael M.
Crowley, Monica Elizabeth
Crown, Lester
Cruise, Daniel
Crumpton, Henry A.
Cruz, Ginger M.
Crystal, Lester M.
Cuellar, Mariano-Florentino
Cuffe, Selena Senora*  
Cukier, Kenneth N.
Culberson, Stephanie M.†
Culhan, Michael J.
Cullum, Lee
Cully, James Clark
Culora, Thomas J.
Cumming, Alfred
Cumming, Christine M.
Cummings, Alexander B. Jr.
Cunningham, James B.
Cunningham, Nelson W.

Cuomo, Scott A.
Curry, Ravenel B. III*
Curtis, Charles B.
Curtis, Gerald L.
Cutler, Walter L.
Cutshaw, Kenneth A.
Cutter, W. Bowman
Cyr, Arthur I.

D
Daelder, Ivo H.
Dach, Leslie A.
Dady, Teresa Gail
Dahm, Evelyn Pignatari
Dailey, Brian D.
Dakolias, Constantine M.
Dal Bello, Michael Anthony
Dale, Catherine M.
Dale, Nan
Daley, William M.
Dallo, Ray
Dallara, Charles H.
Dalley, George Albert
Dallmeyer, Dorinda G.
Dalton, James E.
Dalton, Melissa Griffin
Dalton, Roy Balle III
Dam, Kenneth W.
Dam, Marcia Wachs
D’Amato, Alfonse M.
Damrosch, Lori Fisler
Danan, Liora†
Danforth, William H.
Daniel, D. Ronald
Daniel, Donald C.F.
Danilovich, John J.
Danin, Robert
Danly, James P.
Danner, Mark D.
Daschle, Thomas Andrew
Dash, Somesh
Da Silva, Joseph V.
DaSilva, Russell J.
Daurale, Nils M.
Dave, Mona
Davenport, Kelsey†
David, Danny
David, Jack
Davidson, Amy S.
Davidson, Janine A.
Davidson, Peter W.
Davis, Christina L.
Davis, Florence A.
Davis, Geoffrey Clark
Davis, Jacquelyn K.
Davis, Jerome

Davis, Kim Gordon
Davis, Lynn E.
Davis, Marion Thomas
Davis, Rick*
Davis, Stephen B.
Davis, Susan M.
Davis, William Keith
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
Dean, Robert W.
Dear, Alice M.
Deason, Jennifer
Debevoise, 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.
de Carlo, Graciana
DeLaurentis, Jeffrey*  
De Leon, Jordana M.
Delury, John*  
Del Rosso, Stephen J.
Demarest, Heidi B.
de Ménia, Georges
de Menil, Joy Alexandra
de Ménis, Lois Pattison
Deming, Rust Macpherson
Dempsey, Jason K.
Deng, Francis M.
Denham, Robert E.
Denison, Robert J.
Denning, Steven A.
Dennis, Everett E.
Denoon, David B.H.
Denton, Hazel
Dentone, James S.
Dentzer, Susan
DePoy, Phil E.
Dergham, Raghida

* Elected to membership in 2016.
† Elected to a five-year term membership in 2016.
Derham, Michael T.
de Rothschild, Lynn
Forester
Derrick, James V. Jr.
Derryck, Vivian Lowery
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
Devine, C. Maury
Devine, John J.
Devine, Thomas J.
Devlin, Matthew
De Vos, Christian Michael
de Vries, Rimmer
Dewey, Taylor B.
DeYoung, Karen J.
Diamond, Larry J.
Diamond, Michael W.
Diamond, Robert E.
Diaz, Anthony J.
Diaz, Charley L.
DiCarlo, Rosemary A.
Dickey, Christopher S.
Dicks, Norman D.
Dickson-Horton, Valerie L.
Didion, Joan
Diehl, Jackson K.
di Giovanni, Janine
Dilenschneider, Robert L.
DiMartino, Rita
Dimon, Jamie
Dine, Thomas A.
Dinerstein, Robert C.
Dinkins, David N.
DiPerna, Paula
Dirks, Nicholas Bernard
Distlerath, Linda M.
Diuk, Nadia
Djerejian, Edward P.
Dobbins, James F.
Dobriansky, Paula J.
Doctoroff, Daniel L.
Dodd, Christopher J.
Dodin, Reema
Doebele, Justin W.
Doggart, Courtney†
Doggett, Martha Lyn
Dogo, Harun
Doherty, Brendan H.
Doi, Ayako
Doley, Harold E. Jr.
Domenicin, Christopher
Justin
Domínguez, Agustin
Ernesto
Domínguez, Jorge I.
Domm, Patti
Donahoe, Eileen
Chamberlain
Donahue, Thomas R.
Donaldson, Peter J.
Donaldson, Robert H.
Donaldson, William H.
Donatich, John E.
Donehoo, Stephen C.
Donfried, Karen Erika
Dong, Nelson G.
Donlon, Thomas E.
Donohue, Laura K.
Donohue, Thomas J. Sr.
Donovan, Michael Geiger
Doran, Charles F.
Doran, Michael Scott
Dory, Amanda Jean
Doshi, Raj Ramesh
Doty, Grant R.
Dougan, Diana Lady
Dougherty, James P.
Dougherty, Jill M.
Dougherty, Tara Murphy
Douglas, Michael
Douglass, Loren Robert
Douglass, Robert R.
Douraghy, Ali
Dowling, John Nicholas
Downie, Richard D.
Doyle, Kathleen M.*
Doyle, Michael W.
Doyle, Noreen
Dozier, Kimberly
Draper, William H. III
Drayton, William
Dreier, David T.
Drew, Elizabeth
Dreyfuss, Joel
Dreyfuss, Richard S.
Drezner, Daniel W.
Driskill, Matthew Taylor
Drobnick, Richard Lee
Drozdak, William M.
Drucker, Joy E.
Drucker, Richard A.
Druckman, Michael R.†
Druyan, Ann
Dryden, Sam
Duberstein, Kenneth M.
Dubik, James Michael
Dubin, Seth H.
DuBois, Maurice A.
Dubov, Talia
Duckenfield, David A. III
Dudley, William C.
Duelfer, Charles A.
Duersten, Althea L.
Duff, Jean F.*
Dufrey, Joseph D.
Dufhe, David A.
Duffy, Gloria Charmian
Duffy, James H.
Dugan, Gordon F.
Duggan, Tim
Dulá, Sonia L.
Dulany, Peggy
Dunbar, Charles F.
Duncan, Charles William Jr.
Duncan, Graham A.
Dunigan, Patrick Andrew
Dunkerley, Craig G.
Dunlap, James R.*
Dunn, Lewis A.
Dunn, Michael M.
Dunne, Dianna†
Dur, Philip A.
Durkin, Patrick J.
Dutt, Mallika
Dworkin, Douglas A.
Dyer, James W.
Dylan, Jesse
Dykan, Karen
Dyrud, Peter J.†
Dyson, Esther

E
Easterly, Jennie M.
Eastman, John Lindner
Eberhard, James P.C.
Eberhart, Ralph E.
Eberstadt, Nicholas
Echols, Marsha A.
Eck, Bailey Morris
Economy, Elizabeth C.
Ecton, Donna R.
Eddelmann, Linda Hiniker
Eddy, Randolph P. III
Edel, Charles Nicholas
Edelman, Marian Wright
Edelman, Richard Winston
Ederle, Brendan G.
Edington, Mark D.W.
Edley, Christopher Jr.
Edward, George C. III
Edward, Howard L.
Edward, Mickey
Edward, Robert H.
Edward, Robert H. Jr.
Effron, Blair
Efros, Laura L.
Eggers, Thomas E.
Ehrenkranz, Joel S.
Eichengreen, Barry J.
Eichensehr, Kristen E.
Eikenberry, Karl W.
Einai, Luigi Roberto
Einhorn, Jessica P.
Einhorn, Robert J.
Eisendrath, Charles R.
Eisner, Jane R.*
Eizenstat, Stuart E.
El Beih, Mohamed†
Elden, Richard
El-Erian, Mohamed A.*
Elgin-Cossart, Mary E.
Ellias, Christopher J.
El Koubi, Jason R.
E llenbogen, Andrew
Elliot, Dorinda
Elliot, Inger McCabe
Ellis, Mark S.
Ellis, Patricia
Ellis, Rodney
Ellison, Keith
El-Shazli, Heba F.
Elson, Edward Elliott
Ely-Raphel, Nancy Halliday
Emmanuel, Ezekiel Jonathan
Embree, Ainslie Thomas
Emehelu, Chinoso T.
Emerson, John B.
Emmert, Mark A.
Engel, Eliot L.
Engel, Richard
Engelberg, Stephen
Ensor, David B.
Entwistle, L. Brooks
Epstein, Joshua M.
Erb, Guy F.
Erb, Richard D.
Ersen, Claude E.
Erick, Dara F.
Ercklentz, Alexander T.
Erdmann, Andrew P.N.
<table>
<thead>
<tr>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feinstein, Lee A.</td>
</tr>
<tr>
<td>Feissel, Gustave</td>
</tr>
<tr>
<td>Feist, Samuel H.</td>
</tr>
<tr>
<td>Feith, Douglas J.</td>
</tr>
<tr>
<td>Felbab-Brown, Vanda*</td>
</tr>
<tr>
<td>Feldman, Alexander C.</td>
</tr>
<tr>
<td>Feldman, Daniel F.</td>
</tr>
<tr>
<td>Feldman, Mark B.</td>
</tr>
<tr>
<td>Feldstein, Martin S.</td>
</tr>
<tr>
<td>Felton, Wanda*</td>
</tr>
<tr>
<td>Fenton, David</td>
</tr>
<tr>
<td>Fenzel, Michael R.</td>
</tr>
<tr>
<td>Ferguson, Brian†</td>
</tr>
<tr>
<td>Ferguson, Charles H.</td>
</tr>
<tr>
<td>Ferguson, James L.</td>
</tr>
<tr>
<td>Ferguson, Roger W. Jr.</td>
</tr>
<tr>
<td>Ferguson, Tim W.</td>
</tr>
<tr>
<td>Fernandes, Benjamin J.</td>
</tr>
<tr>
<td>Fernandez, Jose W.</td>
</tr>
<tr>
<td>Fernandez, Katherine</td>
</tr>
<tr>
<td>Berglund</td>
</tr>
<tr>
<td>Ferrari, Bernard</td>
</tr>
<tr>
<td>Ferrari, Mario B.</td>
</tr>
<tr>
<td>Ferré, Helen Aguirre</td>
</tr>
<tr>
<td>Ferré, Maurice A.</td>
</tr>
<tr>
<td>Ferré Ramirez, Antonio Luis</td>
</tr>
<tr>
<td>Ferrell, Lisa Carolyn</td>
</tr>
<tr>
<td>Fesharaki, Fereidun</td>
</tr>
<tr>
<td>Fessenden, Hart</td>
</tr>
<tr>
<td>Fetter, Steve</td>
</tr>
<tr>
<td>Feuer, Sarah J.</td>
</tr>
<tr>
<td>Fick, Nathaniel</td>
</tr>
<tr>
<td>Fiedler, Jeffrey L.</td>
</tr>
<tr>
<td>Field, Jennifer</td>
</tr>
<tr>
<td>Fields, Bertram H.</td>
</tr>
<tr>
<td>Fields, Craig I.</td>
</tr>
<tr>
<td>Fife, Eugene V.</td>
</tr>
<tr>
<td>Fikes, Deborah</td>
</tr>
<tr>
<td>Filippone, Robert J.</td>
</tr>
<tr>
<td>Findakly, Hani K.</td>
</tr>
<tr>
<td>Finder, Joseph Alan</td>
</tr>
<tr>
<td>Findlay, D. Cameron</td>
</tr>
<tr>
<td>Finelli, Francis A.</td>
</tr>
<tr>
<td>Fink, Laurence D.</td>
</tr>
<tr>
<td>Fink, Sheri L.</td>
</tr>
<tr>
<td>Finkelstein, Lawrence S.</td>
</tr>
<tr>
<td>Finley, Mark</td>
</tr>
<tr>
<td>Finn, Edwin A. Jr.</td>
</tr>
<tr>
<td>Finnemore, Martha</td>
</tr>
<tr>
<td>Finney, Nathan K.</td>
</tr>
<tr>
<td>Finucane, Anne M.</td>
</tr>
<tr>
<td>Firestone, Charles M.</td>
</tr>
<tr>
<td>Fisch, Mark</td>
</tr>
<tr>
<td>Fischer Martin, Betsy</td>
</tr>
<tr>
<td>Fischer, Stanley</td>
</tr>
<tr>
<td>Fisher, Drosten Andrew*</td>
</tr>
<tr>
<td>Fisher, Julie Ann</td>
</tr>
<tr>
<td>Fisher, Peter R.</td>
</tr>
<tr>
<td>Fisher, Richard W.</td>
</tr>
<tr>
<td>Fisher, Todd A.</td>
</tr>
<tr>
<td>Fishtow, Albert</td>
</tr>
<tr>
<td>Fishman, Brian Howes</td>
</tr>
<tr>
<td>Fishman, Jay S.</td>
</tr>
<tr>
<td>Fisk, Daniel W.</td>
</tr>
<tr>
<td>Fitchett, Mercedes Carmela</td>
</tr>
<tr>
<td>Fitts, Sarah A.W.</td>
</tr>
<tr>
<td>FitzGerald, Frances</td>
</tr>
<tr>
<td>Fitzgibbons, John B.</td>
</tr>
<tr>
<td>Fitz-Pegado, Lauri J.</td>
</tr>
<tr>
<td>Flaherty, Martin S.</td>
</tr>
<tr>
<td>Flaherty, Pamela P.</td>
</tr>
<tr>
<td>Flaherty, Peter</td>
</tr>
<tr>
<td>Flanagan, Stephen J.</td>
</tr>
<tr>
<td>Flaxman, Seth†</td>
</tr>
<tr>
<td>Fleischmann, Alan H.</td>
</tr>
<tr>
<td>Fleming, Gregory James</td>
</tr>
<tr>
<td>Fletcher, Denise K.</td>
</tr>
<tr>
<td>Fletcher, Phillip Douglas</td>
</tr>
<tr>
<td>Flourney, Michele A.</td>
</tr>
<tr>
<td>Flynn, Carol</td>
</tr>
<tr>
<td>Flynn, George J.</td>
</tr>
<tr>
<td>Flynn, John Stratton</td>
</tr>
<tr>
<td>Flynn, Mary Laurence</td>
</tr>
<tr>
<td>Flynn, Stephen E.</td>
</tr>
<tr>
<td>F'n'Piere, Patrick John</td>
</tr>
<tr>
<td>Foggo, James G. III</td>
</tr>
<tr>
<td>Fogleman, Ronald R.</td>
</tr>
<tr>
<td>Foley, S. Robert Jr.</td>
</tr>
<tr>
<td>Foley, Thomas C.</td>
</tr>
<tr>
<td>Folliard, Daniel E.†</td>
</tr>
<tr>
<td>Folsom, George Anderson</td>
</tr>
<tr>
<td>Fontaine, Richard H. Jr.</td>
</tr>
<tr>
<td>Fontana, David</td>
</tr>
<tr>
<td>Foote, William Fulbright</td>
</tr>
<tr>
<td>Forbes, Kristin J.</td>
</tr>
<tr>
<td>Ford, Celeste V.</td>
</tr>
<tr>
<td>Ford, Christopher A.</td>
</tr>
<tr>
<td>Ford, Harold E. Jr.</td>
</tr>
<tr>
<td>Ford, Katie</td>
</tr>
<tr>
<td>Ford, Paul B. Jr.</td>
</tr>
<tr>
<td>Ford, William E. III*</td>
</tr>
<tr>
<td>Fore, Henrietta Holsman</td>
</tr>
<tr>
<td>Foresman, Bob</td>
</tr>
<tr>
<td>Forman, Shepard L.</td>
</tr>
<tr>
<td>Foroohar, Rana A.</td>
</tr>
<tr>
<td>Forrester, Jason William</td>
</tr>
<tr>
<td>Forsythe, Rosemarie</td>
</tr>
<tr>
<td>Fosler, Gail D.</td>
</tr>
<tr>
<td>Foster, Brenda Lei</td>
</tr>
<tr>
<td>Foster, Charles C.</td>
</tr>
<tr>
<td>Foster, Jeffrey Alan</td>
</tr>
<tr>
<td>Foster, Richard N.</td>
</tr>
<tr>
<td>Fourquet, José A.</td>
</tr>
<tr>
<td>Fowler, Jeffrey L.</td>
</tr>
<tr>
<td>Fowler, Wyche Jr.</td>
</tr>
<tr>
<td>Fox, Christine H.</td>
</tr>
<tr>
<td>Fox, Daniel M.</td>
</tr>
<tr>
<td>Fox, Donald T.</td>
</tr>
<tr>
<td>Fox, Eleanor M.</td>
</tr>
<tr>
<td>Fox, Merritt Baker</td>
</tr>
<tr>
<td>Fox, Nicole Davison*</td>
</tr>
<tr>
<td>Foxman, Abraham H.</td>
</tr>
<tr>
<td>Fraga Neto, Arminio</td>
</tr>
<tr>
<td>Frank, Andrew D.</td>
</tr>
<tr>
<td>Frank, Charles R. Jr.</td>
</tr>
<tr>
<td>Frankel, Adam Bynoe</td>
</tr>
<tr>
<td>Frankel, Adam P.</td>
</tr>
<tr>
<td>Frankel, Francine R.</td>
</tr>
<tr>
<td>Frankel, Jeffrey A.</td>
</tr>
<tr>
<td>Franklin, Barbara Hackman</td>
</tr>
<tr>
<td>Franklin, Robert M.</td>
</tr>
<tr>
<td>Franklin, Shirley Clarke</td>
</tr>
<tr>
<td>Franklin, William Emery</td>
</tr>
<tr>
<td>Fraser, Jane</td>
</tr>
<tr>
<td>Frazer, Jendayi E.</td>
</tr>
<tr>
<td>Friedman, Jonathan M.</td>
</tr>
<tr>
<td>Friedman, Alis M.</td>
</tr>
<tr>
<td>Friedman, Jacob M.</td>
</tr>
<tr>
<td>Freeman, Bennett</td>
</tr>
<tr>
<td>Freeman, Constance J.</td>
</tr>
<tr>
<td>Freidheim, Cyrus F.</td>
</tr>
<tr>
<td>Freidheim, Scott J.</td>
</tr>
<tr>
<td>Freidheim, Stephen C.</td>
</tr>
<tr>
<td>Freifeld, Daniel</td>
</tr>
<tr>
<td>Freire, Maria C.</td>
</tr>
<tr>
<td>Frett, Latanya Mapp</td>
</tr>
<tr>
<td>Freyer, Dana H.</td>
</tr>
<tr>
<td>Fribourg, Paul J.</td>
</tr>
<tr>
<td>Friedberg, Aaron Louis</td>
</tr>
<tr>
<td>Friedberg, Barry S.</td>
</tr>
<tr>
<td>Frieden, Thomas R.</td>
</tr>
<tr>
<td>Friedman, Alexander</td>
</tr>
<tr>
<td>Friedman, Stephen</td>
</tr>
<tr>
<td>Friedman, Alison Kiehl</td>
</tr>
<tr>
<td>Friedman, Bart</td>
</tr>
<tr>
<td>Friedman, Benjamin M.</td>
</tr>
<tr>
<td>Friedman, Fredrica S.</td>
</tr>
<tr>
<td>Friedman, Jordana D.</td>
</tr>
<tr>
<td>Friedman, Stephen</td>
</tr>
<tr>
<td>Friedman, Stephen J.</td>
</tr>
<tr>
<td>Friedman, Thomas L.</td>
</tr>
<tr>
<td>Friedman, Zachary Adam</td>
</tr>
<tr>
<td>Friedrich, Matthew W.*</td>
</tr>
<tr>
<td>Frieman, Wendy</td>
</tr>
<tr>
<td>Friend, Alice Hunt</td>
</tr>
<tr>
<td>Friend, Theodore W.</td>
</tr>
<tr>
<td>Frimpong, Naana A.N.</td>
</tr>
<tr>
<td>Frist, William H.</td>
</tr>
</tbody>
</table>
Garcia, Fabian T.*
Garcia, Megan Elizabeth†
Gard, Robert G. Jr.
Gardels, Nathan P.
Gardner, Anthony Luzzatto
Gardner, Nina Luzzatto
Gardiner, Richard N.
Garment, Suzanne R.
Garnett, Sherman
Garrett, Geoffrey M.
Garrett, Laurie
Garriott de Cayeux, Laetitia
Garten, Jeffrey E.
Gartin, Richard L.
Garza, Antonio Oscar Jr.
Gaston, Erica L.
Gates, Henry Louis Jr.
Gates, Robert M.
Gati, Toby Trister
Gaudiani, Claire L.
Gause, F. Gregory III
Gavin, Francis J.
Gavin, Michelle D.*
Gavrilis, James A.
Gay, Catherine
Gayle, Helene D.
Gedan, Benjamin N.†
Gedmin, V. Jeffrey
Geier, Philip O.
Geithner, Timothy F.
Gelb, Bruce S.
Gelb, Leslie H.
Gellert, Michael E.
Gellman, Barton
Gell-Mann, Murray
Gelpert, Anna
Geltzer, Joshua A.
Genachowski, Julius
Genser, Jared
George, Robert P.
Georgescu, Peter Andrew
Gephart, Richard A.
Gerami, Leili
Gerber, Burton L.
Gerber, Louis
Gerber, Sander
Geren, Preston M. Jr.
Gery, Alan M.
Gergen, David R.
Germ, Roger L.
Gerschel, Patrick A.
Gerson, Allan
Gerson, Elliot F.
Gerson, Ralph J.
Gerstein, Daniel M.
Gerstell, Glenn S.
Getler, Michael
Gewirtz, Paul David
Geyer, Georgie Anne
Gfeller, Joachim Jr.
Gfeller, Michael
Gfeller, Tatiana C.
Ghaemi, Hadi
Ghiglione, Loren
Gholz, Charles Eugene
Ghori, Faisal†
Ghori-Ahmad, Safiya J.
Ghosh, Bobby*
Giacomo, Carol Ann
Giambastiani, Ed Jr.
Gibson, Recardo A.
Giffen, James Henry
Giffin, Gordon D.
Gil, Andrés Valerio
Gilbert, G. S. Beckwith
Gilbert, Jackson B.
Gilbert, Nili E.M.
Gilbert, Steven J.
Gill, Bates
Gillette, Michael James
Gillis, Ryan M.
Gilmore, James S. III
Gilmore, Richard
Gimpel, Shaukat, Lois*
Ginsberg, Gary L.
Ginsburg, Jane C.
Ginsburg, Ruth Bader
Givhan, Walter D.
Gjelten, Thomas G.
Glaser, Bonnie S.
Glauber, Robert R.
Gleicher, Nathaniel J.
Glenmont, Michael J.
Gleysteen, Peter
Glickman, Daniel R.
Glickman, Steven G.
Globovan, Norma
Glocker, Thomas H.
Gluck, Carol
Gluck, Frederick W.
Glueck, Jeffrey S.*
Glynn, Jason J.
Godwin, Peter
Goetzl, Richard Karl
Goji, Kian
Goins, Charest
Goins, Neal R.*
Gooby, James T.
Goldberg, Nicholas
Goldberg, Ronnie L.
Goldbrenner, Rachel Anne
Goldfarb, Deborah
Goldfield, Harold P.
Goldfield, Jacob D.
Goldfine, Simon R.†
Goldgeier, James M.
Goldin, Harrison J.
Goldman, Charles N.
Goldman, Guido
Goldman, Neal D.
Goldman, Zachary K.
Goldmark, Peter C. Jr.
Goldsmith, Jack
Landman III
Goldsmith, Russell D.
Goldstein, Gordon M.
Goldstein, Jeffrey A.
Goldstein, Judith S.
Goldstein, Morris
Goldstone, Jack A.
Goldyn, David L.
Golob, Paul D.
Golodryga, Bianna
Golston, Allan C.
Gomory, Ralph E.
Gompert, David C.
Goncharenko, Kirill*
González, Alessandra L.
Gonzalez, Emilio Tomas
Gonzalez, Juan Sebastian
Goodman, Allan E.
Goodman, Herbert I.
Goodman, John B.
Goodman, Mary Beth
Goodman, Matthew P.
Goodman, Nancy F.
Goodman, Ryan
Goodman, Sherri W.
Goosby, Eric P.
Gordon, John A.
Gordon, Michael R.
Gordon, Philip H.
Gordon-Hagerty, Lisa E.
Gordon-Reed, Annette
Gorelick, Jamie S.
Gorman, James P.
Gorordo, L. Felice
Gostin, Lawrence O.
Gott diener, Noah
Gottmoeller, Rose E.
Gottfried, Kurt
Gottlieb, Michael J.
Gottsegen, Peter M.
Gould, Cheryl
Gould, Peter G.
Gourevitch, Peter A.
Grace, Lola Nashashibi

* Elected to membership in 2016.
† Elected to a five-year term membership in 2016.
Grady, Robert E.
Graff, Garrett M.
Graff, Henry Franklin
Graham, Bob
Graham, Thomas Edward
Graham, Thomas Jr.
Graham, Thomas W.
Granger, Kay
Granoff, Michael D.
Grant, Heidi Honecker
Grant, James D.
Graubard, Stephen Richards
Graves, Christopher J.
Gray, C. Boyd
Gray, Hanna Holborn
Grayer, Cara
Gray-Little, Bernadette
Greathead, R. Scott
Greco, Richard Jr.
Green, Carl J.
Green, Daniel Rogers
Green, Eric F.
Green, Jerrold D.
Green, Mark Andrew
Green, Michael J.
Green, Robert Shane
Green, Viviana López
Greenberg, Arthur N.
Greenberg, David
Greenberg, Evan G.
Greenberg, Glenn H.
Greenberg, Jeffrey W.
Greenberg, Karen J.
Greenberg, Lawrence Scott
Greenberg, Maurice R.
Greenberg, Sanford D.
Greene, Wade
Greenspan, Alan
Greenstein, Alex D.†
Greenwald, G. Jonathan
Greenway, Hugh D.S.
Green-Weiskel, Lucia
Gregg, Donald P.
Gregorian, Vartan
Gregson, Wallace C. Jr.
Grenier, Robert L.
Grenier, Stephen M.
Gresh, Geoffrey F.
Griego, Linda
Griffin, Andrea C.
Griffin, Derrick L.
Grimes, William W.
Grinberg, Itai
Grissom, Janet Mullins
Grose, Peter
Gross, David A.
Gross, Martin J.
Gross, Patrick W.
Grossman, Gene M.
Grossman, Marc
Grove, Paul C.
Groves, Ray J.
Gruppo, David M.
Gudwin, Ella R.
Guengerich, Galen J.
Guenov, Tressa S.
Guest, Janelle R.†
Guff, Andrew J.
Gund, Agnes
Gunderson, Bryan
Gundlach, Andrew S.
Gupta, Sanjay K.
Gupte, Pranay
Gutow, Steve
Gwertzman, Bernard M.
Gyari, Lodi GyaltSEN
H
Haas, Mimi L.
Haas, Richard N.
Hachigian, Nina L.
Haddad, Yvonne Yazbeck
Haddon, Dayle
Hadley, Stephen J.
Hafner, Joseph A. Jr.
Hagel, Chuck
Hagen, Katherine A.
Haggard, Stephen
Hahn, Natalie D.
Haider, Ziad
Haislton, Earl B.
Hajari, Nisid J.
Hajjar, David Phillip
Hakakian, Roya
Hake, James D.
Haldeman, William E.
Hale, Christopher D.
Hale, Christopher R.F.†
Hale, Lyric Hughes
Hall, C. Barrows
Hall, John P.
Hall, Kathryn Walt
Hall, Shawn D.
Hallen, Jay
Hallett, Stephanie L.
Halper, James D.
Halperin, David R.
Halperin, Morton H.
Haltzel, Michael H.
Ham, Carter F.
Hamburg, David A.
Hamburg, Margaret Ann
Hamel, Michael A.
Hamilton, Charles V.
Hamilton, Daniel
Hamilton, Edward K.
Hamilton, Hugh Gerard Jr.
Hamilton, John Maxwell
Hamilton, Lee H.
Hamilton, Maxwell J.
Hamilton, Stevie Bernard Jr.
Hammer, Craig S.
Hammonds, D. Holly
Hamre, John J.
Hancock, Ellen
Hand, Lloyd N.
Hand, Scott M.
Handelman, Stephen
Handler, Stephenie Gosnell
Hanft, Noah
Hanson, Gordon H.
Hanson, Stephanie
Hantz, Giselle P.
Hantzopoulos, Paraskeve
Hardin, Edward J.
Hardin, Katherine A.
Harding, Deborah A.
Harding, Harry
Hardman, Hilliard
Hardman, John B.*
Hardman, John Boisfeuillet
Hartr, John P.
Hargrove, John Lawrence
Haririhan, Hari N.
Harlan, Joshua D.
Harland, Christopher Munro
Harley, Jeffrey Allan
Harlow, D. Brooke
Harman, Jane
Harmon, Deborah L.
Harmon, James A.
Harnisch, Christopher K.†
Harold, Jacob
Harold, Scott W.
Harpel, James W.
Harper, Conrad K.
Harrington, Maureen Ann
Harris, David A.
Harris, Joshua J.
Harris, Karen
Harris, Kathryn Szeliga†
Harris, Martha Caldwell
Harris, Maya L.
Harrison, Hope M.
Harrison, Michael L.
Harrison, Todd Samuel
Harrison, William B. Jr.
Harrison Fullerton, Jessica
Hart, Clifford Awtrey Jr.
Hart, Gary
Hart, Robert C.
Hart, Todd Christopher
Harrig, Luke R.
Hartley, Jane D.
Hartley, Scott E.
Harwell, F. Lane†
Harwood, Asch†
Hastelvine, William Alan
Hashemi, Noosheen
Haas, Ryan L.
Hathaway, Oona A.
Hathaway, Robert M.
Hau, Sandor
Hauge, John Resor
Hauser, Rita E.
Hauser, William Locke
Hausman, Vicky
Havell, Theresa A.
Hawkins, Ashton
Hawkins, Neil C.
Hawley, F. William
Hayden, Michael V.
Hayes, Jeff W.
Hayes, Margaret Daly
Hayes, Michael Edward
Hayes, Rita Derrick
Hayek, Bernard A.
Haynes, Lukas Harrison
Haynes, Ulric Jr.
Hays, Laurie
Haward, Thomas B.
Healey, Kerry Murphy
Healey, Sean M.
Healy, Thomas P.
Heaney, Andrew P.
Heck, Charles B.
Heck, Sarah†
Hecker, Siegfried S.
Heckman, Leila
Hedstrom, Mitchell W.
Heep-Richter, Barbara D.
Heer, Paul
Heginbotham, Stanley J.
Hehir, J. Bryan
Heim, Jacob L.†
Heimann, John G.
Heimbold, Charles A. Jr.
Heimowitz, James B.
Heineman, Benjamin W. Jr.
Hinman, Katie
Hill, James T.
Hill, Janine W.
Hill, Joseph C.
Hill, Pamela
Hill, Raymond D.
Hill, Shephard William
Hill, Thomas Matthew
Hillen, John
Hillman, Jennifer Anne
Hills, Carla A.
Hiltz, William O.
Himmelberger, Liesl K.
Hindery, Leo J. Jr.
Hinerfeld, Ruth
Hines, Rachel
Hinman, Katie
Hioureas, Christina G.†
Hirsch, John L.
Hirschhorn, Abigail M.
Hirsh, Michael P.
Hirs Ali, Ayaan
Hitz, Frederick P.
Hoagland, Jim
Hobson, H. Lee
Hochberg, Fred Philip
Hockfield, Susan
Hodes, Matthew
Hodges, Eliot I.
Hodgkinson, Sandra Lynn
Hodin, Michael W.
Hoebeler, Amoretta M.
Hoehn, Andrew R.
Hoehn, William E. Jr.
Hoelenlein, Malcolm I.
Hoff, Frederic C.
Hof, A. Michael
Hoffman, Aurem
Hoffman, Bruce
Hoffman, Reid
Hogan, Jeffrey N.
Hoge, James F. Jr.
Hoge, Warren
Hoguet, George Roberts
Holcomb, Scott
Holden, John L.
Holdren, John P.
Holewinski, Sarah Theresa
Holford, Mandé N.
Holgate, Laura S.H.
Hollick, Ann Lorraine
Holliday, Joseph L.†
Holliday, Stuart W.
Hollifield, James Frank
Holloway, Dwight F. Jr.
Holmes, Henry Allen
Holmes, Kim R.
Holmes, Stephen T.
Holmgren, Brett Michael
Holt, Blaine D.
Holtschneider, Dennis H.
Holtzman, Elizabeth
Holum, John D.
Homawoo, Jean-Claude E.†
Hooda, Sheila
Hooker, Richard D. Jr.
Hope, Judith Richards
Hope, Richard O.
Hopkins, Jonathan James
Horlick, Gary N.
Hormats, Robert D.
Horn, Karen N.
Horn, Sally K.
Horner, Matina Souretis
Hornig, George R.
Hornik, Richard H.
Hornthal, James
Horowitz, Michael C.
Horton, Robert Scott
Hosmer, Bradley C.
Hoson, Germaine A.
Houck, James W.
Houghton, Amory Jr.
House, Karen Elliott
Howard, A. E. Dick
Howard, Christopher
Barnard
Howard, John L.
Howard, LeAnne Noeland
Howard, Lyndsay C.
Howard, M. William Jr.
Howell, Ernest M.
Howson, Nicholas Calcina
Hrinak, Donna J.
Hruby, Aubrey
Hrynkow, Sharon H.
Hsu, Ta-Lin
Huang, Cindy Y.
Huang, Eugene J.
Hubbard, Allan B.
Hubbard, R. Glenn
Huber, Richard L.
Huberman, Benjamin
Hudson, Manely O. Jr.
Hudson, Michael C.
Huebner, David
Huebner, Lee W.
Huey, John W. Jr.
Huey, John W. Jr.
Hufbaurer, Gary C.
Hughes, Christopher
Hughes, Karen P.*
Hughes, Lynn N.
Hughes, R. John
Hughes, Thomas Lowe
Hull, Edmund J.
Hulsman, John C.
Hultman, Pamela
Hultquist, Timothy A.
Hume, Cameron R.
Hume, Christopher G. IV†
Hume, Ellen H.
Hummer-Tuttle, Maria
Hunt, David A.
Hunt, Kathleen E.
Hunt, Swanee
Hunter, Robert E.
Hunter, Shireen T.
Hunter, Thomas O.
Hunter, William Curt
Huntington, Patricia
Hummel, Allen E.
Humphreys, Andrew R.
Huntsinger, Richard E.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
Huntzicker, John C.
<table>
<thead>
<tr>
<th>Name</th>
<th>Title or Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ibargüen, Alberto</td>
<td></td>
</tr>
<tr>
<td>Ignatius, Adi</td>
<td></td>
</tr>
<tr>
<td>Ignatius, David R.</td>
<td></td>
</tr>
<tr>
<td>Ijaz, Mansoor</td>
<td></td>
</tr>
<tr>
<td>Ikenberry, G. John</td>
<td></td>
</tr>
<tr>
<td>Immergut, Mel M.</td>
<td></td>
</tr>
<tr>
<td>Inboden, William Charles III</td>
<td></td>
</tr>
<tr>
<td>Inderfurth, Karl F.</td>
<td></td>
</tr>
<tr>
<td>Indig, Jennifer Buntingman</td>
<td></td>
</tr>
<tr>
<td>Indyk, Martin S.</td>
<td></td>
</tr>
<tr>
<td>Inman, Bobby R.</td>
<td></td>
</tr>
<tr>
<td>Irving, Patricia L.</td>
<td></td>
</tr>
<tr>
<td>Isaac, Nicole M.</td>
<td></td>
</tr>
<tr>
<td>Isaacs, Maxine</td>
<td></td>
</tr>
<tr>
<td>Isaacson, Walter S.</td>
<td></td>
</tr>
<tr>
<td>Iseman, Frederick J.</td>
<td></td>
</tr>
<tr>
<td>Iseberg, Steven L.</td>
<td></td>
</tr>
<tr>
<td>Isham, Christopher</td>
<td></td>
</tr>
<tr>
<td>Iskenderian, Mary Ellen</td>
<td></td>
</tr>
<tr>
<td>Ispahani Bartos, Mahnaz</td>
<td></td>
</tr>
<tr>
<td>Istel, Yves-André</td>
<td></td>
</tr>
<tr>
<td>Istrabadi, Feisal Amin</td>
<td></td>
</tr>
<tr>
<td>Itoh, William H.</td>
<td></td>
</tr>
<tr>
<td>Ivester, M. Douglas</td>
<td></td>
</tr>
<tr>
<td>Jabber, Paul</td>
<td></td>
</tr>
<tr>
<td>Jackelen, Henry R.</td>
<td></td>
</tr>
<tr>
<td>Jacklin, Nancy P.</td>
<td></td>
</tr>
<tr>
<td>Jackson, Bruce Pitcairn</td>
<td></td>
</tr>
<tr>
<td>Jackson, Jesse L. Sr.</td>
<td></td>
</tr>
<tr>
<td>Jackson, Rose A.†</td>
<td></td>
</tr>
<tr>
<td>Jackson, Sarah</td>
<td></td>
</tr>
<tr>
<td>Jackson, Shirley Ann</td>
<td></td>
</tr>
<tr>
<td>Jacobs, Kenneth</td>
<td></td>
</tr>
<tr>
<td>Jacobs, Lawrence A.</td>
<td></td>
</tr>
<tr>
<td>Jacobson, Katie H.†</td>
<td></td>
</tr>
<tr>
<td>Jacobson, Mark R.</td>
<td></td>
</tr>
<tr>
<td>Jacobson, Roberta S.</td>
<td></td>
</tr>
<tr>
<td>Jacoby, Charles H. Jr.</td>
<td></td>
</tr>
<tr>
<td>Jacoby, Jonathan Todd</td>
<td></td>
</tr>
<tr>
<td>Jaffe, Amy Myers</td>
<td></td>
</tr>
<tr>
<td>Jaffe, Eric</td>
<td></td>
</tr>
<tr>
<td>Jagannath, Ram M.</td>
<td></td>
</tr>
<tr>
<td>Jak, Susan</td>
<td></td>
</tr>
<tr>
<td>Jamal, Amaney A.</td>
<td></td>
</tr>
<tr>
<td>James, Francis John</td>
<td></td>
</tr>
<tr>
<td>Jamshidi, Maryam†</td>
<td></td>
</tr>
<tr>
<td>Janes, Jackson</td>
<td></td>
</tr>
<tr>
<td>Janis, Mark Weston</td>
<td></td>
</tr>
<tr>
<td>Janklow, Morton L.</td>
<td></td>
</tr>
<tr>
<td>Janow, Merit E.</td>
<td></td>
</tr>
<tr>
<td>Jao, Richard C.</td>
<td></td>
</tr>
<tr>
<td>Jaquette, Jane S.</td>
<td></td>
</tr>
<tr>
<td>Jarvis, Nancy A.</td>
<td></td>
</tr>
<tr>
<td>Jasanoff, Sheila Sen*</td>
<td></td>
</tr>
<tr>
<td>Jayanti, Anuradha T.</td>
<td></td>
</tr>
<tr>
<td>Jeeb, Cindy R.</td>
<td></td>
</tr>
<tr>
<td>Jedy, Aly Sheezar</td>
<td></td>
</tr>
<tr>
<td>Jefferis, Jennifer L.†</td>
<td></td>
</tr>
<tr>
<td>Jeffery, Reuben III</td>
<td></td>
</tr>
<tr>
<td>Jeffrey, James Franklin</td>
<td></td>
</tr>
<tr>
<td>Jehl, Douglas</td>
<td></td>
</tr>
<tr>
<td>Jenevein, E. Patrick III</td>
<td></td>
</tr>
<tr>
<td>Jennings, Elizabeth</td>
<td></td>
</tr>
<tr>
<td>Jervis, Robert</td>
<td></td>
</tr>
<tr>
<td>Jeter, Howard F.</td>
<td></td>
</tr>
<tr>
<td>Jett, Dennis C.</td>
<td></td>
</tr>
<tr>
<td>Jilani, Erum Rubina</td>
<td></td>
</tr>
<tr>
<td>Jimenez, Marguerite Rose</td>
<td></td>
</tr>
<tr>
<td>Joeck, Neil</td>
<td></td>
</tr>
<tr>
<td>John, Eric G.</td>
<td></td>
</tr>
<tr>
<td>Johns, Leslie</td>
<td></td>
</tr>
<tr>
<td>Johns, Raymond E. Jr.</td>
<td></td>
</tr>
<tr>
<td>Johnson, Brett</td>
<td></td>
</tr>
<tr>
<td>Johnson, David E.</td>
<td></td>
</tr>
<tr>
<td>Johnson, James A.</td>
<td></td>
</tr>
<tr>
<td>Johnson, James E.</td>
<td></td>
</tr>
<tr>
<td>Johnson, Jay L.</td>
<td></td>
</tr>
<tr>
<td>Johnson, Jeh Charles</td>
<td></td>
</tr>
<tr>
<td>Johnson, Jerry Lavell</td>
<td></td>
</tr>
<tr>
<td>Johnson, Karen H.</td>
<td></td>
</tr>
<tr>
<td>Johnson, L. Oakley</td>
<td></td>
</tr>
<tr>
<td>Johnson, Larry D.</td>
<td></td>
</tr>
<tr>
<td>Johnson, Michelle D.</td>
<td></td>
</tr>
<tr>
<td>Johnson, Richard C.†</td>
<td></td>
</tr>
<tr>
<td>Johnson, Robbie S.</td>
<td></td>
</tr>
<tr>
<td>Johnson, Robert W. IV</td>
<td></td>
</tr>
<tr>
<td>Johnson, Suzanne Nora</td>
<td></td>
</tr>
<tr>
<td>Johnson, Tana</td>
<td></td>
</tr>
<tr>
<td>Johnson, Thomas Stephen</td>
<td></td>
</tr>
<tr>
<td>Johnson, Willene A.</td>
<td></td>
</tr>
<tr>
<td>Johnson, Wyatt Thomas</td>
<td></td>
</tr>
<tr>
<td>Jolie, Angelina</td>
<td></td>
</tr>
<tr>
<td>Jones, Adam†</td>
<td></td>
</tr>
<tr>
<td>Jones, Alan Kent</td>
<td></td>
</tr>
<tr>
<td>Jones, Anita K.</td>
<td></td>
</tr>
<tr>
<td>Jones, Benjamin F.</td>
<td></td>
</tr>
<tr>
<td>Jones, David L.</td>
<td></td>
</tr>
<tr>
<td>Jones, Gina</td>
<td></td>
</tr>
<tr>
<td>Jones, James R.</td>
<td></td>
</tr>
<tr>
<td>Jones, John B. Jr.†</td>
<td></td>
</tr>
<tr>
<td>Jones, Kermit</td>
<td></td>
</tr>
<tr>
<td>Jones, Kerri-Ann</td>
<td></td>
</tr>
<tr>
<td>Jones, Stuart Jr.</td>
<td></td>
</tr>
<tr>
<td>Jonker, Jared Christian</td>
<td></td>
</tr>
<tr>
<td>Joost, Peter Martin</td>
<td></td>
</tr>
<tr>
<td>Jordan, Boris Alexis</td>
<td></td>
</tr>
<tr>
<td>Jordan, Eason</td>
<td></td>
</tr>
<tr>
<td>Jordan, Robert W.</td>
<td></td>
</tr>
<tr>
<td>Jordan, Vernon E. Jr.</td>
<td></td>
</tr>
<tr>
<td>Jorisch, Avi</td>
<td></td>
</tr>
<tr>
<td>Joseph, Richard A.</td>
<td></td>
</tr>
<tr>
<td>Josephson, William</td>
<td></td>
</tr>
<tr>
<td>Joskow, Paul L.</td>
<td></td>
</tr>
<tr>
<td>Joulan, George A.</td>
<td></td>
</tr>
<tr>
<td>Judge, Barbara Thomas</td>
<td></td>
</tr>
<tr>
<td>Jumper, John P.</td>
<td></td>
</tr>
<tr>
<td>Junz, Helen B.</td>
<td></td>
</tr>
<tr>
<td>Juster, Kenneth I.</td>
<td></td>
</tr>
<tr>
<td>Kabir, Naureen N.</td>
<td></td>
</tr>
<tr>
<td>Kadem, David M.</td>
<td></td>
</tr>
<tr>
<td>Kaden, Lewis B.</td>
<td></td>
</tr>
<tr>
<td>Kadlec, Robert P.</td>
<td></td>
</tr>
<tr>
<td>Kahl, Colin H.</td>
<td></td>
</tr>
<tr>
<td>Kahler, Miles</td>
<td></td>
</tr>
<tr>
<td>Kahn, Jeffrey S.†</td>
<td></td>
</tr>
<tr>
<td>Kahn, Joseph F.</td>
<td></td>
</tr>
<tr>
<td>Kahn, Thomas S.</td>
<td></td>
</tr>
<tr>
<td>Kaiser, Miranda Margaret</td>
<td></td>
</tr>
<tr>
<td>Kaiser, Robert G.</td>
<td></td>
</tr>
<tr>
<td>Kalaris, Thomas Llewellyn</td>
<td></td>
</tr>
<tr>
<td>Kalb, Marvin</td>
<td></td>
</tr>
<tr>
<td>Kalicki, Jan H.</td>
<td></td>
</tr>
<tr>
<td>Kalir, Erez C.</td>
<td></td>
</tr>
<tr>
<td>Kalmbach, Charles F.</td>
<td></td>
</tr>
<tr>
<td>Kamarck, Elaine C.</td>
<td></td>
</tr>
<tr>
<td>Kamin, David</td>
<td></td>
</tr>
<tr>
<td>Kaminsky, Howard</td>
<td></td>
</tr>
<tr>
<td>Kamsky, Virginia Ann</td>
<td></td>
</tr>
<tr>
<td>Kanak, Donald P.</td>
<td></td>
</tr>
<tr>
<td>Kandra, Robert A.</td>
<td></td>
</tr>
<tr>
<td>Kenet, Roger E.</td>
<td></td>
</tr>
<tr>
<td>Kang, C. S. Eliot</td>
<td></td>
</tr>
<tr>
<td>Kang, Jane</td>
<td></td>
</tr>
<tr>
<td>Kaniewski, Daniel</td>
<td></td>
</tr>
<tr>
<td>Kaniki, Mbagno</td>
<td></td>
</tr>
<tr>
<td>Kann, Peter R.</td>
<td></td>
</tr>
<tr>
<td>Kansteiner, Walter H. III</td>
<td></td>
</tr>
<tr>
<td>Kanter, Rosabeth Moss</td>
<td></td>
</tr>
<tr>
<td>Kantor, Laurence G.</td>
<td></td>
</tr>
<tr>
<td>Kantor, Mickey</td>
<td></td>
</tr>
<tr>
<td>Kapadia, Gaurav K.</td>
<td></td>
</tr>
<tr>
<td>Kaplan, Ann F.</td>
<td></td>
</tr>
<tr>
<td>Kaplan, Eben I.</td>
<td></td>
</tr>
<tr>
<td>Kaplan, Helene L.</td>
<td></td>
</tr>
<tr>
<td>Kaplan, Mark N.</td>
<td></td>
</tr>
<tr>
<td>Kaplan, Oliver†</td>
<td></td>
</tr>
<tr>
<td>Kaplan, Richard N.</td>
<td></td>
</tr>
<tr>
<td>Kaplan, Stephen S.</td>
<td></td>
</tr>
<tr>
<td>Kaplan, Thomas S.</td>
<td></td>
</tr>
<tr>
<td>Kapnick, Scott Bancroft</td>
<td></td>
</tr>
<tr>
<td>Kapoor, Vikas</td>
<td></td>
</tr>
<tr>
<td>Kapp, Robert A.</td>
<td></td>
</tr>
<tr>
<td>Kapstein, Ethan B.</td>
<td></td>
</tr>
<tr>
<td>Karabell, Zachary</td>
<td></td>
</tr>
<tr>
<td>Karafa, Kristian C.</td>
<td></td>
</tr>
<tr>
<td>Karafa, Lenore J.</td>
<td></td>
</tr>
<tr>
<td>Karakeas, Anne</td>
<td></td>
</tr>
<tr>
<td>Karamanian, Susan L.</td>
<td></td>
</tr>
<tr>
<td>Karatnycky, Adrian</td>
<td></td>
</tr>
<tr>
<td>Karatz, Bruce E.</td>
<td></td>
</tr>
<tr>
<td>Karesh, William B.*</td>
<td></td>
</tr>
<tr>
<td>Karl, Jonathan David</td>
<td></td>
</tr>
<tr>
<td>Karl, Terry Lynn</td>
<td></td>
</tr>
<tr>
<td>Karlin, Mara E.</td>
<td></td>
</tr>
<tr>
<td>Kars, Margaret P.</td>
<td></td>
</tr>
<tr>
<td>Karp, Jonathan D.</td>
<td></td>
</tr>
<tr>
<td>Karsner, Andy</td>
<td></td>
</tr>
<tr>
<td>Kasdin, Robert</td>
<td></td>
</tr>
<tr>
<td>Kass, Stephen L.</td>
<td></td>
</tr>
<tr>
<td>Kassalow, Jordan S.</td>
<td></td>
</tr>
<tr>
<td>Kass, Whitney M.</td>
<td></td>
</tr>
<tr>
<td>Kassinger, Theodore W.</td>
<td></td>
</tr>
<tr>
<td>Kassof, Allen H.</td>
<td></td>
</tr>
<tr>
<td>Kasten, Robert W.</td>
<td></td>
</tr>
<tr>
<td>Kathwari, Farooq</td>
<td></td>
</tr>
<tr>
<td>Katona, Peter</td>
<td></td>
</tr>
<tr>
<td>Katz, Daniel Roger</td>
<td></td>
</tr>
<tr>
<td>Katz, Robert J.</td>
<td></td>
</tr>
<tr>
<td>Katz, Sherman E.</td>
<td></td>
</tr>
<tr>
<td>Katz, Stanley N.</td>
<td></td>
</tr>
<tr>
<td>Katzenstein, Peter J.</td>
<td></td>
</tr>
<tr>
<td>Kaufman, Richard L.</td>
<td></td>
</tr>
<tr>
<td>Kaufman, Daniel J.</td>
<td></td>
</tr>
<tr>
<td>Kaufman, Henry</td>
<td></td>
</tr>
<tr>
<td>Kaufman, Robert R.</td>
<td></td>
</tr>
<tr>
<td>Kaufman, Zachary Daniel</td>
<td></td>
</tr>
<tr>
<td>Kausner, Gregory M.</td>
<td></td>
</tr>
<tr>
<td>Kavoukjian, Michael E.</td>
<td></td>
</tr>
<tr>
<td>Kay, Kira</td>
<td></td>
</tr>
<tr>
<td>Kaye, Charles R.</td>
<td></td>
</tr>
<tr>
<td>Kays, Dalia Dassa</td>
<td></td>
</tr>
<tr>
<td>Kaye, David A.</td>
<td></td>
</tr>
<tr>
<td>Kayyem, Juliette N.</td>
<td></td>
</tr>
<tr>
<td>Kazemi, Farhad</td>
<td></td>
</tr>
<tr>
<td>Kea, Charlotte G.</td>
<td></td>
</tr>
<tr>
<td>Kean, Thomas H.</td>
<td></td>
</tr>
<tr>
<td>Keck, Elizabeth Ellen</td>
<td></td>
</tr>
<tr>
<td>Keen, Purl Ken</td>
<td></td>
</tr>
<tr>
<td>Keene, Lonnie</td>
<td></td>
</tr>
<tr>
<td>Keene, Tom</td>
<td></td>
</tr>
<tr>
<td>Keidan, Jonathan*</td>
<td></td>
</tr>
<tr>
<td>Keith, James R.</td>
<td></td>
</tr>
<tr>
<td>Keeler, John W.</td>
<td></td>
</tr>
<tr>
<td>Kelemen, R. Daniel*</td>
<td></td>
</tr>
<tr>
<td>Name</td>
<td>Membership Type</td>
</tr>
<tr>
<td>------</td>
<td>----------------</td>
</tr>
<tr>
<td>Khuri, Nicola N.</td>
<td>Elected</td>
</tr>
<tr>
<td>Kierman, Robert Edward III</td>
<td>Elected</td>
</tr>
<tr>
<td>Kim, Andrew</td>
<td>Elected</td>
</tr>
<tr>
<td>Kim, Andrew Byong-Soo</td>
<td>Elected</td>
</tr>
<tr>
<td>Kim, Ann S.</td>
<td>Elected</td>
</tr>
<tr>
<td>Kim, Hanya Marie</td>
<td>Elected</td>
</tr>
<tr>
<td>Kim, John Yohan</td>
<td>Elected</td>
</tr>
<tr>
<td>Kim, Jongsun A.</td>
<td>Elected</td>
</tr>
<tr>
<td>Kim, Spencer H.</td>
<td>Elected</td>
</tr>
<tr>
<td>Kim, Sukhan</td>
<td>Elected</td>
</tr>
<tr>
<td>Kimball, Astrid B.</td>
<td>Elected</td>
</tr>
<tr>
<td>Kimball, William F.</td>
<td>Elected</td>
</tr>
<tr>
<td>Kimmitt, Mark T.</td>
<td>Elected</td>
</tr>
<tr>
<td>Kimmitt, Robert M.</td>
<td>Elected</td>
</tr>
<tr>
<td>Kinane, William Patrick</td>
<td>Elected</td>
</tr>
<tr>
<td>King, Charles E.</td>
<td>Elected</td>
</tr>
<tr>
<td>King, Elizabeth Lee</td>
<td>Elected</td>
</tr>
<tr>
<td>King, Henry L.</td>
<td>Elected</td>
</tr>
<tr>
<td>King, Kay</td>
<td>Elected</td>
</tr>
<tr>
<td>King, Robert R.</td>
<td>Elected</td>
</tr>
<tr>
<td>King, Susan Robinson</td>
<td>Elected</td>
</tr>
<tr>
<td>Kingston, Peter R.</td>
<td>Elected</td>
</tr>
<tr>
<td>Kingston, Timothy M.</td>
<td>Elected</td>
</tr>
<tr>
<td>Kinsella, Kevin J.</td>
<td>Elected</td>
</tr>
<tr>
<td>Kipper, Judith</td>
<td>Elected</td>
</tr>
<tr>
<td>Kirchhoff, Christopher M.</td>
<td>Elected</td>
</tr>
<tr>
<td>Kirchick, James R.</td>
<td>Elected</td>
</tr>
<tr>
<td>Kireopoulos, Antonios</td>
<td>Elected</td>
</tr>
<tr>
<td>Kiriakou, Heather</td>
<td>Elected</td>
</tr>
<tr>
<td>Katherine</td>
<td>Elected</td>
</tr>
<tr>
<td>Kirkland, Richard I.</td>
<td>Elected</td>
</tr>
<tr>
<td>Kirkpatrick, J. David</td>
<td>Elected</td>
</tr>
<tr>
<td>Kirkpatrick, Melanie M.</td>
<td>Elected</td>
</tr>
<tr>
<td>Kishkovsky, Leonid</td>
<td>Elected</td>
</tr>
<tr>
<td>Kishore, Sandep P.</td>
<td>Elected</td>
</tr>
<tr>
<td>Kissel, Mary</td>
<td>Elected</td>
</tr>
<tr>
<td>Kissing, Henry A.</td>
<td>Elected</td>
</tr>
<tr>
<td>Kitzfield, James</td>
<td>Elected</td>
</tr>
<tr>
<td>Kittiere, Orde F.</td>
<td>Elected</td>
</tr>
<tr>
<td>Kizer, Karin L.</td>
<td>Elected</td>
</tr>
<tr>
<td>Klaber, Andrew David</td>
<td>Elected</td>
</tr>
<tr>
<td>Klahn, Tamara</td>
<td>Elected</td>
</tr>
<tr>
<td>Klarman, Seth A.</td>
<td>Elected</td>
</tr>
<tr>
<td>Klatsky, Peter</td>
<td>Elected</td>
</tr>
<tr>
<td>Klein, Edward</td>
<td>Elected</td>
</tr>
<tr>
<td>Klein, George</td>
<td>Elected</td>
</tr>
<tr>
<td>Klein, Jacques Paul</td>
<td>Elected</td>
</tr>
<tr>
<td>Klein, Jason*</td>
<td>Elected</td>
</tr>
<tr>
<td>Klein, Joel L.*</td>
<td>Elected</td>
</tr>
<tr>
<td>Klein, Jonathan David</td>
<td>Elected</td>
</tr>
<tr>
<td>Klein, Joseph A.</td>
<td>Elected</td>
</tr>
<tr>
<td>Kleine-Ahlbrandt, Stephanie T.</td>
<td>Elected</td>
</tr>
<tr>
<td>Kleinfeld, Klaus*</td>
<td>Elected</td>
</tr>
<tr>
<td>Klevorick, Caitlin B.</td>
<td>Elected</td>
</tr>
<tr>
<td>Kliman, Daniel M.†</td>
<td>Elected</td>
</tr>
<tr>
<td>Klobuchar, Amy J.</td>
<td>Elected</td>
</tr>
<tr>
<td>Klotz, Frank G.</td>
<td>Elected</td>
</tr>
<tr>
<td>Klurfeld, James M.</td>
<td>Elected</td>
</tr>
<tr>
<td>Knake, Robert K.</td>
<td>Elected</td>
</tr>
<tr>
<td>Knapp, Albert Bruce</td>
<td>Elected</td>
</tr>
<tr>
<td>Knapp, Steven</td>
<td>Elected</td>
</tr>
<tr>
<td>Knee, Jonathan A.</td>
<td>Elected</td>
</tr>
<tr>
<td>Knell, Gary E.</td>
<td>Elected</td>
</tr>
<tr>
<td>Knight, Edward S.</td>
<td>Elected</td>
</tr>
<tr>
<td>Knight, Jesse J. Jr.</td>
<td>Elected</td>
</tr>
<tr>
<td>Koellner, Laurette T.</td>
<td>Elected</td>
</tr>
<tr>
<td>Kofmehl, Scott E.</td>
<td>Elected</td>
</tr>
<tr>
<td>Kogan, Richard Jay</td>
<td>Elected</td>
</tr>
<tr>
<td>Koh, Jay L.</td>
<td>Elected</td>
</tr>
<tr>
<td>Kohler, Jeffrey B.</td>
<td>Elected</td>
</tr>
<tr>
<td>Kohn, Donald L.</td>
<td>Elected</td>
</tr>
<tr>
<td>Kojac, Jeffrey</td>
<td>Elected</td>
</tr>
<tr>
<td>Kojima, J. Christopher</td>
<td>Elected</td>
</tr>
<tr>
<td>Kosar, Aynnep</td>
<td>Elected</td>
</tr>
<tr>
<td>Kolb, Charles E.M.</td>
<td>Elected</td>
</tr>
<tr>
<td>Kolbe, Jim</td>
<td>Elected</td>
</tr>
<tr>
<td>Kolodziej, Edward A.</td>
<td>Elected</td>
</tr>
<tr>
<td>Koltai, Steven R.</td>
<td>Elected</td>
</tr>
<tr>
<td>Komisar, Lucy</td>
<td>Elected</td>
</tr>
<tr>
<td>Komnaredi, Madhuri†</td>
<td>Elected</td>
</tr>
<tr>
<td>Konzelmann, Joseph</td>
<td>Elected</td>
</tr>
<tr>
<td>Koola, Jinu M.†</td>
<td>Elected</td>
</tr>
<tr>
<td>Koonin, Steven E.</td>
<td>Elected</td>
</tr>
<tr>
<td>Kopp, Wendy*</td>
<td>Elected</td>
</tr>
<tr>
<td>Korb, Lawrence J.</td>
<td>Elected</td>
</tr>
<tr>
<td>Kornbluh, Karen</td>
<td>Elected</td>
</tr>
<tr>
<td>Kornblum, John C.</td>
<td>Elected</td>
</tr>
<tr>
<td>Kosaraju, Akhila</td>
<td>Elected</td>
</tr>
<tr>
<td>Kostiw, Michael Vincent</td>
<td>Elected</td>
</tr>
<tr>
<td>Kotecha, Mahesh K.</td>
<td>Elected</td>
</tr>
<tr>
<td>Kotler, Steven</td>
<td>Elected</td>
</tr>
<tr>
<td>Kourakos, William</td>
<td>Elected</td>
</tr>
<tr>
<td>Kovner, Bruce S.</td>
<td>Elected</td>
</tr>
<tr>
<td>Koziol, Peter</td>
<td>Elected</td>
</tr>
<tr>
<td>Kraiem, Rubén</td>
<td>Elected</td>
</tr>
<tr>
<td>Kramek, Robert E.</td>
<td>Elected</td>
</tr>
<tr>
<td>Kramer, J. Reed</td>
<td>Elected</td>
</tr>
<tr>
<td>Kramer, Jane</td>
<td>Elected</td>
</tr>
<tr>
<td>Kramer, Michael</td>
<td>Elected</td>
</tr>
<tr>
<td>Kramer, Orin S.</td>
<td>Elected</td>
</tr>
<tr>
<td>Kramer, Steven Philip</td>
<td>Elected</td>
</tr>
<tr>
<td>Kranz, Thomas F.</td>
<td>Elected</td>
</tr>
<tr>
<td>Kraska, James*</td>
<td>Elected</td>
</tr>
<tr>
<td>Krasner, Stephen D.</td>
<td>Elected</td>
</tr>
<tr>
<td>Krasno, Richard M.</td>
<td>Elected</td>
</tr>
<tr>
<td>Krass, Clifford</td>
<td>Elected</td>
</tr>
<tr>
<td>Krauthammer, Charles</td>
<td>Elected</td>
</tr>
<tr>
<td>Kravis, Henry R.</td>
<td>Elected</td>
</tr>
<tr>
<td>Kravis, Marie-Josée</td>
<td>Elected</td>
</tr>
<tr>
<td>Kree, Mary Jeanne</td>
<td>Elected</td>
</tr>
<tr>
<td>Kreikemeier, Chad</td>
<td>Elected</td>
</tr>
<tr>
<td>Krepinevich, Andrew F.</td>
<td>Elected</td>
</tr>
<tr>
<td>Krepon, Michael</td>
<td>Elected</td>
</tr>
<tr>
<td>Kreps, Sarah Elizabeth</td>
<td>Elected</td>
</tr>
<tr>
<td>Kriegel, Jay L.</td>
<td>Elected</td>
</tr>
<tr>
<td>Krikorian, Victoria Reznik</td>
<td>Elected</td>
</tr>
<tr>
<td>Krilla, Jeffrey R.</td>
<td>Elected</td>
</tr>
<tr>
<td>Krisher, Bernard</td>
<td>Elected</td>
</tr>
<tr>
<td>Kristof, Nicholas D.</td>
<td>Elected</td>
</tr>
<tr>
<td>Kroeger, Kate M.</td>
<td>Elected</td>
</tr>
<tr>
<td>Kroenig, Matthew</td>
<td>Elected</td>
</tr>
<tr>
<td>Kronman, Anthony</td>
<td>Elected</td>
</tr>
<tr>
<td>Townsend</td>
<td>Elected</td>
</tr>
<tr>
<td>Krouse, Michael K.†</td>
<td>Elected</td>
</tr>
<tr>
<td>Krueger, Anne O.</td>
<td>Elected</td>
</tr>
<tr>
<td>Krulak, Charles Chandler</td>
<td>Elected</td>
</tr>
<tr>
<td>Ku, Charlotte</td>
<td>Elected</td>
</tr>
<tr>
<td>Kubarych, Roger M.</td>
<td>Elected</td>
</tr>
<tr>
<td>Kuehnast, Kathleen R.</td>
<td>Elected</td>
</tr>
<tr>
<td>Kuenstner, Nancy Jo</td>
<td>Elected</td>
</tr>
<tr>
<td>Kull, Steven G.</td>
<td>Elected</td>
</tr>
<tr>
<td>Kullman, Ellen Jamison</td>
<td>Elected</td>
</tr>
<tr>
<td>Kumar, Anil</td>
<td>Elected</td>
</tr>
<tr>
<td>Kumar, María Teresa*</td>
<td>Elected</td>
</tr>
<tr>
<td>Kumar, Nisha</td>
<td>Elected</td>
</tr>
<tr>
<td>Kumar, Raj Udiaver</td>
<td>Elected</td>
</tr>
<tr>
<td>Kumar-Sinha, Punita</td>
<td>Elected</td>
</tr>
<tr>
<td>Kurnm, Raina</td>
<td>Elected</td>
</tr>
<tr>
<td>Kuniholm, Bruce Robellet</td>
<td>Elected</td>
</tr>
<tr>
<td>Kunstadter, Geraldine S.</td>
<td>Elected</td>
</tr>
<tr>
<td>Kupchan, Charles A.</td>
<td>Elected</td>
</tr>
<tr>
<td>Kupchan, Clifford A.</td>
<td>Elected</td>
</tr>
<tr>
<td>Kurth, James R.</td>
<td>Elected</td>
</tr>
<tr>
<td>Kurtz-Phelan, Daniel</td>
<td>Elected</td>
</tr>
<tr>
<td>Kuryk, Hildy</td>
<td>Elected</td>
</tr>
<tr>
<td>Kushen, Robert A.</td>
<td>Elected</td>
</tr>
<tr>
<td>Kwoh, Stewart</td>
<td>Elected</td>
</tr>
</tbody>
</table>

* Elected to membership in 2016.
† Elected to a five-year term membership in 2016.
Leaman, J. Welby
Leatherman, John Matthew
LeClerc, Paul
Lee, David Y.
Lee, Ellana
Lee, Isaac
Lee, Jeffrey Kai-Leung
Lee, Jennifer Stuart
Lee, Jonathan Lippman
Lee, Nancy
Lee, Thea Mei
Lee, Therese
Leebron, David W.
Leedom-Ackerman, Joanne
Leeds, Jeffrey T.
Leeds, Roger S.
Lee-Kung, Dinah
Leer, Kenneth H.M.
Leffall, LaSalle D. III
Leggett, Paul Matthews
Legro, Jeffrey W.
Legvold, Robert
Lehman, John F.
Lehman, Ronald Frank Jr.
Lehner, Peter H.
Lehr, Amy Karen
Lehr, Deborah M.
Lerher, Jim
Leibowitz, Shelley B.*
Leidholdt, Dorchon A.
Leifer, Michael E.
Leland, Marc E.
Lemack, Carie A.
Lemkin, Bruce Stuart
Lemle, J. Stuart
Le Mon, Christopher J.
Lemprert, Robert J.
Lenfest, Harold F.
Lenihan, Ashley Anne
Thomas
Lennon, Alexander T.J.
Lennox, William J. Jr.
Lenzen, Louis C.
LeoGrande, William M.
Leonard, Robert T.
Leopold, Evelyn R.
Lesch, Ann Mosely
Leslie, John W. Jr.
Lesser, Ian O.
Lettre, Marcel J. II
Levensohn, Pascal N.
Leverett, Flyn L.
Levi, Michael A.
Levi, William R.*
Levin, Herbert
Levin, John A.
Levin, Michael Stuart
Levin, Richard C.
Levine, Mel
Levine, Ross
Levine, Susan B.
Levinsohn, James A.
Levinson, Marc
Levitan, Aida T.
Levitsky, Jonathan E.
Levitt, Arthur Jr.
Levitt, Matthew A.
Levy, Jay A.
Levy, Julia C.
Levy, Mickey D.
Levy, Miriam
Levy, Reynold
Lew, Jacob J.
Lewis, Bernard
Lewis, Charlie D.*
Lewis, Earl
Lewis, Eric L.
Lewis, Margaret Katri
Lewis, Maureen A.
Lewis, Peter M.
Lewis, Stephen R. Jr.
Lewis, W. Walker
Lewis-Berry, Jason C.
Lewy, Glen S.
Li, Cheng
Libby, I. Lewis Jr.
Libreri, Dawn
Lichtblau, John H.
Lichtenstein, Cynthia
Crawford
Liddell, Christopher P.*
Lieber, James E.
Lieber, Robert J.
Lieberman, Joseph I.
Lieberman, Michael M.*
Lieberman, Nancy A.
Lieberthal, Keith L.
Lieberthal, Kenneth G.
Liebman, Jon Roy
Liebowitz, Jessica K.
Lienau, Odette
Lifton, Robert K.
Light, Timothy
Lighthizer, Robert E.
Lincoln, Edward J.
Lindberg, Tod
Lindborg, Nancy Elizabeth
Linden, Alexandra D.
Linden, Josephine
Lindsay, Beverly
Lindsay, Greg
Lindsay, James M.
Linen, Jonathan S.
Link, Troland S.
Lipman, Gustave K.
Lipman, Ira A.
Lipman, Joanne
Lipper, Kenneth
Lippey, Brian C.
Lipsitz, Rochelle J.
Lipsky, John Phillip
Lipsky, Seth
Lissakers, Karin M.
Litan, Robert E.
Little, David
Littlefield, Elizabeth L.
Littlefield, Nathan A.*
Litwak, Robert S.
Liu, Betty W.
Liu, Eric P.
Liu, Yawei
Livingston, Robert Gerald
Locke, Richard M.*
Lockhart, Dennis P.
Lodal, Jan M.
Lodge, George Cabot
Loeb, Daniel S.
Logan, Francis D.
Logevall, Fredrik D.*
Lombardi, Clark B.
London, Herbert I.
Lonergeran, Shawn W.
Long, Mary Beth
Long, William J.
Longmuir, Shelley A.
Longstreth, Bevis
Lopatin, Andrew
Lopez, Marco A. Jr.
Loranger, Donald Eugene
Lorber, Eric B.
Lord, Bette Bao
Lord, Kristin M.
Lord, Winston
Loentzen, Oivind III
Lorimer, Linda Koch
Loskota, Brie Jeanette
Lotrionte, Catherine B.
Louie, Gilman G.
Louis, William Roger
Loury, Glenn Cartman
Love, Reginald L.
Lovejoy, Thomas E.
Lowenkrone, Barry F.
Lowenstein, James G.
Lowenstein, Price Gordon
Lowenthal, Abraham F.
Lowey, Nita M.
Lowry, Glenn D.
Membership Roster

† Elected to a five-year term member
* Elected to membership in 2016.

- Mackey, Timothy Ken
- Macklin, Ronita
- Madhavan, Akshay
- Maffei, Greg
- Maguire, John David
- Mahaney, Patrick J. Jr.
- Mahany, Daniel R.
- Maher, Evan C.†
- Mahmoud, Adel
- Mahnken, Thomas G.
- Mahoney, Paul G.
- Mahoney, Thomas H. IV
- Mai, Vincent A.
- Maier, Charles S.
- Makanju, Anna A.
- Makinson, Carolyn
- Mako, William P.
- Makovsky, David
- Malcolmson, Scott
- Malek, Frederic V.
- Malik, Arslan
- Malik, Omeed†
- Mallery, David W.
- Mallery, Richard
- Mallett, Robert L.
- Mallow, Betsy
- Malmgren, K. Philippa
- Malmstrom, Erik Edward
- Maloney, Jason D.
- Malpass, David R.
- Mambani, Mahmoud A.
- Manca, Marie Antoinette
- Mancuso, Mario
- Mandelbaum, Michael
- Maniatis, Gregory A.
- Mann, James H.
- Mann, Michael D.
- Mann, Thomas E.
- Mannina, Michael Angelo
- Mans, Darius
- Mansoor, Peter R.
- Manuel, Anja
- Manyika, James
- Manzi, Jim
- Marchetti, Louis G. III
- Marchick, David M.
- Marcom, John E. Jr.
- Mares, David Richard
- Maricle, Genevieve E.
- Mariner, Joanne
- Mariotti, Steve J.
- Mark, Hans M.
- Mark-Jusbache, Rebecca P.
- Marks, Joshua Antony Meyer
- Marks, Paul A.
- Martin, Alice Tepper
- Marquet, Louis David
- Marquis, Susan L.
- Marr, Phebe A.
- Marron, Donald B.
- Marsh, Tom F.
- Marshall, Ana W.†
- Marshall, Andrew W.
- Marshall, Dale Rogers
- Marshall, F. Ray
- Marshall, Katherine
- Marshall, Zachary Blake
- Marteau Emerson, Kimberly K.
- Marten, Kimberly Joy
- Martin, Daniel Richard
- Martin, Kelsey N.†
- Martin, Lynn Morley
- Martin, Susan F.
- Martin, William F.
- Martinez, Roman IV
- Martin-Rayo, Francisco†
- Martin, Kati I.
- Mas, Jorge
- Masiello, Elizabeth†
- Masin, Michael T.
- Masloski, Andrew C.†
- Masoud, Tarek
- Massey, L. Camille
- Massey, Walter E.
- Massimino, Elisa C.
- Mast, Brian J.
- Mast, Jeffrey Barclay
- Mastanduno, Michael
- Masters, Carlton A.
- Masters, Jonathan R.†
- Mathews, Jessica T.
- Mathews, Michael S.
- Mathias, D. Stephen
- Mathias, Dale
- Mathias, Edward J.
- Mathis, Brian P.
- Matlock, Jack F. Jr.
- Matos Rodriguez, Félix V.
- Matsukata, Naotaka
- Matthews, Barbara C.
- Mattox, Gale A.
- Matuszewski, Daniel C.
- Markzke, Richard H.
- Mauro, Paul
- Maxwell, Ann Titiev
- Maxwell, Kenneth R.
- May, Peter W.
- Mayer, Claudette
- Mayer, Jason D.
- Mayer, William Emilio
- Mayorkas, Alejandro N.†
- Mazur, Jay
- McAfee, William Gage
- McAllister, Singleton B.
- McAndrews, Brendan J.
- McAuliffe, Jamie
- McAuliffe, Jane Dammen
- McCaffrey, Barry R.
- McCain, John S. III
- McCall, Brian†
- McCann, Edward F. Jr.
- McCarron, Suzanne
- McCarter, John W. Jr.
- McCarthy, James P.
- McCarthy, Kathleen D.
- McCarthy, Terence Arthur
- McCarthy-Beehner, Julie
- McCaul, Elizabeth*†
- McCaw, Craig O.
- McCaw, Susan R.
- McChrystal, Stanley A.
- McClendon, Karen†
- McClure, Robert L.
- McClymont, Mary E.
- McConnell, Dan Joseph Jr.
- McConnell, M. Porter
- McCord, Gordon C.
- McCormack, Elizabeth J.
- McCormack, 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
- McDonald, Alonzo L.
- McDonald, Erroll*†
- McDonald, Gabrielle Kirk
- McDonald, Tom
- McDonough, William J.
- McDougall, Gay J.
- McEneaney, Kyle
- McEvoy, Edward Bruce
- McFarland, Kathleen Troia
- McFarlane, Jennifer A.
- McFarlane, Robert C.
- McFaul, Michael A.
- McGarr, Cappy R.
- McGlynn, Margaret Grace
- McGowan, Alan H.
- McGregor, James Louis
- McHale, Judith A.
- McHenry, Donald F.

* Elected to membership in 2016.
† Elected to a five-year term membership in 2016.
McIntosh, Sean Justin
McKean, David
McKenna, Tjada D’Oyen
McKenney, Morgan
McKeon, Elizabeth A.
McKibben, Tracy B.
McLarry, 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.
McNairy, Margaret Leighton
McNamara, Dennis L.
McNamara, Kathleen R.
McNamara, Thomas E.
McNamer, Bruce W.
McLaugher, Thomas L.
McNeill, Ha Nguyen
McRobbie, Michael A.*
McRaven, William H.
McQuade, Lawrence C.
McRaven, William H.
McRobbie, Michael A.*
McRaven, William H.
McRobbie, Michael A.*
McWade, Jessica C.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
McAuliffe, William W.
Moyer, Homer E. Jr.
Mudd, Daniel H.
Mudd, Margaret F.
Mujal-Leon, Eusebio
Mukhopadhyay, Dipali
Mukunda, Gautam
Mulberger, Virginia A.
Mulford, David C.
Mullen, Kimberley†
Mullen, Michael G.
Muller, Edward R.
Mundie, Craig James
Munroe, Alexandra
Kneeland
Munsch, Stuart B.
Murase, Emily Moto
Murdeshwar, Sid
Murdock, Deroy
Murphy, Clarke
Murphy, Ewell E. Jr.
Murphy, Micah D.
Murphy, Richard W.
Murphy, Sean P.*
Murray, Alan S.
Murray, Christopher J.L.*
Murray, Douglas J.
Murray, Ian P.
Murray, Lori Esposito
Murray, Robert J.
Musalem, Alberto G.
Musham, Bettee Martin
Muthiah, Radha
Mutua, Makau W.
Muzinich, Justin G.*
Myers, Margaret
Myers, Micah S.
Myers, Richard B.
Myerson, Roger B.
Myerson, Toby S.
Myrow, Stephen A.
N
Nachman, David Eli
Nacht, Michael
Nadiri, M. Ishaq
Naftalis, Benjamin
Nagl, John A.
Nagorski, Andrew
Nagorski, Thomas G.
Naim, Moïses
Najera, Peter F.
Najmi, Rosita
Nakhleh, Emile A.
Napoli, Matthew Clark
Napolitano, Janet A.
Narasimhan, Laxman
Nash, Nicholas A.
Nash, William L.
Nasr, Vali R.
Natali, Denise*
Nathan, James A.
Nathan, Scott A.*
Nathanson, Marc B.
Nathoo, Raafiq A.
Nau, Henry R.
Navab, Alexander
Nazarian, Sharon Soraya*
Neal, Jeffrey C.
Neal, Stephen L.
Nealer, Kevin G.
Nederlander, Robert Jr.
Negron, Michael Angelo
Negroponte, Diana Villiers
Negroponte, John D.
Neier, Aryeh
Nelson, Alyse
Nelson, Anne
Nelson, Daniel N.
Nelson, Richard D.
Nelson, Robert L. Jr.
Nelson, Thomas C.
Nemeroff, Theodore
Nathan
Nephiw, Richard M.†
Nesbit, Lynn
Neuger, Win J.
Neuman, Stephanie G.
Neureiter, Norman P.
Nevels, James Edwin
Newberg, Esther R.
Newburg, Andre
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
Nicholas, N. J. Jr.
Nichols, Christopher M.
Nichols, Rodney W.
Nicholson, Jan
Nides, Thomas R.
Niehuss, John M.
Niehuss, Rosemary Neather
Nielsen, Nancy
Nielsen, Suzanne Christine
Nilsson, Keith R.
Nilsson, Kenneth A.
Nimetz, Matthew
Nimr, Amer N.
Ninan, Reena
Nitze, William A.
Niu, X. Rick*
Noam, Eli M.
Noble, Abigail
Nolan, Jane Emilie
Nolan, Robert
Noland, Marcus
Nolte, William M.
Nonacs, Eric Steven
 Noonan, Peggy
Noorani, Ali R.
Norman, William S.
Norquist, Grover Glenn
Northup, Nancy J.
Norton, Augustus Richard
Norton, Burke Fremont
Norton, Eleanor Holmes
Norton, Patrick M.
Norville, Deborah*
Nossel, Suzanne F.
Noto, Lucio A.
Novack, Lynne Dominic
Novogratz, Jacqueline
Novotny, Thomas E.
Noyes, Alexander H.†
Nuechterlein, Jeffrey D.
Nunn, Sam
Nussbaum, Bruce
Nuzum, Henry G.
Nwogu, Nneoma V.
Nye, J. Benjamin H.
Nye, Joseph S. Jr.
Nyheim, Erik A.†
O
Oakley, David P.
Oat-Judge, Siobhan
Obey, David R.
O'Brien, James C.
O'Brien, Justus J.
O'Brien, Morgan J. III†
Ocampo, Juan
Occomy, Marcia D.
Ochoa-Brillenbourg, Hilda
O'Clereacain, Carol
O'Connor, Eileen M.
O'Connor, Nuala
Odeen, Philip A.
Odell, Jamieson Meldal
Odell, John S.
Odland, Stephen A.*
Odum, Marvin E. III
Offenheiser, Raymond C.
Oftir, Morris W.
O'Flaherty, J. Daniel
Oh, Kongdan
O'Hanlon, Michael
O'Hearn, Katherine I.
Ohtagaki, Johna
Ojito, Mirta
Okobi, Ebelechukwu Adaeye
Olayan, Hutham S.
O’Leary, Brendan*
Oldord, Jacob†
Oliver, April A.
Oliver, John L. III
Oliver, Jove R.†
Olvera, Armando J.
Ollivant, Douglas A.
Olson, Jane T.
Olson, Kimberly G.†
Olson, Lyndon L. Jr.
Olson, Ronald L.
Olver Parchi, Parizad June
O’Malley, Cormac K.H.
Omesstad, Thomas E.
O’Neil, Kathleen A.
O’Neil, Michael J.
O’NeIl, Shannon K.
O’Neill, Brian Deveraux
Onk, Joseph N.
Ongeri, Nyagak
Oppenheim, Jeffrey Thomas
Oppenheimer, Andres M.
Oppenheimer, Michael F.
O’Prey, Kevin P.
Ordway, John M.
Orentlicher, Diane
Orlins, Stephen A.
Ornstein, Norman J.
O’Rourke, Patrick J.
Orr, Robert C.
Orrenius, Pia M.
Orszag, Peter R.
Ortiz, Michael R.†
Osborn, John E.
Osborne, Richard de J.
Osius, Margaret Elizabeth
Osmer McQuade, Margaret
Osnos, Evan L.R.
Osnos, Peter L.W.
Osnos, Susan Sherry
Osterholm, Michael T.
O’Sullivan, Meghan L.
Otero, Maria
O'Toole, Tara Jeanne
Oviz, Michael S.
Owens, James W.
Owens, Missy
Owens, William A.
Oxman, Bernard H.
Oxman, Stephen A.
Oye, Kenneth A.
P
Paal, Douglas Haines
Paasch, Christian R.†
Pachios, Harold C.
Packard, George R.
Padilla, Matthew S.J.†
Padmanabhan, Vijay M.
Padron, Eduardo J.
Page, Carter W.
Paine, D. Thompson
Paine, George C. Jr.
Paisner, Bruce Lawrence
Pakula, Hannah C.
Paliwal, Suyash G.†
Palmer, Matthew A.
Palmisano, Samuel J.
Pandith, Farah Anwar
Papa, Anthony Adam†
Papagapitos, Ariadne
Papagianis, Christopher
Paperin, Stewart J.
Parasiliti, Andrew
Pardee, Scott E.
Pardes, Herbert
Pardew, James W.
Parekh, Deven J.
Parekh, Sanjay
Parent, Louise M.
Paris, Jonathan
Parker, C. Allen
Parker, Elizabeth Rindskopf
Parker, Jay M.
Parker, Ned
Parker, Penny L.
Parker, William James III* Parkin, Roger P.
Parks, Michael Christopher
Parnell, Stewart
Parrino, Roger Sr.*
Parsky, Gerald L.
Parson, Richard D.
Pascoe, B. Lynn
Pascale, Carlos E.
Passer, Juliette M.
Passman, Pamela S.
Pate, R. Hewitt
Patel, Ebrahim S.*
Patel, Mira
Patel, Nikhil I.
Patel, Vishal P.
Patil, DJ*
Patrick, Hugh T.
Patrick, Stewart M.
Patricof, Alan Joel
Patricof, Susan E.
Patrikis, Ernest T.
Patron, Michelle N.
Patterson, Patricia M.
Patterson, Rebecca
Patterson, Rebecca Damm*
Patterson, Richard North
Pattiz, Norman J.
Paul, Douglas L.
Paul, Pamela
Paul, Roland A.
Paulikas, Steven
Paulson, Henry M. Jr.
Paulson, John
Paulus, Judith K.
Paulsgarten, Nicholas
Biddle
Paxson, Christina H.
Peacock, Anne F.†
Pearl, Jonathan J.
Pearlstone, Norman
Pearson, W. Robert
Peckham, Gardner G.
Pedersen Thomas, Leah
Pederson, Rena M.
Peek, Andrew L.
Pelletreau, Robert H. Jr.
Peña, Federico A.
Peñalver, Eduardo M.
Penn, Mark Jeffrey
Peraino, Kevin J.
Perella, Joseph R.
Perez, Antonio F.
Perez, David
Perez, Luis J.
Perez, Richard
Pérez-Stable, Marifeli
Perkin, Linda J.
Perkins, Edward J.
Perkins, Roswell B.
Perlman, Janice Elaine
Perlmuter, Barbara S.
Perlmuter, Louis
Permesly, Jennifer L.
Perritt, Henry H. Jr.
Perry, June Carter
Perry, Rania C.
Perry, Robert C.
Perry, William J.
Person, Robert†
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.
Pettibeone, Peter J.
Petty, John R.
Peyronnin, Joseph Felix
Pfaltzgraft, Robert L. Jr.
Pfeiffer, Jane Cahill
Pfeiffer, Leon K.
Pfeiffer, Steven B.
Phan, Dang Tan
Pharr, Susan J.
Phelps, Edmund S.
Philion, Suzanne K.
Phillips, Cecil M.
Phillips, Charles E. Jr.*
Phillips, David L.
Phillips, Gretchen A.
Phillips, Jeanne L.
Phillips, Robert Macon III
Pickering, Thomas R.
Piedra, Alberto M. Jr.
Pierce, John vanden Heuvel
Pierce, Ponchitta
Piery, Jan
Piery, Andrew J.
Pifer, Steven K.
Pigott, Charles M.
Pike, John E.
Pilgrim, Kathryn
Pillar, Paul R.
Pillsbury, Marnie S.
Pillsbury, Michael
Pincus, Walter H.
Pineda, Patricia S.
Pipes, Daniel
Pipes, Richard
Pitts, Joe W. III
Pitts-Kiefer, Samantha
Pizzarello, Louis D.
Platt, Alan A.
Platt, Alexander H.
Platt, Kobi
Platt, Nicholas
Platt, Sheila Maynard
Plattner, Marc F.
Platts, James T.
Plepler, Richard L.
Plutzik, Jonathan
Poats, Rutherford M.
Pocalyko, Michael Nicholas
Podesta, Mac†
Podhoretz, John
Pogue, Richard W.
Poizner, Stephen L.
Pokempner, Dinah R.
Polan, Mary Lake
Pollack, Gerald A.
Pollack, Jonathan D.
Pollack, Kenneth Michael
Pollard, Neal A.
Pollock, Gregory S.†
Pollock, Jeffrey*
Pollock, Robert Lansing
Polovets, Stan
Polyakova, Alina†
Pond, Elizabeth
Poneman, Daniel Bruce
Pool-Eckert, Marjita Q.
Popadiuk, Roman
Popat, Pranav Pravin
Popkin, Anne B.
Popp, John G.
Porat, Ruth
Porreca, Nicole Anne
Porter, Damon Shelby
Portes, Richard
Porzecanski, Arturo C.
Posen, Adam S.
Posen, Barry R.
Poste, George H.
Postol, Theodore A.
Potter, William C.
Pottinger, Matthew F.
Powell, Colin L.
Powell, Dina Habib
Powell, Jerome H.
Powell, Laurene
Powell, Nancy J.
Powell, Richard C. Jr.
Powers, Averill L.
Powers, Timothy E.
Pozner, Robert C.
Prah Ruger, Jennifer
Pranger, Robert J.
Prasad, Mukesh
Prasso, Sheridan
Press, William H.
Pressler, Larry
Pressman, Evan D.
* Elected to membership in 2016.
† Elected to a five-year term membership in 2016.
Ramakrishna, Kilaparti
Ramamurthy, Pradeep
Raman, Aneesh
Raman, Sujit
Ramer, Bruce M.
Ramirez, Lilia L.
Rammath, Leela†
Ramos, Dorian Jacqueline†
Rampini, Federico†
Ramsey, W. Russell
Randall, Lisa
Randolph, R. Sean
Randt, Clark T. Jr.
Rankin, Clyde E. III
Raphel, Robin Lynn
Rappaport, Alan
Rascoff, Samuel James
Ratchford, J. Thomas
Rather, Dan
Ratnesar, Romesh M.
Rattner, Steven L.
Rattray, Gregory John
Rauch, Rudolph S.
Rauf, Feisal Abdul†
Rauhut, Michael‡
Raul, Alan Charles
Raustiala, Kal
Raval, Adi
Ravenal, Earl C.
Ravich, Samantha F.
Ravitch, Richard
Rayburn, Joel D. Sr.
Raymond, David A.
Raymond, Douglas A.
Raymond, Lee R.
Reade, Claire E.
Realuyo, Celina B.
Rebolledo, Ivan C.
Reckford, Jonathan T. M.
Redden, Caleb J.
Rediker, Douglas Alan
Reed, Charles B.
Reed, Jack
Reed, Joseph Verner
Reed, Lucy Ferguson
Reese, William Sears
Reeves, Samuel Jesse
Regens, James L.
Reichert, William M.
Reid, Rob
Reif, Leo Rafael
Reiling, Peter A.
Reilly, Saskia Shane
Reilly, William K.
Reimer, Dennis Joe
Reimers, Fernando Miguel
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, Luce M.
Renan, Daphna
Renier, Jessica J.†
Rennie, Millbrey
Rennie, Renate
Renuart, Victor Eugene Jr.
Repper, John C.
Resnicoff, Arnold E.
Ressell, Teresa M.
Revere, Evans J.R.
Revesz, Richard L.
Revin, Philip S.
Reynolds, Justin†
Reynoso, Julissa
Rhinesmith, Stephen H.
Rhodes, William R.
Ricardel, Mira R.
Riccardi, Steven
Rice, Condoleezza
Rice, Donald S.
Rice, Joseph Lee III
Rice, Matthew James
Rice, Susan E.
Rich, Michael D.
Rich, William G.†
Richard, Anne C.
Richards, Nicholas S.
Richards, Paul G.
Richardson, Frank E.
Richardson, Henry J. III
Richardson, John M.*
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
Rielly, John E.
Rieschel, Gary E.
Riffat, Imran
Rifkind, Robert S.
Rinehart, Brooke
Riordan, Michael L.
Riordan, Robert H.
Riordan, Richard B.
Riordan, Thomas Andrew*
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.
Robertson, Charles K.
Robertson, Thomas
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
Rodman, Lindsay L.
Rodriguez, Eric
Rodriguez, Javier
Rodriguez, Rita M.
Rodriguez, Stephen Paul
Rodrik, Dani
Rood, Bill
Roett, Riordan
Rogers, Edward M. Jr.
Rogers, James E.

* Elected to membership in 2016.
† Elected to a five-year term membership in 2016.
Rosner, Jeremy D.
Rosett, Claudia
Rosenzweig, Robert M.
Rosenwald, Nina
Rosenwald, E. John Jr.
Rosenthal, Mitchell S.
Rosenthal, Joel H.
Rosenthal, Jack
Rosenthal, Douglas Eurico
Rosenthal, 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
Rotenberg, Linda D.
Roubini, Nouriel
Roughead, Gary
Rouse, Cecilia E.
Route, Ronald A.
Rovine, Arthur W.
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, Nilmini Gunaratne
Rubin, Robert E.
Rubin, Trudy S.
Rudder, Philip C.
Rudin, William C.
Ruenitz, Robert M.
Ruggie, John G.
Rugh, William A.
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, Mary (Missy) C.†
Ryan, Patrick G. Jr.
Ryan, Patrick Kevin
Ryu, Rexon Y.*
S
Saab, Bilal Y.†
Sabet, Kevin A.†
Sabonis-Helf, Theresa
Sachs, Jeffrey D.
Sachs, Philippe Eric
Sacks, Paul M.
Sadat, Leila Nadya
Saddler, Latham G. III†
Sadowska, Maggie†
Sagan, Scott D.
Saghir, Faraj
Saifee, Maryum F.
Sakoian, 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
Sanper, Cristián T.
Samuels, Barbara Christie II
Samuels, Leslie Bernard
Samuels, Michael A.
Samuels, Richard J.
Sanchez, Francisco J.
Sanchez, Miguel Antonio
Sanchez, Orlando
Sandalow, David
Sandberg, Sheryl K.
Sander, Alison B.
Sanders, Barry A.
Sanderson, Steven E.
Sands, Amy
Sanger, David E.
Sanghvi, Sunil
Santosham, Shireen Hannah
Sapiro, Miriam
Sapolsky, Harvey M.
Sapp Mancini, Angela
Sargeant, Stephen Thomas
Sartore, Mary Elise
Sassen, Saskia
Sasser, James R.
Satcher, David
Satchit, Vidya†
Satkalmi, Ravi
Satloff, Robert B.
Satter, Munee A.
Saul, Ralph Southey
Savitt, Jill A.
Savoy, Conan M.
Sawoski, Mark
Sawyer, Diane
Sawyers, Charles L.
Scaramucci, Anthony*
Scarborough, Joe
Schacht, Henry B.
Schadlow, Nadia
Schaefer, Ahren Joseph
Schaffer, Howard Bruner
Schaffer, Teresita C.
Schieb, Damian S.
Schake, Kori
Schapiro, Mary*
Scharre, Paul David
Scheuer, S. Bruce
Schedler, Jerrold L.
Schecter, Kate S.
Schefter, David J.
Schell, Orville Hickok
Schell, Theodore H.
Schenck, Kristine
Scher, Adam Anthony
Scher, Peter L.
Schick, Thomas
Schierer, Bob L.
Schiff, Robert
Schifrin, Nicholas S.S.†
Schiffer, Richard
Schiller, Vivian L.
Schleiff, Henry S.*
Schlein, Michael Edward
Schlesinger, David Adam
Schlesinger, Jacob M.*
Schlesinger, Leonard A.
Schlesinger, Stephen C.
Schlosser, Herbert S.
Schlosstein, Ralph L.
Schmemann, Anya
Schmehlmann, Serge
Schmerin, Daniel E.
Schmide, Robert E. Jr.*
Schmidt, Benno Jr.
Schmidt, Eric
Schmitt, Eric P.
Schmitt, Michael N.
Schmoke, Kurt L.
Schnabel, Rockwell A.
Schneider, Jan
Schneider, William
Schneider, William Jr.
Schneidman, Witney Wright
Schneier, Arthur
Schneiter, Amanda W.
Schnitzer, Alan
Schoen, Douglas E.
Schoenholtz, Kermit L.*
Schortmann, Craig J.
Schouten, Schuyler J.
Schrage, Elliot J.
Schrage, Steven Patrick
Selin, Ivan
Selltito, Michael†
Sementko, Holli A.
Sender, Henny
Sennett, Richard
Senseney, Céline
Serchuk, Vance F.†
Servan-Schreiber, Pascaline
Sesno, Frank W.
Sestanovich, Stephen R.
Setrakian, Lara
Sexton, John E.
Seymour, Frances J.
Shackelford, Scott James
Shafer, D. Michael
Shafer, Jeffrey R.
Shahbandar, Oubai
Shaheen, Brett†
Shailor, Barbara
Shalala, Donna E.
Shambaugh, David
Shanker, Thomas Daniel
Shapiro, Andrew J.
Shapiro, Ian
Shapiro, Isaac
Shaplen, Jason T.
Sharenow, Greg
Sharma, Amit
Sharma, Deven
Sharp, Adam Mikael
Sharp, Daniel A.
Shattuck, John
Sheehan, Kevin P.
Sheen, Edward
Sheeran, Josette M.
Sheets, Nathan
Sheffield, Jill W.
Sheils, Siobhan M.†
Sheldon, Eleanor B.
Shelley, Louise I.
Shelp, Ronald Kent
Shelton, Joanna Reed
Shelton-Colby, Sally A.
Shenai, Neena G.
Shenk, George H.
Shepard, Stephen B.
Shepardson, Robert
Thomas
Shepherd, J. Michael
Sheriff, Alan R.
Sherman, Wendy R.
Sherr, Lynn B.
Sherwood, Benjamin B.
Sherwood-Randall, Elizabet
Sheynberg, Raisa†
Shields, Brendan P.
Shields, Lisa Katherine
Shifman, Gary M.
Shifter, Michael E.
Shimony, Catherine Lieber
Shinn, James J.
Shinseki, Eric
Shipley, Walter V.
Shirk, Susan L.
Shirzad, Faryar
Shlaes, Amity Ruth
Shoemaker, Christopher C.
Shribman, David M.
Shriram, Kavikart
Ramanujam
Shrider, Donald W. Jr.
Shriver, Timothy P.
Shulman, Colette
Shultz, George P.
Shultz, Susan Kent Fried
Shuman, David
Shuman, Stanley S.
Sick, Gary G.
Siddiqui, Islam A.*
Sidhu, Dawinder S.
Siegal, Bippy M.
Siegal, Brian D.*
Siegel, Hanna L.†
Siegel, Seth M.
Siegel, William D.
Siegman, Henry
Sigal, Leon V.
Sigelman, Joseph M.
Sikkink, Kathryn A.
Siko, John Alan
Silber, Laura J.
Silber, Mitchell D.
Silberman, Laurence H.
Silberman, Robert S.
Silberstein, Alan M.
Silkenat, James R.
Silver, Allison
Silver, Daniel B.
Silverberg, Daniel L.*
Silverberg, Kristen L.
Silverman, Josh
Silvers, Robert
Silvers, Robert B.
Simakovsky, Mark D.
Simes, Dimitri K.
Simkowitz, Daniel A.*
Simmons, Adele
Simmons, P. J.
Simmons, Ruth J.
Simon, David A.†
Simon, Denis Fred
Simon, Hugh V. Jr.
Simon, Joel
Simpson, Erin M.
Sims, Calvin G.
Singh, Ashika
Singh, Prabhjot
Singham, Shanker A.
Singleton, Lincoln Cameron
Sinha, Nidhi
Sinkin, Richard N.
Sisk, Mark S.
Sitaraman, Ganesh
Sitrick, James Baker
Skelton, DJ
Skinner, Kiron Kanina
Sklayrew, Jennifer Friedman
Skol, Michael
Skolnikoff, Eugene B.
Skora, Alexander J.
Skorka, Melissa
Skorton, David J.
Slackman, Michael E.*
Slade, David R.
Slater, Alexander
Slattery, Jim C.
Slaughter, Anne-Marie
Slaughter, Richard A.
Slavin, Barbara
Slawson, Paul S.
Sloane, Ann Brownell
Sloane, Howard G.
Slobogin, Kathy
Slocombe, Walter B.
Small, Andrew
Small, Lawrence M.
Smalley, Kathleen
Smart, Christopher W.
Smeall, Christopher
Smidt, Jonathan D.
Smith, Adam
Smith, Anna Deavere
Smith, Dane F. Jr.
Smith, Edwin Milton
Smith, Fred Gary
Smith, Frederick Wallace
Smith, Gayle E.
Smith, Gordon Dee
Smith, Harold C. Jr.
Smith, Jean Kennedy
Smith, Jeffrey H.
Smith, Justin B.
Smith, Malcolm B.
Smith, Martin
Smith, Michael B.
Smith, Michelle Marie
Smith, Peter Hopkinson
Smith, R. Jeffrey
Smith, Richard M.
Smith, Shannon L.
Smith, Stephen G.
Smith, Taiya M.
Smith, Tony
Snodgrass, Guy
Snowe, Olympia J.
Snyder, Jed C.
Snyder, Richard E.
Snyder, Timothy D.
Sobel, Clifford M.
Sobel, Richard Paul
Sobel, Dorothy Meadow
Sobel, Julia
Soderberg, Nancy E.
Sofaer, Abraham David
Sokol, Steven E.*
Sokolski, Henry D.
Solis, Lorna
Solnick, Steven L.
Solomon, Andrew Wallace
Solomon, Anne G.K.
Solomon, Joshua N.
Solomon, Peter J.
Solomon, Richard H.
Sondheimer, Rachel
Milstein
Sonenshine, H. Marshall
Sonenshine, Tara Diane
Sonnenberg, Maurice
Sorel, Marc
Sorensen, Gillian Martin
Sorkin, Andrew Ross
Soros, George
Soros, Jonathan
Sorrell, Erin M.†
Soudriette, Richard W.
Sovarn, Michael L.
Spalding, Robert S. III
Spalter, Jonathan
Spangenberg, Joel C.
Spangler, Scott M.
Spar, Debra L.
Speckhard, Daniel V.
Spector, Katherine
Specter, Leonard S.
Speedie, David C.
Speltz, Paul W.
Spence, A. Michael
Spence, Matthew
Spencer, John
Spengler, Laurie Jean
Sperling, Gene B.
Spero, Joan E.
Spero, Joshua B.
Spero, Jerry I.
Spinney, Daniel L.
Spinney, John W.
Spinney, Julia†
Spielvogel, Carl
Spiers, Ronald Ian
Spies, Katherine L.
Spindle, Bill
Spindler, J. Andrew
Spoon, Alan
Sridhar, Aparna
Srinivasan, Sujatha
Aravinda
Stahl, Lesley R.
Staley, Jes
Staer, Allan C.
Stamas, George Paul
Stamas, Stephen
Stanger, Allison Katherine
Stanislaw, Joseph A.
Stanley, Deirdre
Starrs, Ann M.
Stavridis, James George
Stavropoulos, Daphne Zoe
Stears Lawson, Brooke
Stecher, Esta Eiger
Steel, Ronald
Steiger, Paul E.
Stein, Elliot
Stein, Eric
Steinberg, David J.
Steinberg, James B.
Steinberg, Mark R.
Steinberg, Richard H.
Steiner, Joshua L.
Steiner, Steven E.
Steinhart, Michael H.
Steinhaus, Joel
Stempel, John D.
Stengel, Richard
Stent, Angela Evelyn
Stepan, Alfred C.
Stephan, Maria J.*
Stephanopoulos, George R.
Stephenson, Randall L.
Ster, David J.
Ster, Jeffrey M.
Ster, Jessica E.
Ster, Paul G.
Ster, Paula
Ster, Sarah May*
Ster, Todd D.
Stern, Walter P.
Sternberg, Seymour
Sterner, Michael E.
Stetson, Anne
Stevens, Charles R.
Stevens, James W.
Stevens, Paul Schott
Stevens, Robert J.
Stevenson, Charles A.
Stewart, C. Evan
Stewart, Donald M.
Stewart, Jamie B. Jr.
Stewart, Meghan Elizabeth
Stiehm, Judith Hicks
Stiglitz, Joseph E.
Stiles, Deborah F.
Stith, Charles R.
Stith, Kate
Stobaugh, Robert B.
Stockman, Farah*
Stoessinger, John G.
Stoga, Alan J.
Stokes, Bruce
Stone, Benjamin D.
Stone, Randall W.
Stonesifer, Patricia Q.
Stong, Elizabeth S.
Streeb, Gordon L.
Stremlau, John J.
Strianese, Michael T.
Strmbecki, Martin J.
Strock, James
Stromseth, Jane E.
Stromseth, Jonathan R.
Strossen, Nadine
Stuart, Scott M.
Stubbs, John
Studzinski, John J.
Sturchio, Jeffrey L.
Styron, Rose
Styslinger, Lee J. III
Sughrue, Karen M.
Suleiman, Ezra N.
Sullivan, Daniel S.
Sullivan, Gordon R.
Sullivan, John D.
Sullivan, Maura C.†
Sullivan, Travis J.
Sulmeyer, Michael
Sultan, Masuda
Sumar, Fatema Z.
Summers, Lawrence H.
Sun, Angela
Sundati, Ibrahim K.
Sununu, John E.
Suominen, Kati
*Suro, Roberto A.
Sutphen, Mona K.
Suzman, Cedric L.
Svejnar, Jan
Swan, Guy C. III
Swanson, Carl A.
Swanson, Jonathan
Swartz, Salli Anne
Sweeney, James P.
Sweig, Julia Ellen
Sweitzer, Brandon W.
Swid, Scott L.
Swiers, Peter Bird
Swift, Christopher J.
Swoon, Diane
Syron, Richard F.
Szekely, Deborah
Szporluk, Roman
T
Taft, William H. IV
Tagg, George C. Jr. †
Tagliabue, Paul
Tahir-Kheli, Shirin R.
Taiclet, James D.
Talbott, Strobe
Talmadge, Caitlin†
Telwar, Puneet
Tama, Jordan
Tananbaum, Steven A.
Tan Bhala, Kara W.Y.
Tang, David K.Y.
Tanner, David A.
Tanner, Harold
Taner, Raymond
Tapia, Raul R.
Tapper, Jake
Tarnoff, Peter
Tarr, Jeffrey R.
Tarter, C. Bruce
Tarullo, Daniel K.
Tatlock, Anne M.
Taubman, William
Tauscher, Ellen O.
Tavares, Ricardo S.
Tavtian, Asa O.
Taylor, Alan M.
Taylor, Cathy Lynn
Taylor, Diana L.
Taylor, James S.
Taylor, John Brian
Taylor, Kathryn Pelgrift
Taylor, Mariah Carol
Taylor, Scott D.
Taylor, Victoria J.
Tece, David J.
*T elected to membership in 2016.
† Elected to a five-year term membership in 2016.
Teichner, Martha A.
Teitel, Ruti G.
Teitelbaum, Michael S.
Telhami, Shibley
Tellis, Ashley Joachim
Temin, Jonathan Harold
Tempelsman, Maurice
Temple, Ronald S.
Temple-Raston, Dina
Tenet, George J.
Tepperman, Jason Harris
Tepperman, Jonathan
Tercek, Mark R.
Terracciano, Anthony P.
Terrell, Frederick O.
Terry, Sarah Meiklejohn
Tessier-Lavigne, Marc *
Theobald, Thomas C.
Theros, Patrick Nickolas
Thielmann, A. Gregory
Thiessen, Marc Alexander
Thoman, G. Richard
Thomas, Franklin A.
Thomas, James P.
Thomas, Lee B. Jr.
Thomas, Lydia Waters
Thomas-Graham, Pamela A.
Thompson, Kristen D.
Thompson, Nicholas
Thompson, Robert L.
Thompson, Tommy G.
Thompson, W. Scott
Thomson, James A.
Thomson, Katie Nelson
Thoren, Peter L.*
Thornberry, William M.
Thornell, Richard P.
Thornton, John L.
Thorton, Louis
Thrasher, Ernie L.
Thulin, Inge
Thurston, Alexander†
Tien, John K. Jr.
Tienda, Marta
Tierney, Paul E. Jr.
Tiersky, Ronald
Till, Kimberly
Timbers, William H.
Timothy, Kristen
Timpson, Sarah Livingston
Tindell, Cynthia A.
Tipson, Frederick S.

* Elected to membership in 2016.
† Elected to a five-year term membership in 2016.

Tirana, Amina
Tisch, Andrew Herbert
Tisch, James S.
Tiven, Marjorie B.
Tofel, Richard J.
Toft, Monica Duffy
Tolbert, David
Toll, Maynard J. Jr.
Tolou, Ramin
Toma, Alexandra Ioana
Tomkins, Graves
Toobin, Jeffrey R.
Toomey, Kathleen Elizabeth
Toppeta, William J.
Topping, Audrey Ronning
Topping, Seymour
Torano, Maria Elena
Torres, Gerald
Toungara, Jeanne Maddox
Toungara, Macani†
Townsend, Frances Fragos
Townsend, Kathleen
Trachtenberg, Stephen Joel
Train, Harry D. II
Train, John
Trani, Eugene P.
Traub, James
Treadway, Stephen J.
Treenor, Mark C.
Trebat, Thomas J.
Treverton, Gregory Frye
Trimble, Charles R.
Tripp, Alii Mari
Trojan, Vera M.
Trubowitz, Peter L.*
Truitt, Nancy Sherwood
Truman, Edwin M.
Tsai, Frederick H.
Tsipis, Kosta
Tucker, Joseph David
Tuggle, Clyde C.
Tuminez, Astrid S.
Tung, Ko-Yung
Tung, Savio Wai-Hok
Tuohy, Vincent John†
Turner Moffitt, Andrea
Turner, Christopher H.*
Turner, Ginger Leigh
Turner, James M.
Tusiani, Michael D.
Tuths, Donna M.
Twombly, Ann-Janette Fuentes
Twombly, Dillon
Tyson, Carole Henderson

Tyson, Laura D’Andrea
Tytel, Bradly L.
Tzu, Tien*

U
Ubíñas, Luis A.
Uhlig, Mark
Ullah, Haroon K.
Ulman, Cornelius M.
Ulrich, Marybeth Peterson
Ungar, Sanford J.
Unger, David C.
Untermeyer, Charles Graves
Upton, Maureen T.
Upton, Michelle R.
Urizar, Jennifer
Usher, William R.
Ussery, Terdema L. II
Utgoff, Victor A.

V
Vaitheswaran, Vijay V.
Vajjhala, Shalini
Valenta, Jiri
Valentine, Debra A.
Valenzuela, Arturo A.
van Agtmael, Antoine W.
Vance, Cyrus R. Jr.*
Vance, Elsie Nicoll
Vande Berg, Marsha
vanden Heuvel, Katrina
vanden Heuvel, William J.
vander Vink, Gregory E.
Van Dusen, Michael H.
Van Dyk, Ted
Van Evera, Stephen
VanGrack, Ryan L.†
Van Oudenaren, John
Van Zandt, David Edgar
Varela, Marta B.
Varia, Nisha
Varmus, Harold E.
Varney, Christine A.
Vaughan, Patricia C.
Vecchi, Sesto E.
Vega, Yvette Ellen
Veit, Carol Michele
Veit, Lawrence A.
Velandy, Siddhartha M.
Velski, Ali
Venable, Philip John
Vendley, William F.
Veneman, Ann M.
Venkayya, Rajeev V.
Vermhoven, Paul
Verleger, Philip K. Jr.

Verma, Richard R.
Verrasastro, Frank Anthony
Versi, Jannine C.†
Verstandig, Tony G.
Verrin, Joseph Zachary†
Verveer, Melanie S.
Verville, Elizabeth G.
Vessey, John W.
Vester, Linda J.
Via, Dennis L.
Victor, Alice
Victor, David G.
Vijay, Anna
Vidal, David J.
Videt, Pote P.
Vidugiris, Vaida
Viebrenz, Curtis Gray
Viera, Paul E. Jr.
Viets, Richard Noyes
Vilà, Adis M.
Villasenor, John
Vilsack, Thomas J.
Vinjamuri, Leslie
Vinograd, Samantha
Viscusi, Enzo
Visner, Samuel Sanders
Visotzky, Burton L.
Vitale, Alberto
Vitale, David J.
Vlasik, Mark V.
Voell, Richard Allen
Vogel, Ezra F.
Vogelgesang, Sandy Louise
Vogelson, Jay M.
Volcker, Paul A.
Volk, Stephen R.
von Eckartsberg, Gayle Rose
von Lipsey, Roderick K.
Votaw, Carmen Delgado
Vovchuk, Dmitry
Vradenburg, George III
Vuono, Carl E.

W
Wachner, Linda J.
Wachtel, Andrew Baruch
Wachtel, Howard A.†
Wadsworth Darby, Mary
Wagen, Todd K.
Waggoner, Robert C.
Wagner, Caroline S.
Wagner, Gernot
Wagner, Rachael Anne
Wahba, Marcelle M.
Wainstein, Kenneth L.

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wait, Jarett F.</td>
<td></td>
</tr>
<tr>
<td>Wala, Raha</td>
<td></td>
</tr>
<tr>
<td>Wald, Jesse M.</td>
<td></td>
</tr>
<tr>
<td>Waldron, Arthur</td>
<td></td>
</tr>
<tr>
<td>Waldron, John E. II*</td>
<td></td>
</tr>
<tr>
<td>Wales, Jane M.</td>
<td></td>
</tr>
<tr>
<td>Walker, Darren</td>
<td></td>
</tr>
<tr>
<td>Walker, Jenonne</td>
<td></td>
</tr>
<tr>
<td>Walker, John L.</td>
<td></td>
</tr>
<tr>
<td>Walker, Joshua W.</td>
<td></td>
</tr>
<tr>
<td>Walker, Kent*</td>
<td></td>
</tr>
<tr>
<td>Walker, Nancy J.</td>
<td></td>
</tr>
<tr>
<td>Wall, Christopher R.</td>
<td></td>
</tr>
<tr>
<td>Wallace, Roger Windham</td>
<td></td>
</tr>
<tr>
<td>Wallach, Kenneth L.</td>
<td></td>
</tr>
<tr>
<td>Wallander, Celeste Ann</td>
<td></td>
</tr>
<tr>
<td>Wallenstein, Marc A.</td>
<td></td>
</tr>
<tr>
<td>Wallerstein, Mitchel B.</td>
<td></td>
</tr>
<tr>
<td>Wallich, Christine I.</td>
<td></td>
</tr>
<tr>
<td>Wallison, Peter J.</td>
<td></td>
</tr>
<tr>
<td>Wall Spitzer, Silda Alice</td>
<td></td>
</tr>
<tr>
<td>Walsh, Brian W.</td>
<td></td>
</tr>
<tr>
<td>Walsh, Elizabeth Erin</td>
<td></td>
</tr>
<tr>
<td>Walsh, Ian K.</td>
<td></td>
</tr>
<tr>
<td>Walsh, Matthew P.</td>
<td></td>
</tr>
<tr>
<td>Walsh, Michaela</td>
<td></td>
</tr>
<tr>
<td>Walsh, Patrick M.</td>
<td></td>
</tr>
<tr>
<td>Walt, Stephen M.</td>
<td></td>
</tr>
<tr>
<td>Walter, Barbara F.</td>
<td></td>
</tr>
<tr>
<td>Walters, Barbara</td>
<td></td>
</tr>
<tr>
<td>Walthther-Puri, Andrea M.</td>
<td></td>
</tr>
<tr>
<td>Walton, Anthony John</td>
<td></td>
</tr>
<tr>
<td>Walton, R. Keith</td>
<td></td>
</tr>
<tr>
<td>Waltz, Adam C.*</td>
<td></td>
</tr>
<tr>
<td>Wang, Alex Li-Teh</td>
<td></td>
</tr>
<tr>
<td>Wang, Fei-Ling</td>
<td></td>
</tr>
<tr>
<td>Ward, Katherine T.</td>
<td></td>
</tr>
<tr>
<td>Ward, William E.</td>
<td></td>
</tr>
<tr>
<td>Wardell, Clarence L. III</td>
<td></td>
</tr>
<tr>
<td>Warner, John William</td>
<td></td>
</tr>
<tr>
<td>Warner, Lesley Anne</td>
<td></td>
</tr>
<tr>
<td>Warner, Margaret G.</td>
<td></td>
</tr>
<tr>
<td>Warner, Mark R.</td>
<td></td>
</tr>
<tr>
<td>Warner, Volney James</td>
<td></td>
</tr>
<tr>
<td>Warren, Rick</td>
<td></td>
</tr>
<tr>
<td>Warren, Setti D.</td>
<td></td>
</tr>
<tr>
<td>Washburn, Bre M.</td>
<td></td>
</tr>
<tr>
<td>Washburn, John L.</td>
<td></td>
</tr>
<tr>
<td>Washington, Kweli E.</td>
<td></td>
</tr>
<tr>
<td>Wasserman, Debra L.</td>
<td></td>
</tr>
<tr>
<td>Watson, Alexander F.</td>
<td></td>
</tr>
<tr>
<td>Watson, Peter S.</td>
<td></td>
</tr>
<tr>
<td>Watt, Linda E.</td>
<td></td>
</tr>
<tr>
<td>Watts, John H.</td>
<td></td>
</tr>
<tr>
<td>Waxman, Matthew C.</td>
<td></td>
</tr>
<tr>
<td>Waxman, Sharon</td>
<td></td>
</tr>
<tr>
<td>Wayne, Earl Anthony</td>
<td></td>
</tr>
<tr>
<td>Wayne, Valerie Rockefeller*</td>
<td></td>
</tr>
<tr>
<td>Weaver, Amy E.*</td>
<td></td>
</tr>
<tr>
<td>Weaver, David R.</td>
<td></td>
</tr>
<tr>
<td>Webb, Hoyt K.</td>
<td></td>
</tr>
<tr>
<td>Weber, Andrew C.</td>
<td></td>
</tr>
<tr>
<td>Weber, Doron</td>
<td></td>
</tr>
<tr>
<td>Weber, Jon F.</td>
<td></td>
</tr>
<tr>
<td>Weber, Vin</td>
<td></td>
</tr>
<tr>
<td>Webster, Timothy</td>
<td></td>
</tr>
<tr>
<td>Webster, William H.</td>
<td></td>
</tr>
<tr>
<td>Wechsler, William F.</td>
<td></td>
</tr>
<tr>
<td>Weddle, Steven</td>
<td></td>
</tr>
<tr>
<td>Wedgwood, Ruth</td>
<td></td>
</tr>
<tr>
<td>Wehrle, Leroy Snyder</td>
<td></td>
</tr>
<tr>
<td>Wei, Shang-Jin</td>
<td></td>
</tr>
<tr>
<td>Weiksnr, George B.</td>
<td></td>
</tr>
<tr>
<td>Weil, Frank A.</td>
<td></td>
</tr>
<tr>
<td>Weil, Sanford I.</td>
<td></td>
</tr>
<tr>
<td>Weinberg, Adam</td>
<td></td>
</tr>
<tr>
<td>Weinberg, David B.</td>
<td></td>
</tr>
<tr>
<td>Weinberg, Steven</td>
<td></td>
</tr>
<tr>
<td>Weiner, Allen S.</td>
<td></td>
</tr>
<tr>
<td>Weiner, Rebecca Ulam</td>
<td></td>
</tr>
<tr>
<td>Weinert, Richard S.</td>
<td></td>
</tr>
<tr>
<td>Weinrod, W. Bruce</td>
<td></td>
</tr>
<tr>
<td>Weinstein, David E.</td>
<td></td>
</tr>
<tr>
<td>Weinstein, Jeremy M.</td>
<td></td>
</tr>
<tr>
<td>Weinstein, Michael M.</td>
<td></td>
</tr>
<tr>
<td>Weinstock, Davis II</td>
<td></td>
</tr>
<tr>
<td>Weisberg, Jacob M.</td>
<td></td>
</tr>
<tr>
<td>Weisman, Steven R.</td>
<td></td>
</tr>
<tr>
<td>Weiss, Andrew</td>
<td></td>
</tr>
<tr>
<td>Weiss, Andrew S.</td>
<td></td>
</tr>
<tr>
<td>Weiss, Antonio Francesco</td>
<td></td>
</tr>
<tr>
<td>Weiss, Charles</td>
<td></td>
</tr>
<tr>
<td>Weiss, Cora</td>
<td></td>
</tr>
<tr>
<td>Weiss, Daniel Gideon</td>
<td></td>
</tr>
<tr>
<td>Weiss, Jessica Chen†</td>
<td></td>
</tr>
<tr>
<td>Weiss, Stanley A.</td>
<td></td>
</tr>
<tr>
<td>Weiss Lurie, Christina</td>
<td></td>
</tr>
<tr>
<td>Weitz, Rockford</td>
<td></td>
</tr>
<tr>
<td>Welch, C. David</td>
<td></td>
</tr>
<tr>
<td>Welch, Jasper A. Jr.</td>
<td></td>
</tr>
<tr>
<td>Welch, Larry D.</td>
<td></td>
</tr>
<tr>
<td>Weld, Susan Roosevelt</td>
<td></td>
</tr>
<tr>
<td>Weld, William F.</td>
<td></td>
</tr>
<tr>
<td>Wellde, George W. Jr.</td>
<td></td>
</tr>
<tr>
<td>Welling, Curtis R.</td>
<td></td>
</tr>
<tr>
<td>Wells, April S.*</td>
<td></td>
</tr>
<tr>
<td>Wells, Damon</td>
<td></td>
</tr>
<tr>
<td>Wells, Jabali K.</td>
<td></td>
</tr>
<tr>
<td>Wells, Louis T. Jr.</td>
<td></td>
</tr>
<tr>
<td>Wells, Samuel F. Jr.</td>
<td></td>
</tr>
<tr>
<td>Wendt, Allan</td>
<td></td>
</tr>
<tr>
<td>Wertheim, Mitzi Mallina</td>
<td></td>
</tr>
<tr>
<td>Wertheim, David S.</td>
<td></td>
</tr>
<tr>
<td>Wescrler, Joanna</td>
<td></td>
</tr>
<tr>
<td>Wesely, Marissa Celeste</td>
<td></td>
</tr>
<tr>
<td>Wessel, Michael R.</td>
<td></td>
</tr>
<tr>
<td>West, F. J. Bing</td>
<td></td>
</tr>
<tr>
<td>West, J. Robinson</td>
<td></td>
</tr>
<tr>
<td>West, Owen O'Driscoll</td>
<td></td>
</tr>
<tr>
<td>West, Togo D. Jr.</td>
<td></td>
</tr>
<tr>
<td>Westin, David</td>
<td></td>
</tr>
<tr>
<td>Westin, Sherrrie Rollins</td>
<td></td>
</tr>
<tr>
<td>Westly, Steven P.</td>
<td></td>
</tr>
<tr>
<td>Wethington, Olin L.</td>
<td></td>
</tr>
<tr>
<td>Weymouth, Elizabeth G.</td>
<td></td>
</tr>
<tr>
<td>Weymouth, Elizabeth K.</td>
<td></td>
</tr>
<tr>
<td>Whalen, Joseph Eugenie</td>
<td></td>
</tr>
<tr>
<td>Wharton, Clifton R. Jr.</td>
<td></td>
</tr>
<tr>
<td>Wheeler, John K.</td>
<td></td>
</tr>
<tr>
<td>Wheeler, Seth F.</td>
<td></td>
</tr>
<tr>
<td>Whelan, Moira*</td>
<td></td>
</tr>
<tr>
<td>Whitaker, Forest*</td>
<td></td>
</tr>
<tr>
<td>Whitaker, Jennifer Seymour</td>
<td></td>
</tr>
<tr>
<td>Whitaker, Mark</td>
<td></td>
</tr>
<tr>
<td>White, John P.</td>
<td></td>
</tr>
<tr>
<td>White, Julia A.</td>
<td></td>
</tr>
<tr>
<td>White, Mary Jo</td>
<td></td>
</tr>
<tr>
<td>White, Maureen</td>
<td></td>
</tr>
<tr>
<td>White, Peter C.</td>
<td></td>
</tr>
<tr>
<td>White, William H.</td>
<td></td>
</tr>
<tr>
<td>Whitman, Christine Todd</td>
<td></td>
</tr>
<tr>
<td>Whitman, Marina V.</td>
<td></td>
</tr>
<tr>
<td>Whitney, Craig R.</td>
<td></td>
</tr>
<tr>
<td>Whitson, Sarah Leah Sally</td>
<td></td>
</tr>
<tr>
<td>Whittemore, Frederick B.</td>
<td></td>
</tr>
<tr>
<td>Wicket, Xenia B.M.</td>
<td></td>
</tr>
<tr>
<td>Wien, Anita Volz</td>
<td></td>
</tr>
<tr>
<td>Wiener, Carolyn Seely</td>
<td></td>
</tr>
<tr>
<td>Wiener, Malcolm H.</td>
<td></td>
</tr>
<tr>
<td>Wiesner, Hillary S.*</td>
<td></td>
</tr>
<tr>
<td>Wilby, Peter</td>
<td></td>
</tr>
<tr>
<td>Wildenthal, C. Kern</td>
<td></td>
</tr>
<tr>
<td>Wilhelm, Robert E.</td>
<td></td>
</tr>
<tr>
<td>Wilkerson, Thomas Lloyd</td>
<td></td>
</tr>
<tr>
<td>Wilkie, Robert</td>
<td></td>
</tr>
<tr>
<td>Wilkinson, Amy M.</td>
<td></td>
</tr>
<tr>
<td>Wilkinson, Sharon P.</td>
<td></td>
</tr>
<tr>
<td>Williams, Aaron S.</td>
<td></td>
</tr>
<tr>
<td>Williams, Barry K.</td>
<td></td>
</tr>
<tr>
<td>Williams, Brian D.</td>
<td></td>
</tr>
<tr>
<td>Williams, Christine</td>
<td></td>
</tr>
<tr>
<td>Williams, Dave H.</td>
<td></td>
</tr>
<tr>
<td>Williams, Harold M.</td>
<td></td>
</tr>
<tr>
<td>Williams, Margaret Douglas</td>
<td></td>
</tr>
<tr>
<td>Williams, Michael John</td>
<td></td>
</tr>
<tr>
<td>Williams, Paul R.</td>
<td></td>
</tr>
<tr>
<td>Williams, Reba White</td>
<td></td>
</tr>
<tr>
<td>Williams, Whitney R.</td>
<td></td>
</tr>
<tr>
<td>Williams, William J. Jr.</td>
<td></td>
</tr>
<tr>
<td>Williamson, Edwin D.</td>
<td></td>
</tr>
<tr>
<td>Williamson, Irving A.</td>
<td></td>
</tr>
<tr>
<td>Williamson, John Clint</td>
<td></td>
</tr>
<tr>
<td>Williamson, Samuel Gates</td>
<td></td>
</tr>
<tr>
<td>Willkie, Wendell Lewis II</td>
<td></td>
</tr>
<tr>
<td>Willrich, Mason</td>
<td></td>
</tr>
<tr>
<td>Wilmers, Robert G.</td>
<td></td>
</tr>
<tr>
<td>Wilson, Don M. III</td>
<td></td>
</tr>
<tr>
<td>Wilson, Ernest James III</td>
<td></td>
</tr>
<tr>
<td>Wilson, Isaiah III</td>
<td></td>
</tr>
<tr>
<td>Wilson, Margaret S.</td>
<td></td>
</tr>
<tr>
<td>Wilson, Rodney K.</td>
<td></td>
</tr>
<tr>
<td>Wimmer, Andreas</td>
<td></td>
</tr>
<tr>
<td>Winch, Steve D.</td>
<td></td>
</tr>
<tr>
<td>Windrem, Robert</td>
<td></td>
</tr>
<tr>
<td>Winfield, W. Montague</td>
<td></td>
</tr>
<tr>
<td>Wing, Adrien Katherine</td>
<td></td>
</tr>
<tr>
<td>Winik, Jay</td>
<td></td>
</tr>
<tr>
<td>Winkler, Matthew A.</td>
<td></td>
</tr>
<tr>
<td>Winokur, Barton J.</td>
<td></td>
</tr>
<tr>
<td>Winokur, Herbert S. Jr.</td>
<td></td>
</tr>
<tr>
<td>Winterer, Philip S.</td>
<td></td>
</tr>
<tr>
<td>Winters, Laura</td>
<td></td>
</tr>
<tr>
<td>Wirth, David A.</td>
<td></td>
</tr>
<tr>
<td>Wirth, Timothy E.</td>
<td></td>
</tr>
<tr>
<td>Wisch, Steven J.</td>
<td></td>
</tr>
<tr>
<td>Wise, Carol</td>
<td></td>
</tr>
<tr>
<td>Wise, Louise</td>
<td></td>
</tr>
<tr>
<td>Wiseman, Michael Martin</td>
<td></td>
</tr>
<tr>
<td>Wisner, Frank G.</td>
<td></td>
</tr>
<tr>
<td>Wisner, Graham G.</td>
<td></td>
</tr>
<tr>
<td>Wisner, Melissa A.</td>
<td></td>
</tr>
<tr>
<td>Witkowsky, Anne A.</td>
<td></td>
</tr>
<tr>
<td>Wittes, Tamara Cofman</td>
<td></td>
</tr>
<tr>
<td>Wohlforth, William C.</td>
<td></td>
</tr>
<tr>
<td>Wolcott, Jackie</td>
<td></td>
</tr>
<tr>
<td>Wolf, Charles Jr.</td>
<td></td>
</tr>
<tr>
<td>Wolf, Michael J.</td>
<td></td>
</tr>
<tr>
<td>Wolf, Robert</td>
<td></td>
</tr>
<tr>
<td>Wolfensohn, Adam R.</td>
<td></td>
</tr>
<tr>
<td>Wolfensohn, James D.</td>
<td></td>
</tr>
<tr>
<td>Wolff, Alan W.</td>
<td></td>
</tr>
<tr>
<td>Wolff, I. Peter</td>
<td></td>
</tr>
<tr>
<td>Wolff, Terry A.</td>
<td></td>
</tr>
<tr>
<td>Wolfowitz, Paul D.</td>
<td></td>
</tr>
<tr>
<td>Wolin, Neal S.</td>
<td></td>
</tr>
<tr>
<td>Wolosky, Lee S.</td>
<td></td>
</tr>
<tr>
<td>Wolstenbroft, Tracy R.</td>
<td></td>
</tr>
<tr>
<td>Wong, Alex Nelson</td>
<td></td>
</tr>
<tr>
<td>Wong, Eric</td>
<td></td>
</tr>
<tr>
<td>Woo, Meredith Jung-En</td>
<td></td>
</tr>
</tbody>
</table>
Woodruff, Judy C.  
Woodruff, Robert W.  
Woods, Ward W.  
Woodward, Susan L.  
Woog, Carl†  
Woolsey, R. James  
Woolsey, Suzanne H.  
Woon, Eden Y.  
Worden, Minky  
Worley, Elizabeth  
Worn, David B.  
Worthington, Samuel A.  
Wortzel, Larry M.  
Wray, Cecil  
Wright, Joseph R. Jr.  
Wright, Lawrence G.  
Wright, Robin  
Wright, William H. II  
Wrona, Richard M. Jr.  
Wu, Patricia  
Wucker, Michele M.  
Wuellner, Melinda  
Wunderle, William D.  
Wyler, Thomas Straus  
Wylie, Andrew  
Wynne, Mark A.  
Wyser-Pratte, Guy Patrick  
X  
Xenachis, Andreas  
Y  
Yacoubian, Mona  
Yaffe, Andrea Meryl  
Yale, Matthew Alan  
Yalman, Nur O.  
Yalowitz, Kenneth S.  
Yamada, Tadataka  
Yang, Jerry  
Yang, Linda Tsao  
Yang, Phoebe L.  
Yankelovich, Daniel  
Yanney, Michael B.  
Yared, Pierre  
Yassif, Jaime M.  
Yegen, Christian C.  
Yellen, Janet Louise  
Yeo, Andrew I.  
Yeo, Peter  
Yergin, Daniel H.  
Yetken, Melike A.†  
Yochelson, John N.  
Yoffie, David B.  
Yohannes, Daniel W.  
Yordan, Jaime Ernesto  
York, Jed  
Yost, Casimir A.  
Young, Alice  
Young, Andrew  
Young, George H. III  
Young, Jay T.  
Young, Jeremy  
Young, M. Crawford  
Young, Mark D.  
Young, Michael K.  
Young, Nancy  
Youngblood, Kneeland C.  
Younger, Stephen M.  
Youngwood, Alfred D.  
Yuan, Sharon H.*  
Yun, Philip W.  
Yunus, Monica Helena  
Z  
Zabel, William D.  
Zacharia, Janine  
Zack, Stephen N.  
Zafar, Shaarik H.  
Zagat, Nina S.*  
Zagoria, Donald S.  
Zahn, Paula A.  
Zakaria, Arshad R.  
Zakaria, Fareed  
Zakem, Vera  
Zakheim, Dov S.  
Zalaznick, David W.*  
Zaleski, Michel  
Zames, Matthew E.  
Zarate, Juan Carlos  
Zarb, Frank G.  
Zartman, I. William  
Zbar, Brett Ives Wally  
Zegart, Amy B.  
Zelenko, Laura S.  
Zelikow, Philip D.  
Zell, Leah Joy  
Zelleke, Andargachew S.  
Zelnick, C. Robert  
Zemmol, Jonathan I.  
Zilkha, Donald E.  
Zilkha, Ezra K.  
Zimmer, Robert J.*  
Zimmerman, Jay S.  
Zimmerman, Peter D.  
Zimmermann, Stephen S.  
Zimpher, Nancy L.  
Zinberg, Dorothy Shore  
Zinsmeister, Jeffrey E.  
Zipp, Brian R.  
Zirin, James D.  
Zittrain, Jonathan L.  
Zoellick, Robert B.  
Zogby, James J.  
Zonis, Marvin  
Zuck, Howard Alan  
Zuckerman, Harriet  
Zuckerman, Mortimer B.  
Zwick, Charles J.  
Zysman, John A.

* Elected to membership in 2016.
† Elected to a five-year term membership in 2016.
Corporate Members

FOUNDERS
The Abraaj Group
Bank of America Merrill Lynch
Chevron Corporation
Citi
Exxon Mobil Corporation
First Eagle Holdings, Inc.
The Goldman Sachs Group, Inc.
Google, Inc.
Hess Corporation
JPMorgan Chase & Co.
McKinsey & Company, Inc.
Morgan Stanley
The Nasdaq OMX Group
PepsiCo, Inc.
Shell Oil Company

PRESIDENT’S CIRCLE
Alcoa Inc.
American Express
BlackRock
Bloomberg
BP p.l.c.
Bridgewater Associates, LP
The Coca-Cola Company

AFFILIATES
Airbus Group, Inc.
Allen & Overy LLP
Allied World Assurance Company, Ltd.
American International Group
Apollo Management, LP
AT&T
Baker, Nye Advisors, Inc.
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.
Bunge Limited
C. R. Bard, Inc.
Canadian Imperial Bank of Commerce
Caterpillar Inc.
Caxton Associates

CORPORATE PROGRAM MEMBERSHIP

SECTOR REPRESENTATION

- Financial Institutions (non-bank) 30%
- Energy and Power 7%
- Industrial 18%
- Media, Telecommunications, and Technology 10%
- Health Care 3%
- Energy and Power 7%
- Consumer 2%
- Real Estate 2%
- Other 1%
- Services 16%
- Banks 11%
Corporate Members and Benefits of Membership

Centerview Partners LLC
Chiomenti
Chubb Limited
Cigna
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.
DNB Bank ASA
EMD Serono, Inc.
Energy Intelligence Group, Inc.
The Estée Lauder Companies Inc.
Facebook
FedEx Corporation
Fitch Ratings
Freeport-McMoRan Inc.
General Atlantic LLC
General Electric Company
Gibson, Dunn & Crutcher, LLP
Granite Associates LP
Hitachi, Ltd.
Houlihan Lokey
IBM Corporation
Indus Capital Partners, LLC
Investcorp International, Inc.
Invus Group, LLC
ITOUCHU International
Jacobs Asset Management, LLC
Johnson and Johnson
KPMG, LLP
MacAndrews & Forbes Incorporated
Mannheim LLC
Marsh & McLennan Companies, Inc.
Marubeni America Corporation
Mercantil Servicios Financieros
Merck & Co., Inc.
Microsoft Corporation
Milbank, Tweed, Hadley & McCloy
LLP
Mitsubishi Corporation (Americas)
Mitsubishi Heavy Industries America, Inc.
Mitsui & Co. (U.S.A.), Inc.
Northrop Grumman
The Olayan Group
Palantir Technologies
PayPal
Pfizer Inc.
PricewaterhouseCoopers LLP (PwC)
Raytheon Company
Rubicon Global
salesforce.com, inc.
Siguler Guff & Company L.P.
Silver Lake Partners
Simpson Thacher & Bartlett LLP
Skadden, Arps, Slate,
   Meagher & Flom LLP
Sony Corporation of America
Standard & Poor's
Sullivan & Cromwell LLP
T. Rowe Price Group
The Tata Group
Telefónica Internacional U.S.A.
Terna
Time Warner Inc.
Tishman Speyer Properties, Inc.
TOTAL S.A.
Unicredit
U.S. Chamber of Commerce
Volkswagen Group of America, Inc.
Vornado Realty Trust
Walmart
Warburg Pincus LLC
Wells Fargo
Western Union
White & Case LLP
WIND Telecomunicazioni S.p.A.
WPP
Xerox Corporation
Zurich Insurance Group

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

FOUNDERS ($100,000+)

• Two invitations to the Annual Dinner with the CFR Board of Directors for the CEO or designates
• One invitation to the March dinner honoring CFR’s major benefactors for the CEO or designate
• Professional development opportunity for three rising executives to participate as “Corporate Leaders” in conjunction with the competitive CFR Term Member Program
• Three CFR fellow briefings tailored to the company’s interests
• One complimentary rental of the historic Harold Pratt House ballroom and library (based on availability)
• A 50 percent discount on Foreign Affairs print advertising rates, and complimentary digital offerings
• Special recognition with logo placement at the annual Corporate Conference
• Additional CFR partnership opportunities and customized benefits, corresponding with level of support
• All President’s Circle and Affiliates benefits

PRESIDENT’S CIRCLE ($60,000+)

• One invitation to the Annual Dinner with the CFR Board of Directors for the CEO or designate
• Professional development opportunity for two rising executives to participate as “Corporate Leaders” in conjunction with the competitive CFR Term Member Program
• Opportunities for senior executives to attend private events with world and business leaders, Ambassador’s Lunch series, study groups, and roundtables led by CFR fellows
• Priority registration for meetings, roundtables, and high-level events
• Two CFR fellow briefings tailored to the company’s interests
• A 25 percent discount on Foreign Affairs print advertising rates, and complimentary digital offerings
• 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 meetings series with CFR’s president
• Invitations for executives to attend the Corporate Conference, CFR’s annual summit on geopolitical and geoeconomic issues of interest to the global business community
• Invitations for young professionals to participate in special briefings and conference calls
• Special invitations for executives to attend Foreign Affairs events with one client or colleague
• One CFR fellow briefing tailored to the company’s interests
• Participation in rapid-response briefings and analysis of breaking news by CFR fellows and other experts
• Members-only access to CFR.org/Corporate, 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, 2015–2016

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. Varun Sivaram 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. The chair is held by Steven A. Cook.

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.

IRA A. LIPMAN CHAIR IN EMERGING TECHNOLOGIES AND NATIONAL SECURITY
In recognition of the contributions of Ira A. Lipman, founder and chairman emeritus of Guardsmark, LLC, CFR established this chair in the spring of 2016 to support its ongoing work on the impact of cyber and other emerging technologies on national security. Director of CFR’s Digital and Cyberspace Policy program Adam Segal was named the inaugural chair, effective July 2016.

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 Shannon K. O’Neil, 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,
HASSAN B. SABBAGH CHAIR IN MIDDLE EAST STUDIES
This chair was established in 1994 to recognize Hassan Sabbagh’s many contributions to Middle Eastern peace efforts and to the advancement of interstate cooperation among ethnic and religious groups.

WHITNEY H. SHEPARDSON FELLOWSHIP
The Shepardson Fellowship is periodically awarded to persons with experience and professional stature in public or academic affairs related to international relations. Robert K. Knake is the current Shepardson Fellow.

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

GENERAL JOHN W. VESSEY CHAIR IN CONFLICT PREVENTION
Established in 2005 in honor of General Vessey, 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 HOME LAND 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
This 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 Colonel Michael R. Fenzel, U.S. Army; Captain Ronald A. LaBrec, U.S. Coast Guard; Colonel Sean P. Larkin, U.S. Air Force; Captain Sean R. Liedman, U.S. Navy; and Colonel Christopher A. McPhillips, U.S. Marine Corps.

EDWARD R. MURROW PRESS FELLOWSHIP
Named in honor of Edward R. Murrow and funded by the CBS Foundation, this fellowship offers a foreign correspondent or editor a period of nine months at the Council’s headquarters in New York for sustained analysis and writing, free from the daily pressures that characterize journalistic life. The 2015–2016 Murrow Fellow was Graeme Wood, contributing editor, Atlantic, and lecturer in political science, Yale University.

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 2015–2016 National Intelligence Fellow was Ella-May Seth.

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 2015–2016 fellows were Elizabeth Saunders and Amy J. Nelson.
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 Thomas Frieden, director of the U.S. Centers for Disease Control.

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 keynote speaker was Jason Furman, chairman of the Council of Economic Advisers.

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 David Miliband, president and chief executive officer of the International Rescue Committee, and Peter Wittig, ambassador of the Federal Republic of Germany to the United States.

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 lecturer was Francis Fukuyama, Olivier Nomellini senior fellow at the Freeman Spogli Institute for International Studies.

RUSSELL C. LEFFINGWELL LECTURE
Inaugurated in 1969, this lecture was named for Russell C. Leffingwell, a charter member of the Council who served as its president from 1944 to 1946 and as its chairman from 1946 to 1953. The lecture is given by a distinguished foreign official, who is invited to address Council members on a topic of major international significance. The lectureship was originally endowed by the Morgan Guaranty Trust Company and by Edward and Lucy Leffingwell Pulling, and more recently through the generosity of Thomas Leffingwell Pulling and his son Edward Leffingwell Pulling. The most recent lecture featured Enrique Peña Nieto, president of Mexico.

LESSONS FROM HISTORY SERIES
This meeting series was endowed by David Rubenstein in 2015 to use historical analysis as a critical tool for understanding modern foreign policy challenges by hearing from practitioners who played an important role in a consequential historical event or from experts and historians. The inaugural event was held in October 2015 on the twenty-fifth anniversary of German unification with Mary Elise Sarotte, dean’s professor of history at the University of Southern California, Peter Wittig, ambassador of the Federal Republic of Germany to the United States, and Robert B. Zoellick, chairman of the International Advisory Board at Goldman Sachs Group, Inc.

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 Mark A. Milley, chief of staff, U.S. Army; General Robert B. Neller, commandant, U.S. Marine Corps; Admiral John M. Richardson, chief of naval operations, 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.

ROBERT B. MENSCHEL ECONOMICS SYMPOSIUM
Established in December 2014 with a generous gift from Council member Robert Menschel, a senior director at Goldman Sachs, this annual global economics symposium focuses primarily on the pitfalls of herd mentality. This year’s inaugural symposium in March 2015 featured Robert J. Shiller, Sterling professor of economics at Yale University and recipient of the 2013 Nobel Memorial Prize in Economic Sciences.

DAVID A. MORSE LECTURE
Inaugurated in 1994, this lecture supports an annual meeting with a distinguished speaker. It honors the memory of lawyer, public servant, and internationalist David A. Morse, an active Council member for nearly thirty years. This year’s lecturer was Henry M. Paulson Jr., chairman of the Paulson Institute and former U.S. secretary of the treasury.

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 lecturer was Lisa O. Monaco, assistant to the president for homeland security and counterterrorism.

**David Rockefeller Lecture**

This lecture was endowed by the Rockefeller Foundation in 1985 for an annual African lecturer from either the governmental or the nongovernmental sector. This year’s lecture featured Hage Geingob, president of Namibia.

**Russia and Russian-American Relations Lecture**

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

**Bernard L. Schwartz Lecture on Business and Foreign Policy**

This lecture was established in 2002 and is funded by Bernard L. Schwartz, retired chairman and chief executive officer of Loral Space and Communications. The lecture focuses on the relationship between business and government in foreign policy. This year’s lecturer was David M. Cote, chairman and chief executive officer of Honeywell.

**Sorenson Distinguished Lecture on the United Nations**

This lecture was established in 1996 by Gillian and Theodore C. Sorenson 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 Prince Zeid Ra’ad Al Hussein, high commissioner for human rights for 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 Robert M. Gates, principal at RiceHadleyGates LLC and former U.S. secretary of defense.

**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 Jeh Johnson, U.S. secretary of homeland security, as part of a symposium on Improving Cybersecurity in a Connected World.
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 is only open to mid-career professionals who have a demonstrated commitment to a career in foreign policy. The program welcomes applicants from a broad range of professional, academic, and personal backgrounds. Qualified candidates must be U.S. citizens and permanent residents who are eligible to work in the United States.

INTERNATIONAL AFFAIRS FELLOWS 2015–2016 PLACEMENTS

Paul Angelo, U.S. Naval Academy: placed at the U.S. Embassy in Tegucigalpa, Honduras.
Daniel Benaim, Office of the Vice President of the United States: placed at the Center for American Progress.
Charles N. Edel, U.S. Naval War College and U.S. Naval Reserves: placed at the U.S. Department of State.
James T. Golby, U.S. Army: placed at the Office of the Vice President.
Jennifer Hadden, University of Maryland: placed at the U.S. Department of State.
Adam Klein, Wilmer Cutler Pickering Hale and Dorr LLP: placed at the Center for a New American Security.

Sarah E. Yerkes, U.S. Department of State: placed at the Brookings Institution.

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.

INTERNATIONAL AFFAIRS FELLOWS IN NUCLEAR SECURITY, SPONSORED BY THE STANTON FOUNDATION 2015–2016 PLACEMENTS

Robert L. Brown, Temple University: placed at the U.S. Department of State.
Neil Narang, University of California, Santa Barbara, and Stanford University: placed at the U.S. Department of Defense.

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 the opportunity to expand their professional horizons by spending a period of research or other professional activity in Japan. Fellows are drawn from academia, business, government, media, nongovernmental organizations, and think tanks. The IAF in Japan is intended primarily for those without substantial prior experience in Japan, and knowledge of the Japanese language is not a requirement. Qualified candidates must be U.S. citizens who are eligible to work in the United States.

International Affairs Fellowship Program
INTERNATIONAL AFFAIRS FELLOWS IN JAPAN, SPONSORED BY HITACHI, LTD.
2015–2016 PLACEMENTS

Alexandra Altman, Federal Reserve Bank of New York: placed at the Bank of Japan.
Sulmaan Khan, Tufts University: placed at the Japan Institute of International Affairs.
Christine Parthemore, CLP Global, LLC, and Johns Hopkins University: placed at the Institute of Energy Economics, Japan.

Building upon the program’s success and thanks to the generosity of two Council members, CFR is launching two new fellowships in the summer of 2016:

The IAF in Canada, funded by Paul Desmarais Jr., chairman and co-CEO of the Power Corporation of Canada and a founding member of CFR’s Global Board of Advisors, seeks to strengthen mutual understanding and cooperation between rising generations of leaders and thinkers in the United States and Canada. CFR will provide one to two Americans per year the opportunity to spend six to twelve months hosted by a Canadian institution to deepen their knowledge of Canada.

The IAF in International Economics, funded by Kimberly Querrey, cofounder and president of SQ Advisors, LLC, offers business economists as well as university-based economics scholars hands-on experience in the U.S. government. The program aims to enrich the teaching, scholarship, and research of academics, inform the practice of business economists, and expose policymakers to cutting edge scholarly research and academic debates.
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; Co-founder and Co-Chief Executive Officer, Carlyle Group
Kofi Annan (Ghana), former Secretary-General of the United Nations; Chairman, Kofi Annan Foundation
Hakeem Belo-Osagie (Nigeria), Chairman, Etisalat Nigeria
Claudio Descalzi (Italy), Chief Executive Officer, Eni
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
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), Member, Group of Thirty
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
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
Suzan Sabanci Dincer (Turkey), Chairman and Executive Board Member, Akbank
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
Tidjane Thiam (France), Chief Executive Officer, Credit Suisse
Patrick Walujo (Indonesia), Co-founder and Managing Partner, Northstar Group
Zhang Xin (China), Chief Executive Officer and Co-founder, SOHO China Limited

Note: Global Board of Advisors listing shown as of August 1, 2016.
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)
By-Laws of the Council

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

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

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

<table>
<thead>
<tr>
<th></th>
<th>BUSINESS</th>
<th>NONBUSINESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>New York Area</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Under 40</td>
<td>$1,960</td>
<td>$470</td>
</tr>
<tr>
<td>40 and Over</td>
<td>3,790</td>
<td>850</td>
</tr>
<tr>
<td>Washington, DC, Area</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Under 40</td>
<td>$1,660</td>
<td>$400</td>
</tr>
<tr>
<td>40 and Over</td>
<td>3,220</td>
<td>720</td>
</tr>
<tr>
<td>National</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Under 40</td>
<td>$1,060</td>
<td>$270</td>
</tr>
<tr>
<td>40 and Over</td>
<td>2,050</td>
<td>470</td>
</tr>
</tbody>
</table>
For purposes of this By-Law, nonbusiness members are those who are regular members of the faculty of any accredited educational institution, who are in the public service, who are on the staff of a voluntary organization, or who are accredited writers, commentators, journalists, or other media correspondents. All other members, except honorary members, are business members.

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

IV. A. There shall be a Board of not more than thirty-six Directors. The President of the corporation shall be a Director, ex officio, unless otherwise provided by resolution of the Board of Directors and agreed to by the President. The remaining members of the Board of Directors shall be divided into five equal classes, each class to serve for a term of five years. 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 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.
Staff

EXECUTIVE OFFICE

Richard N. Haass  President
Keith Olson  Executive Vice President, Chief Financial Officer, and Treasurer
Jeffrey A. Reinke  Chief of Staff to the President; Secretary of the Corporation
Mia Higgins  General Counsel
Roma Kaundal  Deputy Director, Strategic Partnerships
Kathleen McNally  Executive Assistant to the President
Melissa Guinan  Special Assistant to the President
Polly Colgan  Special Assistant, Research
Natasha Gabbay  Program Associate
Giselda Metaliaj  Office of the General Counsel

INDEPENDENT TASK FORCE PROGRAM

Anya Schmemann  Director
Veronica Chiu  Assistant Director
Chelie Setzer  Program Associate, Washington and Independent Task Force Programs

FOREIGN AFFAIRS

Editorial

Gideon Rose  Managing Editor
Jonathan Tepperman  Deputy Managing Editor
Kathryn Allawala  Deputy Managing Editor
Stuart Reid  Deputy Managing Editor
Justin Vogt  Deputy Managing Editor
Rebecca Chao  Business Administrator
Sarah Foster  Staff Editor
Nikita Lalwani  Editorial Assistant
Christine Clark  Staff Editor
Simon Engler  Assistant Editor
Park MacDougald  Assistant Editor
Sam Winter-Levy  Senior Product Manager

PUBLISHING

Lynda Hammes  Publisher
Emilie Harkin  Marketing Director
Edward Walsh  Advertising Director
Anique Halliday  Senior Product Manager
Michael Pasuit  Accounts and Operations

Elena Tchaimikova  Senior Manager, Events and Business Development
Jonathan Chung  Business Operations Manager
Nora Mathews  Marketing Manager
Clifford Hunt  Special Assistant to the Publisher, Foreign Affairs, and the Chief Digital Officer
Andrew Reisman  Events and Marketing Associate
Yegide Matthews  Publishing Assistant

CFR DIGITAL

Doug Halsey  Chief Digital Officer
Clifford Hunt  Special Assistant to the Publisher, Foreign Affairs, and the Chief Digital Officer

CFR EDITORIAL

Robert McMahon  Managing Editor
Jeanne Park  Deputy Managing Editor
Jonathan Masters  Deputy Managing Editor
Carlos Morales  Digital Analytics Manager
Ankit Panda  Online Editor
Danielle Renwick  Copy Editor/Writer
Eleanor Albert  Online Writer/Editor
Zachary Laub  Online Writer/Editor
James McBride  Online Writer
Gopal Ratnam  Online Writer

CREATIVE INNOVATION

Lisa Ortiz  Director, Digital Design
Jeremy Sherlick  Deputy Director, Multimedia
Hagit Ariav  Senior Multimedia Producer
Kevin Lizarazo  Assistant Multimedia Producer
Katherine Wise  Multimedia Coordinator
Julia Ro  Graphic Designer

DAVID ROCKEFELLER STUDIES PROGRAM

Director of Studies Office

James M. Lindsay  Senior Vice President, Director of Studies, and Maurice R. Greenberg Chair
Amy R. Baker  Director, Studies Administration
Janine Hill  Editorial Director
Victoria Alekhine  Deputy Director, Fellowship Affairs and Studies Strategic Planning
Shira Schwartz  Deputy Director, Studies Administration

Note: Staff shown as of June 30, 2016.
<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dominic Bocci</td>
<td>Associate Director, Studies Grant Management</td>
</tr>
<tr>
<td>Alexander Dick-Godfrey</td>
<td>Assistant Director, Studies Administration and Junior Staff</td>
</tr>
<tr>
<td>Elizabeth Dana</td>
<td>Production Editor, Publishing</td>
</tr>
<tr>
<td>Aliya Medetbekova</td>
<td>Program Coordinator, Fellowship Affairs and Studies Administration</td>
</tr>
<tr>
<td>Brett Ekberg</td>
<td>Special Assistant, Research Program Associate, Studies Administration</td>
</tr>
<tr>
<td>Dara Jackson-Garrett</td>
<td>Production Editor, Publishing</td>
</tr>
<tr>
<td>Sumit Poudyal</td>
<td>Assistant Editor, Publishing</td>
</tr>
<tr>
<td><strong>FELLOWS</strong></td>
<td></td>
</tr>
<tr>
<td>Elliott Abrams</td>
<td>Senior Fellow for Middle Eastern Studies</td>
</tr>
<tr>
<td>Edward Alden</td>
<td>Bernard L. Schwartz Senior Fellow</td>
</tr>
<tr>
<td>Alyssa Ayres</td>
<td>Senior Fellow for India, Pakistan, and South Asia</td>
</tr>
<tr>
<td>John B. Bellinger III</td>
<td>Adjunct Senior Fellow for International and National Security Law</td>
</tr>
<tr>
<td>Richard K. Betts</td>
<td>Adjunct Senior Fellow for National Security Studies</td>
</tr>
<tr>
<td>Stephen D. Biddle</td>
<td>Adjunct Senior Fellow for Defense Policy</td>
</tr>
<tr>
<td>Jamille Bigio</td>
<td>Adjunct Senior Fellow for Women and Foreign Policy</td>
</tr>
<tr>
<td>Robert D. Blackwill</td>
<td>Henry A. Kissinger Senior Fellow for U.S. Foreign Policy</td>
</tr>
<tr>
<td>Thomas J. Bollyky</td>
<td>Senior Fellow for Global Health, Economics, and Development</td>
</tr>
<tr>
<td>Max Boot</td>
<td>Jeanne J. Kirkpatrick Senior Fellow for National Security Studies</td>
</tr>
<tr>
<td>Reuben E. Brigety II</td>
<td>Adjunct Senior Fellow for African Peace and Security Issues</td>
</tr>
<tr>
<td>Esther Brimmer</td>
<td>Adjunct Senior Fellow for International Institutions</td>
</tr>
<tr>
<td>Karen B. Brooks</td>
<td>Adjunct Senior Fellow for Asia</td>
</tr>
<tr>
<td>Willem H. Buiter</td>
<td>Adjunct Senior Fellow</td>
</tr>
<tr>
<td>John Campbell</td>
<td>Ralph Bunche Senior Fellow for Africa Policy Studies</td>
</tr>
<tr>
<td>Blake Clayton</td>
<td>Adjunct Fellow for Energy</td>
</tr>
<tr>
<td>Jared Cohen</td>
<td>Adjunct Senior Fellow</td>
</tr>
<tr>
<td>Jerome A. Cohen</td>
<td>Adjunct Senior Fellow for Asia Studies</td>
</tr>
<tr>
<td>Steven A. Cook</td>
<td>Eni Enrico Mattei Senior Fellow for Middle East and Africa Studies</td>
</tr>
<tr>
<td>Heidi Crebo-Rediker</td>
<td>Senior Fellow for Middle East Studies</td>
</tr>
<tr>
<td>Robert Danin</td>
<td>Distinguished Fellow</td>
</tr>
<tr>
<td>Thomas E. Donilon</td>
<td>Adjunct Senior Fellow for Business and Foreign Policy</td>
</tr>
<tr>
<td>James P. Dougbery</td>
<td>C. V. Starr Senior Fellow and Director for Asia Studies</td>
</tr>
<tr>
<td>Elizabeth C. Economy</td>
<td>Senior Fellow for Russia and Eurasian Studies</td>
</tr>
<tr>
<td>Richard A. Falkenrath</td>
<td>Shelby Cullom and Kathryn W. Davis Adjunct Senior Fellow for Counterterrorism and Homeland Security</td>
</tr>
<tr>
<td>David P. Fidler</td>
<td>Adjunct Senior Fellow for Cybersecurity</td>
</tr>
<tr>
<td>Jendayi E. Frazier</td>
<td>Adjunct Senior Fellow for Africa Studies</td>
</tr>
<tr>
<td>Laurie Garrett</td>
<td>Senior Fellow for Global Health</td>
</tr>
<tr>
<td>Gordon M. Goldstein</td>
<td>Adjunct Senior Fellow</td>
</tr>
<tr>
<td>Philip H. Gordon</td>
<td>Senior Fellow</td>
</tr>
<tr>
<td>Jennifer M. Harris</td>
<td>Senior Fellow</td>
</tr>
<tr>
<td>Yanzhong Huang</td>
<td>Senior Fellow for Global Health</td>
</tr>
<tr>
<td>Miles Kahler</td>
<td>Senior Fellow for Global Governance</td>
</tr>
<tr>
<td>Robert Kahn</td>
<td>Senior Fellow for Global Economics</td>
</tr>
<tr>
<td>Robert K. Knake</td>
<td>Senior Fellow for Digital Policy</td>
</tr>
<tr>
<td>Karen Kornbluh</td>
<td>Senior Fellow for Southeast Asia</td>
</tr>
<tr>
<td>Joshua Kurlantzick</td>
<td>Senior Fellow for Women and Foreign Policy</td>
</tr>
<tr>
<td>Gayle Tzemach</td>
<td>Senior Fellow for Energy and the Environment and Director of the Maurice R. Greenberg Center</td>
</tr>
<tr>
<td>Leamon</td>
<td>Senior Fellow for International Economics</td>
</tr>
<tr>
<td>Robert E. Litan</td>
<td>Adjunct Senior Fellow</td>
</tr>
<tr>
<td>Sebastian Mallaby</td>
<td>Paul A. Volcker Senior Fellow for International Economics</td>
</tr>
<tr>
<td>Daniel Markey</td>
<td>Adjunct Senior Fellow for India, Pakistan, and South Asia</td>
</tr>
<tr>
<td>Shannon K. O’Neil</td>
<td>Nelson and David Rockefeller Senior Fellow for Latin America Studies and Director of the Civil Society, Markets, and Democracy Program</td>
</tr>
<tr>
<td>Meghan L. O’Sullivan</td>
<td>Adjunct Senior Fellow</td>
</tr>
<tr>
<td>Farah Pandith</td>
<td>Adjunct Senior Fellow</td>
</tr>
<tr>
<td>Stewart M. Patrick</td>
<td>Senior Fellow and Director of the International Institutions and Global Governance Program Fellow for Women and Foreign Policy</td>
</tr>
<tr>
<td>Catherine Powell</td>
<td>Women and Foreign Policy</td>
</tr>
<tr>
<td>Carla Anne Robbins</td>
<td>Adjunct Senior Fellow</td>
</tr>
<tr>
<td>John D. Rockefeller IV</td>
<td>Distinguished Fellow</td>
</tr>
<tr>
<td>Kenneth S. Rogoff</td>
<td>Senior Fellow for Economics</td>
</tr>
<tr>
<td>Adam Segal</td>
<td>Maurice R. Greenberg Senior Fellow for China Studies and Director of the Digital and Cyberspace Policy Program</td>
</tr>
<tr>
<td>Stephen Sestanovich</td>
<td>George F. Kennan Senior Fellow for Russian and Eurasian Studies</td>
</tr>
<tr>
<td>Brad W. Setser</td>
<td>Senior Fellow</td>
</tr>
<tr>
<td>Varun Sivaram</td>
<td>Douglas Dillon Fellow</td>
</tr>
<tr>
<td>Matthew J. Slaughter</td>
<td>Adjunct Senior Fellow for Business and Globalization</td>
</tr>
<tr>
<td>Name</td>
<td>Position</td>
</tr>
<tr>
<td>----------------------</td>
<td>-----------------------------------------------</td>
</tr>
<tr>
<td>Shelia A. Smith</td>
<td>Senior Fellow for Japan Studies</td>
</tr>
<tr>
<td>Scott A. Snyder</td>
<td>Senior Fellow for Korea Studies and Director of the Program on U.S.-Korea Policy</td>
</tr>
<tr>
<td>Paul B. Stares</td>
<td>General John W. Vessey Senior Fellow for Conflict Prevention and Director of the Center for Preventive Action</td>
</tr>
<tr>
<td>Benn Stein</td>
<td>Senior Fellow and Director of International Economics</td>
</tr>
<tr>
<td>Ray Takeyh</td>
<td>Senior Fellow for Middle Eastern Studies</td>
</tr>
<tr>
<td>Matthew M. Taylor</td>
<td>Adjunct Senior Fellow for Latin America Studies</td>
</tr>
<tr>
<td>Rachel B. Vogelstein</td>
<td>Senior Fellow and Director of the Women and Foreign Policy Program</td>
</tr>
<tr>
<td>Matthew C. Waxman</td>
<td>Adjunct Senior Fellow for Law and Foreign Policy</td>
</tr>
<tr>
<td>Micah Zenko</td>
<td>Senior Fellow</td>
</tr>
<tr>
<td></td>
<td>Visiting Fellows (2015–2016)</td>
</tr>
<tr>
<td></td>
<td>Michael Fenzel</td>
</tr>
<tr>
<td></td>
<td>Raymond W. Kelly</td>
</tr>
<tr>
<td></td>
<td>Ronald A. LaBrec</td>
</tr>
<tr>
<td></td>
<td>Sean P. Larkin</td>
</tr>
<tr>
<td></td>
<td>Sean R. Liedman</td>
</tr>
<tr>
<td></td>
<td>Christopher A. McPhillips</td>
</tr>
<tr>
<td></td>
<td>Amy J. Nelson</td>
</tr>
<tr>
<td></td>
<td>Matthew T. Page</td>
</tr>
<tr>
<td></td>
<td>Elizabeth Saunders</td>
</tr>
<tr>
<td></td>
<td>Ella-May Seth</td>
</tr>
<tr>
<td></td>
<td>A. Michael Spence</td>
</tr>
<tr>
<td></td>
<td>Graeme Wood</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>
EDUCATION
Caroline Netchvolodoff  Vice President
Charles Landow  Director, Education Content
Myka Carroll  Deputy Director, Education Strategy and Marketing
Eric Gardiner  Advisor to the President, Education Content
Michaela Frisbie  Associate Director
Molly Rapaport  Program Coordinator, Education Content
Annie Crabill  Program Assistant

MEETINGS AND MEMBERSHIP
Nancy D. Bodurtha  Vice President
Meaghan Fulco  Director, Term Member Program
Stacey LaFollette  Director, Meetings
Thomas Swanson  Assistant to the Vice President
Laura Bresnahan  Program Coordinator
Carolyn Bueche  Program Coordinator
Faiza Chowdhury  Program Assistant

NEW YORK MEETINGS
Dexter Ndengabaganizi  Assistant Director
Sam Dunderdale  Program Associate
Marisa Shannon  Program Associate
Kathleen Nisbet  Program Assistant

WASHINGTON MEETINGS
Patrick C. Costello  Director
Thomas Bowman  Associate Director
Mark A. Collins  Program Coordinator, Congress and U.S. Foreign Policy
Chelie Setzer  Program Associate, Washington and Independent Task Force Programs

WASHINGTON EXTERNAL AFFAIRS
Vera Ranola  Director
Jessica D. Thomas  Associate Director
Krystle Walthour  Membership Administrator
Katie Mudrick  Program Coordinator
Carolyn Fante  Program Assistant
Nicole Golberg  Program Assistant

MEMBERSHIP
Irina A. Faskianos  Vice President
Maria Casa  Director, National Program and Outreach Administration
Alyssa Eilenfeldt  Associate Director, National Program
Lizzy McCourt Noonan  Associate Director, Outreach
Ruth R. Sullivan  Associate Director, Outreach

Catalina Caro Torres  Program Coordinator, Outreach
Georgia Kinsley  Program Coordinator, Outreach
Chelsea Garbell  Program Associate, Outreach
Gillian Miller  Assistant to the Vice President
Christian Caudill  Program Assistant, National Program

CORPORATE AFFAIRS
Suzanne E. Helm  Vice President, Philanthropy and Corporate Relations
Aimee Carter  Managing Director
Amanda Huckabee Ferlazzo  Deputy Director
Kate Dinota  Associate Director, Corporate Member Relations
Tanya Shpiniova  Associate Director, Corporate Member Relations
Miriam Freeman  Assistant Director, Washington Corporate Affairs
Alexa Petersen  Program Coordinator, Business Development
Katrina Notarmaso  Program Assistant

DEVELOPMENT
Suzanne E. Helm  Vice President, Philanthropy and Corporate Relations
Betsy Gude  Managing Director
Sharon R. Herbst  Director, Special Projects
Mladen Joksic  Associate Director, Foundation Relations
Lena Moy  Associate Director, Gifts Administration
Karina Mudd  Assistant Director, Special Projects
Ryan Hitchcock  Development Associate, Annual Giving
Laura Miller  Development Associate

GLOBAL COMMUNICATIONS AND MEDIA RELATIONS
Lisa Shields  Vice President
Iva Zoric  Director
Any Schmemann  Washington Director
Andrew Palladino  Deputy Director
Melinda Wuehner  Deputy Director
Michelle Barton  Associate Director
Dustin Kingsmill  Associate Director
Jenny Mallamo  Assistant Director
Jake Meth  Media Coordinator
Samantha Tartas  Social Media Coordinator
Megan Daley  Eugene Steinberg  Assistant Editor
LIBRARY AND RESEARCH SERVICES

Alysse Jordan  Director
Connie M. Stagnaro  Associate Director, Archives and Intranet Development
Laura Puls  Associate Director, Research, Instruction, and Digital Resources
Lauren Reinhalter  Research and Knowledge Management Librarian
Katherine Sydenham  Associate Director, Digital Asset Management
Lucia Cappuccio  Library Assistant

FINANCE

Jennifer Perez  Director
Jean-Michel Oriol  Director, Grants and Budget Administration
Sigi Silvani  Accounting Manager
Latoya Singleton  Senior Finance Manager
Randy Bryant  Senior Payroll Accountant
Betty Mak  Procurement Manager
Evanda Butler  Senior Accounting Specialist
Anisa Leka  Senior Staff Accountant
Vera Langley  Accounting Associate
Pia Nagdev  Accounts Payable Specialist
Jesus Sojuaco  Accounting Associate
Kelvin Zheng  Finance Assistant

SPECIAL EVENTS

Valerie Post  Director
Christina Karabas  Event Sales Coordinator
April Sherwin  Event Sales Coordinator
Jessica Sales  Junior Sales Coordinator/Special Events Associate

HUMAN RESOURCES AND ADMINISTRATION

Jan Mowder Hughes  Vice President
Jeffrey Meade  Director
Allie Gilkey  Director, Washington Human Resources and Organizational Development
Linda Madueme  Director, Benefits and Compensation
Heather Khoury  Associate Director
Julia Eldridge  Assistant Director, Benefits and Compensation
Carolyn Trotman  Human Resources Coordinator
Christina Wehrmann  Human Resources Associate
Alexander Archuleta  Interdepartmental Program Assistant
Anna-Sophia Haub  Interdepartmental Program Assistant
Margaret Liston  Interdepartmental Program Assistant

RECEPTION SERVICES

Melanie Neergaard  Manager, Reception Services and Security Administration
Radmila Jackovich  Manager
Emily Hoch  Assistant Director

FACILITY AND EVENT OPERATIONS

Neftali Frank Alvarez  Director, Facility, Event, and Security Management

NEW YORK

Maureen Hughes  Director, Event Management
Ian Noray  Deputy Director, Facility Operations and Project Management
Johnny Rodriguez  Deputy Director, Building Operations
Michael McGovern  Chief Engineer, Facility Operations
Robert Prinzi  Associate Director, Event Management
Edwin Santiago  Manager, Public Space Maintenance
Julissa Sarabia  Director, Event Management
William Cornell  Event Scheduling Manager
Elizabeth Jordan  Event Coordinator
Edgar Rivera  Manager, Facility Services
Jose Vargas  Assistant Building Engineer
Christopher Mackay  Event Operations Associate
John Santiago  Facility and Event Operations Associate
Sunil Sookhram  Facility and Event Operations Associate
Carlos Correa  Facility Operations Assistant
Gilbert Falcon  Evening Facility Operations Assistant
Sandro Macias  Facility Operations Assistant
Herbert McLaughlin  Facility Operations Assistant
Javier Ruiz  Facility Operations Assistant

WASHINGTON

Jayson Frum  Director of Operations and Project Management
Rachel Lumpkin  Director, Event Management and Special Events
John Scalia  Deputy Director, Building Operations
Vanessa Robertson  Associate Director, Facility Administration
Felipe Vaquerano  Building Engineer
Krista Wessel  Event Manager
Melissa Hamilton  Event Coordinator
Meghan Studer  Event Associate
MJ Johnson  Facility Operations Assistant
Rafael Magana  Event Operations Waiter
Javier Bonilla  Facility Operations Assistant

Staff
### STATEMENTS OF FINANCIAL POSITION

**AS OF JUNE 30, 2016 (WITH COMPARATIVE TOTALS FOR JUNE 30, 2015)**

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$33,170,700</td>
<td>$25,363,300</td>
</tr>
<tr>
<td>Accounts receivable, net</td>
<td>1,864,400</td>
<td>2,850,600</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>785,600</td>
<td>530,300</td>
</tr>
<tr>
<td>Grants and contributions receivable, net</td>
<td>24,201,000</td>
<td>17,790,800</td>
</tr>
<tr>
<td>Contributions receivable for endowment, net</td>
<td>18,901,200</td>
<td>9,406,800</td>
</tr>
<tr>
<td>Inventory</td>
<td>190,300</td>
<td>142,300</td>
</tr>
<tr>
<td>Investments</td>
<td>354,033,000</td>
<td>341,346,500</td>
</tr>
<tr>
<td>Pending investment purchases</td>
<td>—</td>
<td>30,000,000</td>
</tr>
<tr>
<td>Land, buildings and building improvements, and equipment, net</td>
<td>74,425,100</td>
<td>74,623,100</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>$507,571,300</td>
<td>$502,053,700</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>$7,850,800</td>
<td>$7,113,000</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>4,828,200</td>
<td>4,789,200</td>
</tr>
<tr>
<td>Accrued postretirement benefits</td>
<td>6,216,000</td>
<td>6,048,000</td>
</tr>
<tr>
<td>Interest-rate swap agreement</td>
<td>9,649,500</td>
<td>7,826,100</td>
</tr>
<tr>
<td>Bonds payable</td>
<td>57,975,000</td>
<td>59,605,000</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td>86,519,500</td>
<td>85,381,300</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted</td>
<td>61,216,300</td>
<td>69,006,500</td>
</tr>
<tr>
<td>Temporarily restricted</td>
<td>161,653,900</td>
<td>168,138,000</td>
</tr>
<tr>
<td>Permanently restricted</td>
<td>198,181,600</td>
<td>179,527,900</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td>421,051,800</td>
<td>416,672,400</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total liabilities and net assets</strong></td>
<td>$507,571,300</td>
<td>$502,053,700</td>
</tr>
</tbody>
</table>

To view the full 2016 Financial Statements, please visit [www.cfr.org/about/annual_report](http://www.cfr.org/about/annual_report).
### STATEMENT OF ACTIVITIES

**FOR THE YEAR ENDED JUNE 30, 2016**

<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>$ 6,484,200</td>
<td>$ —</td>
<td>$ —</td>
<td>$ 6,484,200</td>
</tr>
<tr>
<td>Annual giving</td>
<td>9,743,500</td>
<td>—</td>
<td>—</td>
<td>9,743,500</td>
</tr>
<tr>
<td>Corporate memberships and related income</td>
<td>6,371,000</td>
<td>201,000</td>
<td>—</td>
<td>6,572,000</td>
</tr>
<tr>
<td>Grants and contributions</td>
<td>1,159,000</td>
<td>30,425,900</td>
<td>—</td>
<td>31,584,900</td>
</tr>
<tr>
<td>Foreign Affairs publications</td>
<td>8,690,700</td>
<td>—</td>
<td>—</td>
<td>8,690,700</td>
</tr>
<tr>
<td>Investment return used for current operations</td>
<td>4,154,200</td>
<td>13,229,100</td>
<td>—</td>
<td>17,383,300</td>
</tr>
<tr>
<td>Rental income</td>
<td>2,006,800</td>
<td>—</td>
<td>—</td>
<td>2,006,800</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>244,700</td>
<td>—</td>
<td>—</td>
<td>244,700</td>
</tr>
<tr>
<td>Net assets released from restrictions</td>
<td>29,995,500</td>
<td>— (29,995,500)</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td><strong>Total operating revenue and support</strong></td>
<td><strong>69,049,600</strong></td>
<td><strong>13,860,500</strong></td>
<td>—</td>
<td><strong>82,910,100</strong></td>
</tr>
</tbody>
</table>

**Operating expenses**

**Program expenses:**
- Studies Program: 26,557,300
- Task Force: 385,500
- NY Meetings: 1,697,600
- DC programs: 1,891,400
- Special events: 1,177,000
- Foreign Affairs: 11,175,200
- National Program: 1,339,400
- Outreach Program: 1,556,700
- Term member: 355,100
- Digital Program: 3,167,500
- Education Program: 2,257,000
- Global Board of Advisors: 84,300

| Total program expenses | $51,644,000 | $ — | $ — | $51,644,000 |

**Supporting services**

**Fundraising:**
- Development: 2,295,500
- Corporate Program: 2,150,400

| Total fundraising | $4,445,900 | $ — | $ — | $4,445,900 |

**Management and general:**
- National Program: 1,339,400
- Outreach Program: 1,556,700
- Membership: 1,463,300

| Total supporting services | $17,184,300 | — | — | $17,184,300 |

| Excess of operating revenue and support over operating expenses | $221,300 | $13,860,500 | — | $14,081,800 |

### Nonoperating revenue (loss)

| Investment loss in excess of spending rate | (6,132,100) | (20,344,600) | — | (26,476,700) |
| Endowment contributions                   | —           | —            | 19,653,700 | 19,653,700 |
| Change in value of interest rate swap agreement | (1,823,400) | — | — | (1,823,400) |
| Reversal of contribution receivable for endowment | — | — | (1,000,000) | (1,000,000) |

| Total nonoperating revenue (loss) | $(7,955,500) | $(20,344,600) | 18,653,700 | $(9,646,400) |

**Changes in net assets before postretirement changes other than net periodic costs:**
- (7,734,200) |
- (6,484,100) |
- 18,653,700 |
- **4,335,400**

**Postretirement changes other than net periodic costs**
- (56,000) |

| Change in net assets | $(7,790,200) | $(6,484,100) | 18,653,700 | $4,379,400 |
| Net assets, beginning of year | 69,006,500 | 168,138,000 | 179,527,900 | 416,672,400 |
| Net assets, end of year | $61,216,300 | $161,653,900 | $198,181,600 | $421,051,800 |

To view the full 2016 Financial Statements, please visit www.cfr.org/about/annual_report.
## STATEMENT OF ACTIVITIES

**FOR THE YEAR ENDED JUNE 30, 2015**

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

<table>
<thead>
<tr>
<th>Operating expenses</th>
<th>UNRESTRICTED</th>
<th>TEMPORARILY RESTRICTED</th>
<th>PERMANENTLY RESTRICTED</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Program expenses:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Studies Program</strong></td>
<td>24,207,700</td>
<td>$</td>
<td>$</td>
<td>24,207,700</td>
</tr>
<tr>
<td><strong>Task Force</strong></td>
<td>490,800</td>
<td>$</td>
<td>$</td>
<td>490,800</td>
</tr>
<tr>
<td><strong>NY Meetings</strong></td>
<td>1,358,300</td>
<td>$</td>
<td>$</td>
<td>1,358,300</td>
</tr>
<tr>
<td><strong>DC programs</strong></td>
<td>2,144,700</td>
<td>$</td>
<td>$</td>
<td>2,144,700</td>
</tr>
<tr>
<td><strong>Special events</strong></td>
<td>1,134,300</td>
<td>$</td>
<td>$</td>
<td>1,134,300</td>
</tr>
<tr>
<td><strong>Foreign Affairs</strong></td>
<td>10,079,900</td>
<td>$</td>
<td>$</td>
<td>10,079,900</td>
</tr>
<tr>
<td><strong>National Program</strong></td>
<td>1,157,000</td>
<td>$</td>
<td>$</td>
<td>1,157,000</td>
</tr>
<tr>
<td><strong>Outreach Program</strong></td>
<td>1,507,600</td>
<td>$</td>
<td>$</td>
<td>1,507,600</td>
</tr>
<tr>
<td><strong>Term member</strong></td>
<td>310,800</td>
<td>$</td>
<td>$</td>
<td>310,800</td>
</tr>
<tr>
<td><strong>Digital Program</strong></td>
<td>2,481,300</td>
<td>$</td>
<td>$</td>
<td>2,481,300</td>
</tr>
<tr>
<td><strong>Education Program</strong></td>
<td>1,602,600</td>
<td>$</td>
<td>$</td>
<td>1,602,600</td>
</tr>
<tr>
<td><strong>Global Board of Advisors</strong></td>
<td>90,000</td>
<td>$</td>
<td>$</td>
<td>90,000</td>
</tr>
<tr>
<td><strong>Total program expenses</strong></td>
<td>46,565,000</td>
<td>$</td>
<td>$</td>
<td>46,565,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Supporting services</th>
<th>UNRESTRICTED</th>
<th>TEMPORARILY RESTRICTED</th>
<th>PERMANENTLY RESTRICTED</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fundraising:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Development</td>
<td>2,268,600</td>
<td>$</td>
<td>$</td>
<td>2,268,600</td>
</tr>
<tr>
<td>Corporate Program</td>
<td>2,040,200</td>
<td>$</td>
<td>$</td>
<td>2,040,200</td>
</tr>
<tr>
<td><strong>Total fundraising</strong></td>
<td>4,308,800</td>
<td>$</td>
<td>$</td>
<td>4,308,800</td>
</tr>
<tr>
<td>Management and general</td>
<td>11,512,300</td>
<td>$</td>
<td>$</td>
<td>11,512,300</td>
</tr>
<tr>
<td>Membership</td>
<td>1,198,400</td>
<td>$</td>
<td>$</td>
<td>1,198,400</td>
</tr>
<tr>
<td><strong>Total supporting services</strong></td>
<td>17,019,500</td>
<td>$</td>
<td>$</td>
<td>17,019,500</td>
</tr>
<tr>
<td><strong>Total operating expenses</strong></td>
<td>63,584,500</td>
<td>$</td>
<td>$</td>
<td>63,584,500</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Excess of operating revenue and support over operating expenses</th>
<th>UNRESTRICTED</th>
<th>TEMPORARILY RESTRICTED</th>
<th>PERMANENTLY RESTRICTED</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>758,400</td>
<td>3,236,000</td>
<td>$</td>
<td>$</td>
<td>3,994,400</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Nonoperating revenue (loss)</th>
<th>UNRESTRICTED</th>
<th>TEMPORARILY RESTRICTED</th>
<th>PERMANENTLY RESTRICTED</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investment loss in excess of spending rate</td>
<td>(1,726,000)</td>
<td>(4,437,000)</td>
<td>$</td>
<td>(6,163,000)</td>
</tr>
<tr>
<td>Endowment contributions</td>
<td>—</td>
<td>$</td>
<td>$</td>
<td>11,261,900</td>
</tr>
<tr>
<td>Change in value of on interest rate swap agreement</td>
<td>(215,600)</td>
<td>$</td>
<td>$</td>
<td>(215,600)</td>
</tr>
<tr>
<td>Gain on sale of property</td>
<td>2,392,400</td>
<td>$</td>
<td>$</td>
<td>2,392,400</td>
</tr>
<tr>
<td>Write-off of grant receivable pertaining to terminated program</td>
<td>—</td>
<td>(897,700)</td>
<td>$</td>
<td>(897,700)</td>
</tr>
<tr>
<td><strong>Total nonoperating revenue (loss)</strong></td>
<td>450,800</td>
<td>(5,316,700)</td>
<td>11,261,900</td>
<td>6,396,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Change in net assets before postretirement changes other than net periodic costs</th>
<th>UNRESTRICTED</th>
<th>TEMPORARILY RESTRICTED</th>
<th>PERMANENTLY RESTRICTED</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,209,200</td>
<td>(2,080,700)</td>
<td>$</td>
<td>$</td>
<td>11,261,900</td>
</tr>
<tr>
<td>Postretirement changes other than net periodic costs</td>
<td>(594,000)</td>
<td>$</td>
<td>$</td>
<td>(594,000)</td>
</tr>
<tr>
<td><strong>Change in net assets</strong></td>
<td>615,200</td>
<td>(2,080,700)</td>
<td>11,261,900</td>
<td>9,796,400</td>
</tr>
<tr>
<td><strong>Net assets, beginning of year</strong></td>
<td>68,391,300</td>
<td>170,218,700</td>
<td>168,266,000</td>
<td>406,876,000</td>
</tr>
<tr>
<td><strong>Net assets, end of year</strong></td>
<td>$69,006,500</td>
<td>$168,138,000</td>
<td>$179,527,900</td>
<td>$416,672,400</td>
</tr>
</tbody>
</table>

To view the full 2016 Financial Statements, please visit www.cfr.org/about/annual_report.
Credits

Editor: Patricia Dorff
Production Editor: Liz Dana
Photo Editors: Eugene Steinberg
Copy Editor: Glenn Court
Cover Design: Lisa Ortiz
Production: Gene Crofts

PHOTOS
Reuters/Murad Sezer: cover image (Migrants aboard a dinghy sail for the Greek island of Lesbos from the Turkish coastal town of Dikili on April 6, 2016. Over two hundred thousand migrants have reached Europe by sea since the start of 2016.)
Myka Caroll: 8
Middlebury College: 9
Don Pollard: 10; 11 bottom left; 12; 13 bottom; 14 middle, right; 16; 18; 19; 20; 21 bottom; 22; 23 top; 24; 28; 31; 32; 33
Kaveh Sardari/www.saradari.com: 11 top; 13 top; 15; 21 top; 23 bottom; 25
Melanie Einzig: 11 bottom right; 14 left; 36
Sherman Chu: 17
Ivan Villegas: 26

Note: All titles and affiliations referenced in the Annual Report, including captions, were current at the time of the event.
Migrants aboard a dinghy sail for the Greek island of Lesbos from the Turkish coastal town of Dikili on April 6, 2016. Over two hundred thousand migrants have reached Europe by sea since the start of 2016. (Reuters/Murad Sezer)