

COUNCIL *on*
FOREIGN
RELATIONS

Annual Report

2014

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Council on Foreign Relations

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Mission Statement

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

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

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

Letter From the Co-Chairs

In the first of what would become an annual report issued by its leadership in 1922, the founders of the Council on Foreign Relations described the institution and themselves: “The Council is not a trade organization nor has it any connection with any political party. It simply is a group of men concerned in spreading a knowledge of international relations and, in particular, in developing a reasoned American foreign policy.” CFR was founded by a group of delegates to the Paris Peace Conference, a mix of scholars and government professionals who believed deeply in the United States’ continued engagement abroad. Inspired by the richness and candor of their conversations at the conference, and eager to continue them at home, the delegates organized themselves as a council—a body of individuals dedicated to discussion—emphasizing the deliberative exchange among members that is at the heart of this institution. Indeed, though CFR has changed in many ways over its many decades, members—today a larger and more diverse group in every way—remain its core; CFR is a publisher and a think tank, but, fundamentally, it is a membership organization. In addition to their intellectual contributions through meetings, CFR publications, and the pages of *Foreign Affairs*, members are also CFR’s gatekeepers, its advisers, and the stewards of its operational and financial well-being.

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

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

Members also preside over CFR’s operational well-being. The Finance and Budget Committee and its Investment Subcommittee oversee CFR’s finances, adeptly advising on the endowment, budget, and investment portfolio. The Committee on Membership is tasked with the especially difficult (and time-consuming) job of building classes of experienced, dedicated, and expert members and term members from the hundreds of applications the committee receives every year. Members are also responsible for CFR’s future and financial strength: more than one-third donated to



Co-Chairman Carla A. Hills



Co-Chairman Robert E. Rubin



Vice Chairman David M. Rubenstein

the Annual Fund this year, and gifts from our leading donors in the Harold Pratt Associates and the Chairman's Circle offer significant support for programming and activities, ensuring a solid foundation for the future.

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

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

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

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

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

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

President's Message

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

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

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

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

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



President Richard N. Haass

CFR has increased its investment in new technologies, resulting in work that is more accessible, more compatible with online use, and more easily shared across new distribution platforms.

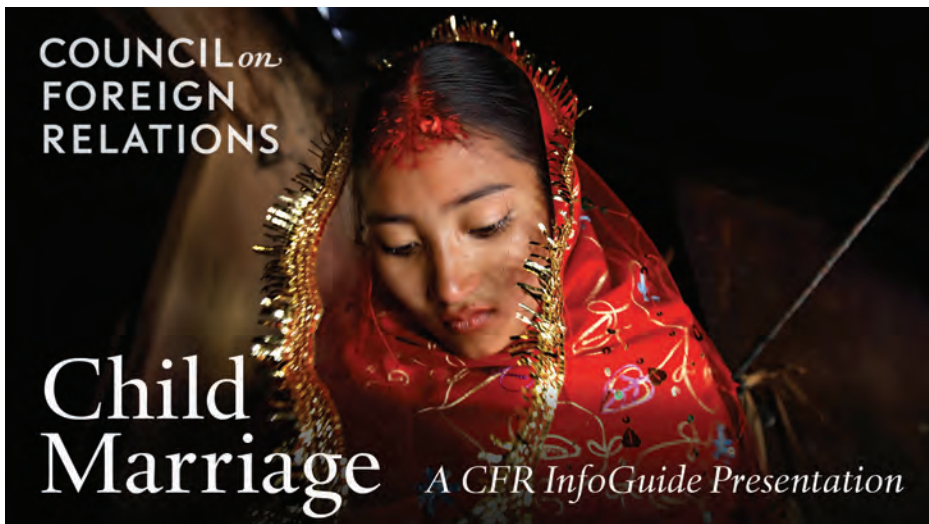
CFR's contributions begin with the David Rockefeller Studies Program, which produces scores of publications every year, convenes hundreds of roundtable meetings, and provides expert briefings for congressional and executive branch officials that highlight emerging challenges and suggest ways of solving,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

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

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

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

We are likewise focused on reaching students at the college and advanced high school levels, and in addition to designing programming specifically for them and their teachers, CFR provides enhancements to publications that help integrate global issues into classrooms. Our hope is that, through these efforts, we can instill in the next generation a basic understanding of, and an abiding interest in, international affairs and foreign policy.

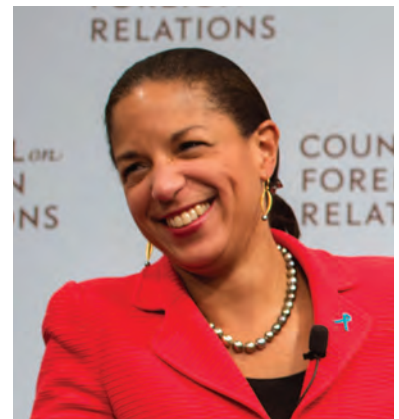


CFR.org's new multimedia series—[InfoGuides](#)—offers a comprehensive look at complex foreign policy issues through interactive maps, timelines, slideshows, infographics, and videos, as well as teaching notes for educators.

As we approach CFR's one hundredth anniversary, this is a good moment to take stock. Today's world in some ways resembles that of a century ago, when this organization was founded—and even where it is different, what CFR has to offer is highly relevant. Once again, this country and its citizens face important decisions, and we here at CFR are committed to ensuring that the organization is in a position to continue to serve as a trusted, authoritative resource for its nearly five thousand members, for the broader society, and for those in positions of particular influence.

Richard N. Haass
President

2014 Highlights



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

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

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

Meetings

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

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

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



Former Iraqi foreign minister Hoshiyar Zebari discusses regional politics with CFR Board member Jami Miscik.

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

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



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

Left: Egyptian foreign minister Nabil Fahmy

Right: Director of the Central Intelligence Agency John O. Brennan

David Rockefeller Studies Program



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

On economic policy, scholars contributed substantial and wide-ranging reports through the Maurice R. Greenberg Center for Geoeconomic Studies as well as other programs and initiatives of the think tank. "Restoring Financial Stability in the Eurozone," by Senior Fellow Benn Steil and Analyst Dinah Walker, proposed that the European Central Bank model its stress tests after those conducted by the United States in 2009. Senior Fellow Robert Kahn's *Global Economics Monthly* newsletter continued to provide insight on major news stories and macroeconomic trends, such as potential Russian sanctions, and lessons learned from the fall 2013 fiscal standoff in Washington.





The Middle East remained a challenge for American foreign policy and was the topic of several reports this year, including Senior Fellow Elliott Abrams’s [“The Israeli-Palestinian Negotiations: Aiming ‘Low’ or ‘High,’”](#) which advocated a peace process built on pragmatic, achievable goals. In [“How to Promote Human Rights in Iran,”](#) Senior Fellow Ray Takeyh proposed that the Obama administration integrate a human rights agenda into talks with Iran on its nuclear capabilities. Two additional Policy Innovation Memoranda addressed violent extremism in the region: Senior Fellow Ed Husain argued for the [creation of a global venture](#) to support local and community organizations throughout the Middle East to promote alternatives to violent extremism, and National Intelligence Fellow Charles E. Berger proposed a [U.S.-funded rehabilitation center](#) for terrorists to help counter the spread of al-Qaeda in the Arabian Peninsula.

The think tank also furthered its focus on U.S. strategy in Asia. In his Council Special Report [Reorienting U.S. Pakistan Strategy: From Af-Pak to Asia](#), Daniel Markey proposed that the United States decouple its strategies toward Pakistan and Afghanistan and begin to integrate Pakistan into its broader Asia strategy. Senior Fellow Joshua Kurlantzick’s Working Paper [“Southeast Asia’s Regression From Democracy and Its Implications”](#) analyzed the movement toward political repression in the region. Senior Fellow Alyssa Ayres argued in a Policy Innovation Memorandum, [“Bringing India Inside the Asian Trade Tent,”](#) that the United States should strengthen economic ties with India by supporting its bid for admission to the Asia-Pacific Economic Cooperation forum.

Facing page top: Senior Fellow and Director for Asia Studies Elizabeth C. Economy

Facing page bottom: Senior Fellow Steven A. Cook testifies before the House Committee on Homeland Security.

Above: Senior Fellow Heidi Crebo-Rediker moderates a breakout session during this year’s Term Member Conference.



Now in its third year, the Renewing America initiative continued to examine the domestic underpinnings of U.S. power abroad in reports such as “Remedial Education,” which revealed the widening achievement gaps that have made the U.S. education system less competitive. “Curtailing the Subsidy War Within the United States,” by Senior Fellow Edward Alden and Associate Director Rebecca Strauss, presented a plan to discourage states from offering major subsidies—in the form of tax breaks, land grants, and other incentives—to businesses. And Senior Fellow Heidi Crebo-Rediker’s “Infrastructure Finance in America—How We Get Smarter” urged the Obama administration to create an office within the Treasury Department to advise state and local governments on how to mobilize private-sector financing.

The Center for Preventive Action (CPA) focuses on the prevention or resolution of conflicts and crises around the world. This year, CPA released Senior Fellow Steven A. Cook’s Contingency Planning Memorandum “Egypt’s Solvency Crisis,” which outlined the risks and warning signs of insolvency as well as proposals to prevent or mitigate it. One of the center’s most recent contributions was Limiting Armed Drone Proliferation, a Council Special Report by Fellow Micah Zenko and Stanton Nuclear Security Fellow Sarah Kreps, that argued for clear rules on drone usage and sales to limit proliferation of a weapon with destabilizing capacities. Earlier, Zenko wrote “Dangerous Space Incidents,” a Contingency Planning Memorandum that focused on the potential for attacks on satellites to exacerbate international crises back on earth. CPA also released Afghanistan After the Drawdown, a Council Special Report outlining the composition, role, and rationale for roughly ten thousand U.S. troops remaining in the country.

*“Remedial Education”
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Public health has become increasingly relevant to international affairs, and is likewise an increasing focus of the think tank’s work. Senior Fellow Thomas Bollyky released two Expert Briefs on tobacco use and regulation in the United States. The first, “[The Tobacco Problem in U.S. Trade](#),” focused on the tension between the government’s responsibility to promote trade and its efforts to curb tobacco use, a conflict illuminated by the discussions surrounding the Trans-Pacific Partnership. Bollyky also wrote “[How to Save Electronic Cigarettes](#),” which argued that better restrictions—especially declassifying electronic cigarettes as tobacco products—would facilitate their sale and help more people quit smoking. Other highlights from the Global Health program included Senior Fellow Laurie Garrett’s Policy Innovation Memorandum “[Making the New Revolutions in Biology Safe](#),” which showed how the lack of regulations surrounding scientists’ ability to manufacture living organisms could have potentially harmful consequences for medicine, technology, and health.

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



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

Left: Senior Fellow Yanzhong Huang testifies before a congressional commission on health-care issues in China.



Top: Senior Vice President and Director of Studies James M. Lindsay leads a discussion on global governance issues at a Council of Councils conference in Rome.
Bottom: Task Force chairs David H. Petraeus and Robert B. Zoellick preside over the first meeting of the Independent Task Force on North America in New York.

Council of Councils

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

Task Forces

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

The program launched two Task Forces this year. The first, on North America, is chaired by former CIA director David H. Petraeus and former World Bank president Robert B. Zoellick and is directed by Senior Fellow Shannon K. O’Neil. The group is focusing on ways to encourage North American integration into and cooperation on trade, security, migration, energy, and infrastructure, and it will offer concrete recommendations on how the United States can enhance the region’s competitiveness in the world by deepening ties with Mexico and Canada. The second Task Force, directed by Senior Fellow Tom Bollyky, examines the deepening crisis of noncommunicable diseases (NCDs) in low- and middle-income countries. Chaired by Purdue University president and former Indiana governor Mitchell E. Daniels and former national security adviser Thomas E. Donilon, the Task Force will be the first at CFR devoted to a global health issue and will consider NCDs’ implications for international economic development and national security. Both Task Forces are scheduled to issue their recommendations and reports in fall 2014.

The Independent Task Force Program convenes diverse groups of experts with the aim of reaching meaningful, policy-driven consensus on critical and emerging international issues.

National Program

The National Program convened more than one hundred events in thirteen cities around the country and the world—Atlanta, Boston, Chicago, Dallas, Houston, London, Los Angeles, Miami, Phoenix, San Diego, San Francisco, Seattle, and Tokyo—on topics including technology, security, and global health. Notable meetings featured discussions on the CFR-sponsored Independent Task Force report on digital policy, with Chairs John D. Negroponte and Samuel J. Palmisano and Project Director Adam Segal; on education policy, with Elizabeth Swanson, deputy chief of staff to Chicago mayor Rahm Emmanuel; on the rise of big data, with *Economist* data editor Kenneth Cukier; and on the evolving role of social media in U.S. statecraft, with Mobile Future chairman Jonathan Spalter. The National Program also connected members to events in New York and Washington through teleconferences and live streams. As always, a cornerstone of programming was the annual National Conference, which hosted members in New York for three days of programs and discussion. This year’s conference featured prominent speakers—including Madeleine Albright and John McCain—and topics that ranged from the future of the financial system to U.S.-Russia relations.



The National Program convened more than one hundred events in thirteen cities around the country and the world.



Facing page: Senior Fellow Shannon K. O'Neil facilitates a discussion group on Latin America with members at the 2014 National Conference.

Above: Madeleine K. Albright at the National Conference.

Left: CFR member Makau W. Mutua asks a question during the opening session of the National Conference.



Corporate Program

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

The Corporate Program's quarterly breakfast series hosted senior executives from member companies for informal conversation with CFR experts. Highlights included Timothy F. Geithner, Tom Donilon, Michael Levi, Robert Kahn, and Martin Wolf on topics including sanctions, energy, and the global economy. The CEO Speaker series meetings continued with Stephen A. Schwarzman of the Blackstone Group L.P., Christophe de Margerie of TOTAL S.A., and Paolo Scaroni, formerly of Eni. The eleventh annual Corporate Conference drew nearly four hundred executives and featured former New York City mayor Michael R. Bloomberg, former New York City police commissioner and Distinguished Visiting Fellow Ray Kelly, former International Monetary Fund chief economist Kenneth S. Rogoff, Princeton University economist and CFR Board member Alan S. Blinder, and former treasury secretary and CFR Co-Chairman Robert E. Rubin.



Facing page top: CFR Board member Mary McInnis Boies leads a discussion on geopolitical risk with CNN's Fareed Zakaria and CFR President Richard N. Haass.

Facing lower left: Princeton University economist and CFR Board member Alan S. Blinder

Facing lower right: Senior Fellow for Defense Policy Janine Davidson

Left: Former New York City police commissioner and Distinguished Visiting Fellow Raymond W. Kelly speaks with Cecilia De La Macorra of Exxon Mobil and Dylan C. Pereira of Barclays during this year's Corporate Conference.

Outreach

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

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

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

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

The Outreach Program serves as a resource for constituencies with growing influence over U.S. foreign policy, including religious leaders, educators and students, and state and local officials.



Above: Senior Fellow Isobel Coleman chairs the discussion group on democratic transitions at the third annual Educators Workshop for college and university professors.

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

CFR Online

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

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

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

CFR.org's editorial team launched an award-winning new multimedia series, InfoGuides, which combine written analysis, video interviews with experts, and interactive elements.

Foreign Affairs

This has been a year of activity and evolution at *Foreign Affairs*. We have tried to uphold the best traditions of the publication, generating a steady stream of authoritative editorial content on important issues in public affairs, even as we have tried to extend the scope and reach of the brand, innovating and expanding along all axes of our operations and driving ourselves to stay near the forefront of the ongoing digital publishing revolution.

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

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

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

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

Halfway through 2014, total paid circulation for the magazine was just under 180,000. About 140,000 of that came from subscriptions—more than 92,000 print (which comes with free digital access); 27,000 Plus



Foreign Affairs Editor Gideon Rose



Managing Editor Jonathan Tepperman applauds war correspondents at this year's *Foreign Affairs*–Devex White House Correspondent's Dinner event, cosponsored with the UN Foundation.

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

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

Thanks to all this content, along with much effort to optimize its presentation and distribution, traffic to the website has risen steadily. During March, April, and May 2014, for example, ForeignAffairs.com averaged 1.25 million monthly visits from more than 850,000 monthly unique visitors—a 25 percent year-over-year jump in both metrics. We put in place a metered paywall on the site last November to monetize that rising traffic. It has begun to work as planned, producing a rising volume of high-value user actions such as registrations and subscriptions, and with tweaking it should yield even better results over time.

The magazine's social media profile has also surged this year: *Foreign Affairs* content is currently being pumped out to approximately 900,000 [Facebook](#) fans and 300,000 [Twitter](#) followers. Nearly 65,000 users have downloaded the *Foreign Affairs iPad app*—a doubling over the past year—and they have collectively viewed issues and ebooks nearly 170,000 times. Fans of *Foreign Affairs* are now also able to enjoy audio versions of most articles, thanks to a partnership with [Audible.com](#).

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

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

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

Gideon Rose
Editor, Foreign Affairs

Foreign Affairs is now producing special book-length collections for distribution on its iPad app and as stand-alone digital products.

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* Term Member

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

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Muhtar Kent
Edward S. Knight
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Ruth Porat
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JC de Swaan
Esther Dyson
Tim W. Ferguson
Rana A. Foroohar
Andrew P. Heaney
J. Tomilson Hill
Mahnaz Ispahani Bartos
Scott Malcomson
Jan Nicholson
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Arthur M. Rubin
Jeffrey R. Shafer

Mitchell D. Silber
Alan M. Silberstein
P. J. Simmons
Calvin G. Sims
Elliot Stein
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Amina Tirana
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Lynne D. Novack
Eduardo J. Padrón
Michael P. Peters
Pearl T. Robinson
Donna E. Shalala
Ted Van Dyk
Marsha Vande Berg
Jay M. Vogelsohn
David B. Weinberg
Philip W. Yun

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Vice Chair
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Anne M. Finucane
Nancy A. Jarvis
Kenneth I. Juster
Maria Elena Lagomasino
Edward J. Mathias
Jami Miscik
Pamela S. Passman
Ruth Porat
Theodore Roosevelt IV
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G. Richard Thoman
R. Keith Walton
Christine Todd Whitman

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Gideon Rose†
Fareed Zakaria
Philip D. Zelikow

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Karen DeYoung
Betsy Fischer Martin
Darin E. Johnson
Karen H. Johnson
Thea M. Lee
Carl L. Meacham
Montgomery C. Meigs
Norman P. Neureiter
Colin L. Powell
Stanley O. Roth
Kori Schake
Frances Fragos Townsend
Margaret G. Warner
Vin Weber
Juan Carlos Zarate

† Ex officio

2014 Board Election and Appointments

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

Directors with terms expiring on June 30, 2014, were Madeleine K. Albright, David G. Bradley, Donna J. Hrinak, James W. Owens, Frederick W. Smith, Vin Weber, and Fareed Zakaria.

The Nominating and Governance Committee was composed of Mary McInnis Boies (Chair), Madeleine K. Albright, David G. Bradley, Anne M. Finucane, Nancy A. Jarvis, Kenneth I. Juster, Maria Elena Lagomasino, Edward J. Mathias, Jami Miscik, Pamela S. Passman, Ruth Porat, Theodore Roosevelt IV, Stanley S. Shuman, G. Richard Thoman, R. Keith Walton, and Christine Todd Whitman. On December 5, 2013, the Chair invited the Council membership to propose possible candidates. The Nominating and Governance Committee met on March 5, 2014, to consider the pool of names suggested by Council members for the three elective vacancies. Mindful of its mandate to consider "the need for diversity with regard to age, sex, race, geographical representation, and professional background," the Nominating and Governance Committee developed the following slate of nominees for the Class of 2019: Mark Angelson, Ashton B. Carter, Donna J. Hrinak, James J. Shinn, James G. Stavridis, and Daniel H. Yergin. On April 24, 2014, Council members were notified of the slate and of the petition process available to them in accordance with the By-Laws. No petition candidate was put forth. A ballot was sent to all Council members on May 6, 2014.

The Annual Meeting, at which votes would be cast for the election, was originally scheduled for June 6, 2014. As participation by members in the election was low, a quorum would not have been met on June 6, so the Chair of the Nominating Committee authorized an extension of the voting and adjourned the Annual Meeting to June 10, 2014. At the meeting on that day, 1,601 members participated in person or by proxy, fulfilling the quorum required by By-Law V, though at 33.7 percent participation, turnout remained low. No name was written on thirty or more ballots cast at the meeting, and, therefore, no one was nominated for the 2015 election by the write-in procedure outlined in the By-Laws. Sarah A.W. Fitts, Ernest T. Patrikis, and Nancy Young served as election overseers. The following nominees were elected for five-year terms beginning July 1, 2014, and expiring June 30, 2019: Donna J. Hrinak, James G. Stavridis, and Daniel H. Yergin.

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

IN MEMORIAM

CFR remembers former executive vice president and acting president John Temple Swing, who passed away on October 4, 2013. His dedication to international relations and the work of the Council spanned several decades, starting with membership in 1963 and culminating in his roles as acting president in 1986 and as executive vice president until 1993. Over the course of his career, Mr. Swing made significant strides furthering the UN Convention on the Law of the Sea, founding the Rule of Law Committee for the Oceans. He was additionally active in the nonprofit sector, working with numerous organizations in New York and beyond.

Historical Roster of Directors and Officers

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

Karen N. Horn	1992–95	Madeleine K. Albright	2004–2014	<i>CHAIRMAN EMERITUS</i>
James R. Houghton	1992–96	Richard N. Foster	2004–2009	Peter G. Peterson 2007–
Charlayne Hunter-Gault	1992–98	Joseph S. Nye Jr.	2004–2013	
Donna E. Shalala	1992–93	Fareed Zakaria	2004–2014	<i>HONORARY CHAIRMEN</i>
Paul A. Allaire	1993–2002	Peter Ackerman	2005–	John J. McCloy 1970–1989
Robert E. Allen	1993–96	Charlene Barshefsky	2005–2010	David Rockefeller 1985–
Richard N. Cooper	1993–94	Stephen W. Bosworth	2005–2009	
E. Gerald Corrigan	1993–95	Tom Brokaw	2005–	<i>VICE CHAIRMEN</i>
Alton Frye	1993	David M. Rubenstein	2005–	<i>OF THE BOARD</i>
Leslie H. Gelb	1993–2001, 2002–2003	Frank J. Caufield	2006–2010	Grayson Kirk 1971–73
		Ann M. Fudge	2006–	Cyrus R. Vance 1973–76, 1985–87
Rita E. Hauser	1993–97	Alberto Ibargüen	2006–2013	Douglas Dillon 1976–78
Theodore C. Sorensen	1993–2004	Henry R. Kravis	2006–2012	Carroll L. Wilson 1978–79
Garrick Utley	1993–2003	James W. Owens	2006–2014	Warren Christopher 1987–91
Carla A. Hills	1994–	Colin M. Powell	2006–	Harold Brown 1991–92
Helene L. Kaplan	1994–96	Christine Todd Whitman	2006–	B. R. Inman 1992–93
Frank G. Zarb	1994–96	Sylvia Mathews Burwell	2007–2013	Jeane J. Kirkpatrick 1993–94
Robert B. Zoellick	1994–2001	Stephen Friedman	2007–	Maurice R. Greenberg 1994–2002
Les Aspin	1995	Jami Miscik	2007–	Carla A. Hills 2001–2007
Mario L. Baeza	1995–2001	Alan S. Blinder	2008–	William J. McDonough 2002–2003
Peggy Dulany	1995–2003	J. Tomilson Hill	2008–	Robert E. Rubin 2003–2007
Jessica P. Einhorn	1995–2005	Shirley Ann Jackson	2008–	Richard E. Salomon 2007–2013
Louis V. Gerstner Jr.	1995–2005	George Rupp	2008–2013	David M. Rubenstein 2012–
Hannah Holborn Gray	1995–98	David G. Bradley	2009–	
William J. McDonough	1995–2004	Donna J. Hrinak	2009–	<i>HONORARY</i>
George J. Mitchell	1995–2005	Penny S. Pritzker	2009–2013	<i>VICE CHAIRMAN</i>
Frank Savage	1995–2002	Frederick W. Smith	2009–2014	Maurice R. Greenberg 2002–
George Soros	1995–2004	John P. Abizaid	2010–	
Lee Cullum	1996–2006	Mary McInnis Boies	2010–	<i>PRESIDENTS</i>
Vincent A. Mai	1997–2003	Pamela Brooks Gann	2010–	John W. Davis 1921–33
Warren B. Rudman	1997–2005	Thomas H. Glocer	2011–	George W. Wickersham 1933–36
Laura D'Andrea Tyson	1997–2007	Eduardo J. Padrón	2011–	Norman H. Davis 1936–44
Roone Arledge	1998–2002	Peter B. Henry	2012–	Russell C. Leffingwell 1944–46
Martin S. Feldstein	1998–2008, 2009–	Muhtar Kent	2012–2014	Allen W. Dulles 1946–50
		Margaret G. Warner	2012–	Henry M. Wriston 1951–64
Bette Bao Lord	1998–2003	Zoë Baird	2013–	Grayson Kirk 1964–71
Michael H. Moskow	1998–2008	R. Nicholas Burns	2013–	Bayless Manning 1971–77
Diane Sawyer	1998–99	Steven A. Denning	2013–	Winston Lord 1977–85
John Deutch	1999–2004	Laurence D. Fink	2013–	John Temple Swing* 1985–86
Robert E. Rubin	2000–	Ruth Porat	2013–	Peter Tarnoff 1986–93
Andrew Young	2000–2005	Blair Effron	2014–	Alton Frye 1993
Henry S. Bienen	2001–2011	Susan Hockfield	2014–	Leslie H. Gelb 1993–2003
Kenneth M. Duberstein	2001–2012	John A. Paulson	2014–	Richard N. Haass 2003–
Joan E. Spero	2001–2011	James G. Stavridis	2014–	
Vin Weber	2001–2011, 2012–	Daniel H. Yergin	2014–	<i>PRESIDENT EMERITUS</i>
				Leslie H. Gelb 2003–
Fouad Ajami	2002–2012	<i>CHAIRMEN OF THE BOARD</i>		
Jeffrey L. Bewkes	2002–2006	Russell C. Leffingwell	1946–53	<i>HONORARY PRESIDENTS</i>
Ronald L. Olson	2002–2010	John J. McCloy	1953–70	Elihu Root 1921–37
Thomas R. Pickering	2002–2007	David Rockefeller	1970–85	Henry M. Wriston 1964–78
Helene D. Gayle	2003–2008	Peter G. Peterson	1985–2007	
Richard N. Haass	2003–	Carla A. Hills		
Richard E. Salomon	2003–2013, 2014–	(<i>Co-Chairman</i>)	2007–	
		Robert E. Rubin		
Anne-Marie Slaughter	2003–2009	(<i>Co-Chairman</i>)	2007–	* pro tempore

<i>EXECUTIVE</i>		Anne R. Luzzatto	1998–2005	William G. Hyland	1984–92
<i>VICE PRESIDENTS</i>		Elise Carlson Lewis	1999–2008	James F. Hoge Jr.	1992–2010
John Temple Swing	1986–93	Irina A. Faskianos	2002–	Gideon Rose	2010–
Michael P. Peters	2002–2005	Robert C. Orr	2002–2003	<i>DIRECTORS OF STUDIES</i>	
Keith Olson	2012–	James M. Lindsay	2003–2006	Percy W. Bidwell	1937–53
<i>CHIEF FINANCIAL OFFICERS</i>		Lisa Shields	2003–	Philip E. Mosely	1955–63
Kenneth Castiglia	2009–2011	Nancy E. Roman	2004–2007	Richard H. Ullman	1973–76
Keith Olson	2012–	Nancy D. Bodurtha	2005–	Abraham F. Lowenthal	1976–77
<i>CHIEF INFORMATION</i>		Suzanne E. Helm	2005–	John C. Campbell	1977–78
<i>OFFICER AND PUBLISHER</i>		Gary Samore	2006–2009	Paul H. Kreisberg	1981–87
David Kellogg	2010–2012	Kay King	2007–2011	William H. Gleysteen Jr.	1987–89
<i>SENIOR VICE PRESIDENTS</i>		L. Camille Massey	2008–2014	Nicholas X. Rizopoulos	1989–94
		Jan Mowder Hughes	2010–	Kenneth H. Keller*	1994–95
		<i>EXECUTIVE DIRECTORS</i>		Ethan B. Kapstein	1995–96
Alton Frye	1993–98	Hamilton Fish		Kenneth R. Maxwell	1996
Kenneth H. Keller	1993–95	Armstrong	1922–28	Gary C. Hufbauer	1997–98
Larry L. Fabian	1994–95	Malcolm W. Davis	1925–27	Lawrence J. Korb	1998–2002
Michael P. Peters	1995–2002	Walter H. Mallory	1927–59	Michael P. Peters	2002–2003
Paula Dobriansky	2001	George S. Franklin	1953–71	James M. Lindsay	2003–2006, 2009–
Charles G. Boyd	2001–2002	<i>SECRETARIES</i>		Gary Samore	2006–2009
David Kellogg	2002–2010	Edwin F. Gay	1921–33	<i>DIRECTORS OF MEETINGS</i>	
Janice L. Murray	2002–2009	Allen W. Dulles	1933–44	George S. Franklin	1949–50
James M. Lindsay	2009–	Frank Altschul	1944–72	William Henderson	1952–54, 1955–56
<i>VICE PRESIDENTS</i>		John Temple Swing	1972–87	Melvin Conant	1954–55,* 1956–57,* 1957–59
Paul D. Cravath	1921–33	Judith Gustafson	1987–2000	George V.H. Moseley III	1959–62
Norman H. Davis	1933–36	Lilita V. Gusts	2000–2010	Harry Boardman	1962–69
Edwin F. Gay	1933–40	Jeffrey A. Reinke	2010–	Zygmunt Nagorski Jr.	1969–78
Frank L. Polk	1940–43	<i>HONORARY SECRETARY</i>		Marilyn Berger	1978–79
Russell C. Leffingwell	1943–44	Frank Altschul	1972–81	Margaret	
Allen W. Dulles	1944–46	<i>TREASURERS</i>		Osmer-McQuade	1979–93
Isaiah Bowman	1945–49	Edwin F. Gay	1921–33	Karen M. Sughrue	1993–98
David Rockefeller	1950–70	Whitney H. Shepardson	1933–42	Anne R. Luzzatto	1998–2005
Henry M. Wriston	1950–51	Clarence E. Hunter	1942–51	Nancy D. Bodurtha	2005–
Frank Altschul	1951–71	Devereux C. Josephs	1951–52		
Devereux C. Josephs	1951–52	Elliott V. Bell	1952–64		
David W. MacEachron	1972–74	Gabriel Hauge	1964–81		
John Temple Swing	1972–86	Peter G. Peterson	1981–85		
Alton Frye	1987–93	C. Peter McColough	1985–87		
William H. Gleysteen Jr.	1987–89	Lewis T. Preston	1987–88		
John A. Millington	1987–96	James E. Burke	1988–89		
Margaret		David Woodbridge	1989–94		
Osmer-McQuade	1987–93	Janice L. Murray	1994–2009		
Nicholas X. Rizopoulos	1989–94	Kenneth Castiglia	2010–2011		
Karen M. Sughrue	1993–98	Keith Olson	2012–		
Ethan B. Kapstein	1995–96	<i>EDITORS OF</i>			
Abraham F. Lowenthal	1995–2005	<i>FOREIGN AFFAIRS</i>			
Janice L. Murray	1995–2002	Archibald Cary			
David J. Vidal	1995–97	Coolidge	1922–28		
Frederick C. Broda	1996–97	Hamilton Fish			
Kenneth R. Maxwell	1996	Armstrong	1928–72		
Paula J. Dobriansky	1997–2001	William P. Bundy	1972–84		
Gary C. Hufbauer	1997–98				
David Kellogg	1997–2002				
Lawrence J. Korb	1998–2002				

* pro tempore

Membership

MEMBERSHIP

The Council on Foreign Relations is first and foremost a membership organization. With 4,900 members, CFR's ranks include many of the most prominent leaders in the foreign policy arena. CFR's roster includes top government officials, renowned scholars, business executives, acclaimed journalists, prominent lawyers, and distinguished nonprofit professionals. The membership is divided almost equally among those living in New York, Washington, DC, and across the country and abroad, and it is a group unmatched in accomplishment and diversity in the field of international affairs.

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

STEPHEN M. KELLEN TERM MEMBER PROGRAM

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

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

For more information on the Term Member Program, please visit www.cfr.org/about/term-member-program.

APPLYING FOR MEMBERSHIP

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

ELIGIBILITY REQUIREMENTS

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

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

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

TO APPLY

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

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

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

NOMINATING AND SECONDING A CANDIDATE FOR MEMBERSHIP

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

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

NOMINATING LETTERS

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

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

SECONDING LETTERS

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

ADDITIONAL RULES AND REGULATIONS TO CONSIDER

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

DEADLINES, CANDIDATE NOTIFICATION, AND REACTIVATION

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

	APPLICATION DEADLINE	NOTIFICATION
Membership	March 1	late June
	October 1	mid-February
Term Membership	January 5	late June

APPLICATION REACTIVATION REQUIREMENTS

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

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

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

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

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

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

PROFILE OF THE MEMBERSHIP

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

	<i>NUMBER OF MEMBERS</i>	<i>PERCENTAGE OF MEMBERSHIP</i>
Location		
New York Area	1,574	32
Washington, DC, Area	1,516	31
National	1,810	37
Total	4,900	100
Vocation		
Business	1,604	33
Professors, Fellows, and Researchers	896	18
Nonprofit and International Organizations	698	14
Government	478	10
Law	246	5
University and College Administrators	242	5
Journalists, Correspondents, and Editors	215	4
Other	521	11
Total	4,900	100

Membership Roster

A

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

* Elected to membership in 2014.

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

Note: Membership shown as of July 1, 2014.

Agarwal, Sara R.
Aggarwal, Vinod K.
Agostinelli, Robert F.
Aguiar, Eric
Agus, David B.
Ahern, Stephanie R.
Ahlers, Werner F.†
Ahmed, Fahim†
Ahmed, Salman S.
Ahuja, Sanjiv
Aidinoff, M. Bernard
Akhavi, Negar
Albright, Alice P.
Albright, Madeleine K.
Alderman, Michael H.
Aldrich, George H.
Alexander, John R.
Alexander, Margo N.
Alford, William P.
Allaire, Paul A.
Allen, Dan
Allen, J. Michael III*
Allen, Jodie T.
Allen, John R.
Allen, Richard V.
Allen, Thad W.
Allibhoy, Faheen
Allison, Graham T.
Allison Marshall, Cara L.
Almond, Michael A.
Alonzo, Anne L.
Alpha, Avery M.
Alter, Jonathan H.
Alter, Karen J.
Alterman, Jon B.
Altman, Daniel
Altman, Drew
Altman, Roger C.
Altman, William C.
Altshuler, David
Alvarez, Jose E.
Alving, Amy E.
Alvo, Vickie†
Amdetsion, Fasil†
Amiri, Rina*
Amir-Mokri, Cyrus
Amos, Deborah Susan

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

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

B

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

Baker, Amy
 Baker, Arnold B.
 Baker, Audrey H.
 Baker, James A. III
 Baker, James H.
 Baker, John R.
 Baker, Pauline Halpern
 Baker, Stewart A.
 Baker, Thurbert E.
 Bakhash, Shaul
 Bakstansky, Peter
 Balaran, Paul
 Baldwin, David A.
 Baldwin, Sherman
 Baldwin Moody, Carol
 Bales, Carter F.
 Balick, Kenneth
 Baliles, Gerald L.
 Ballou-Aares, Daniella
 Balstad, Roberta
 Band, Laurence M.
 Bandler, Donald K.
 Banga, Ajaypal Singh
 Bansal, Preeti D.
 Baquiran, Les II
 Barany, Zoltan
 Barbacci, Francesco Carlo
 Barber, Benjamin R.
 Barbour, Haley
 Barcott, Rye
 Bardel, William G.
 Barger, Teresa C.
 Barker, Kim*
 Barkey, Henri J.
 Barlick, Robert T. Jr.
 Barnes, Aimee Elise Keli'i†
 Barnes, Michael D.
 Barnett, F. William
 Barnett, Kara Medoff†
 Barnett, Michael Nathan
 Barnett, Robert B.
 Barno, David William
 Barrett, Barbara McConnell
 Barrett, John Adams
 Barron, Michael J.
 Barry, Grace
 Barry, John L.
 Barry, Lisa B.
 Barry, Nancy M.
 Barry, Thomas Corcoran
 Barshay, Jill
 Barshefsky, Charlene
 Bartiromo, Maria S.
 Bartlett, Joseph W.
 Bartlett, Richard Allan
 Bartlett, Timothy J.
 Bartley, Edith Lynn*
 Bartsch, David A.
 Basek, John T.
 Basora, Adrian A.
 Bass, Gary
 Bass, Peter E.
 Bass, Warren
 Basu, Pat
 Batkin, Alan R.
 Bator, Francis M.
 Battaglia, Charles C.
 Batungbacal, Ariel G.†
 Bausano, M. Barry
 Baxter, Randolph
 Bayh, Evan
 Beaghley, Sina Marie†
 Bean, Frank D.
 Bearg, Nancy J.
 Beattie, Richard I.
 Beatty, Warren
 Beck, Douglas A.
 Becker, Elizabeth H.
 Becker, Jordan†
 Beckler, David Z.
 Beckmann, David
 Bedrosian, Gregory R.
 Beeman, Richard E.
 Behringer, Michael P.
 Beim, David O.
 Beim, Nicholas F.
 Bekavac, Nancy Yavor
 Belfer, Robert A.
 Belford, Brandon M.
 Beliveau, Emmett S.
 Bell, Alexandra F.
 Bell, Burwell B. III
 Bell, Gordon P.
 Bell, Joseph C.
 Bell, Robert G.
 Bell, Ruth Greenspan
 Bell, Steve
 Bell, Thomas D. Jr.
 Bellamy, Carol
 Bellinger, John B. III
 Bellows, Ben
 Bell-Rose, Stephanie K.
 Belsky, Leah
 Benaim, Daniel
 Bender, Gerald J.
 Bender, Lawrence
 Benedict, Keith W.
 Benedict, Kennette M.
 Benioff, Marc Russell
 Bennet, Douglas J.
 Bennett, Andrew Owen
 Bennett, Christina A.
 Benshoof, Janet
 Benson, Lucy Wilson
 Ben-Yehuda, Jenna
 Hoffman†
 Bereuter, Douglas K.
 Bergen, Peter Lampert
 Berger, Joshua Adam
 Berger, Samuel R.
 Berger, Suzanne
 Bergeron, Douglas
 Bergeron, Louis Paul†
 Berggruen, Nicolas
 Bergman, Lowell A.
 Bergsten, C. Fred
 Berkley, Seth F.
 Berkowitz, Bruce
 Berkowitz, Elana
 Berkowitz, Howard P.
 Berman, Howard L.
 Berman, Jonathan E.
 Bernard, Kenneth W.
 Berndt, John E.
 Bernstein, David Scott
 Bernstein, Peter W.
 Bernstein, Robert L.
 Bernstein, Tom A.
 Berresford, Susan Vail
 Berris, Jan
 Berschinski, Robert G.†
 Bersin, Alan D.
 Bert, Melissa
 Bertini, Catherine Ann
 Bertsch, Gary K.
 Bery, Priya
 Beshar, Peter J.
 Beshara, Adam
 Bessent, Scott*
 Besser, Richard E.*
 Bestani, Robert M.
 Bestor, Theodore C.
 Betru, Aron
 Betts, Richard K.
 Beutner, Austin M.
 Bewkes, Jeffrey
 Beyzavi, Kian
 Bhala, Raj
 Bhargava, Anurima
 Bhidé, Amar V.
 Bialkin, Kenneth J.
 Bialos, Jeffrey P.
 Bickford, Jewelle
 Biddle, George C.
 Biegun, Stephen Edward
 Biel, Eric R.
 Biemann, Betsy
 Bienen, Henry S.
 Bierley, John C.
 Biersteker, Thomas J.
 Biggs, John H.
 Biggs, Marcia Polk Fuller
 Biglari, Hamid
 Billingsley, Lucy C.
 Bilmes, Linda J.
 Bindenagel, James D.
 Bingle, Michael J.*
 Binkley, Nicholas Burns
 Binnendijk, Anika Locke
 Binnendijk, Hans
 Birdsall, Nancy
 Birkelund, John P.
 Bisat, Amer*
 Bissell, Richard E.
 Bizhko, Anatoliy†
 Black, Cathleen P.
 Black, Leon D.
 Black, Stanley Warren III
 Blacker, Coit D.
 Blackwell, Blair
 Blackwell, J. Kenneth
 Blackwill, Robert D.
 Blair, Oni Kay†
 Blake, Robert O.
 Blank, Jonah
 Blank, Stephen
 Blankfein, Lloyd C.
 Blanton Rogers, Sharie A.
 Blechman, Barry M.
 Bleek, Philipp C.
 Bleich, Jeffrey L.
 Bleier, Edward
 Blendon, Robert Jay
 Blinder, Alan S.
 Blinderman, Eric H.
 Blinken, Alan John
 Blinken, Antony J.
 Blinken, Donald
 Bloch, Julia Chang
 Bloom, Evan T.
 Bloomberg, Michael R.
 Bloomgarden, Kathy Finn
 Blum, Richard C.
 Blumenthal, Sidney S.
 Blumenthal, W. Michael
 Blumlung, Mark
 Blumrosen, Alexander B.
 Blyth, Mark M.
 Boas, Katherine
 Bob, Daniel E.

* Elected to membership in 2014.

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

Bobbitt, Philip Chase
 Bodansky, Daniel M.
 Bodea, Andy S.
 Bodnar, Seth A.
 Bogan, Leisel
 Bogert, Carroll R.
 Bohlen, Avis T.
 Bohn, John A.
 Boies, David
 Boies, Mary McInnis
 Bolling, Landrum R.
 Bollinger, Lee C.
 Bolton, John R.
 Bondurant, Amy L.
 Boniadi, Nazanin†
 Bonime-Blanc, Andrea
 Bonine, David
 Bonner, Robert C.
 Bonney, J. Dennis
 Boorstin, Robert O.*
 Booth, Carter
 Borden, William B.
 Bordoff, Jason Eric
 Boren, David L.
 Borgerson, Scott G.
 Borio, Luciana Lopes*
 Bork, Ellen
 Boschwitz, Rudy
 Bosworth, Stephen W.
 Botts, John C.
 Boufford, Jo Ivey
 Bouis, 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
 Boyer, Spencer Phipps
 Bracken, Paul
 Bradbury, Darcy E.
 Braddock, Richard S.
 Brademas, John
 Bradford, Zeb B. Jr.
 Bradley, Bill
 Bradley, David G.
 Brady, Linda Parrish
 Brady, Nicholas F.
 Brady, Rose
 Brainard, Lael
 Bramwell, Elizabeth R.
 Branch, Daniel H.
 Brannen, Samuel J.†
 Branscomb, Lewis M.
 Branson, Louise
 Braswell, Kimberly
 Brauchli, 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
 Brimley, Shawn William
 Brimmer, Esther Diane
 Brinker, Nancy Goodman
 Brinkley, Douglas G.
 Brinkley, Paul A.
 Brister, Paul D.
 Britell, Jenne K.
 Britt, David V.B.
 Broad, Molly Corbett
 Broad, Robin
 Broadman, Harry G.
 Brock, Steven Vernon
 Brockmann, Heidi A.
 Broda, Frederick C.
 Brodsky, William J.
 Brody, Christopher W.
 Brody, Kenneth D.
 Brokaw, Tom
 Bronfman, Edgar Jr.
 Bronin, Luke A.
 Bronner, Ethan S.
 Bronson, Rachel
 Brookins, Carole L.
 Brose, Christian
 Brosens, Frank P.
 Broughton, Christopher
 Nicholas
 Brower, Charles N.
 Brown, Alice L.
 Brown, Bartram S.
 Brown, Binta Niambi
 Brown, Caroline E.
 Brown, Frances Z.
 Brown, Frederic J.
 Brown, Gwendolyn A.
 Brown, Harold
 Brown, John Preston*
 Brown, Jonathan A.C.
 Brown, Katherine A.
 Brown, Katherine A.
 Brown, Kathleen
 Brown, Leon Carl
 Brown, Michael
 Brown, Michael E.
 Brown, Neil Robert
 Brown, Richard P. Jr.
 Brown, Seyom
 Brown Weiss, Edith
 Browning, David S.
 Bruce, Judith
 Brun, Leslie A.
 Brune, Nancy E.*
 Bruno, Greg
 Bruton, Bronwyn E.
 Bryan, Greyson L.
 Bryant, Michael E.
 Bryant, Ralph C.
 Bryson, John E.
 Brzezinski, Mark F.
 Brzezinski, Mika
 Brzezinski, Zbigniew
 Buaron, Roberto
 Buchanan, Scott C.
 Buchman, Mark Edward
 Buchwald, Mike†
 Bucknam, Mark A.
 Budinger, William
 Bueno de Mesquita, Bruce
 Buergenthal, 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.
 Burks, Jonathan W.
 Burnett, Dale A.
 Burnham, Christopher
 Bancroft
 Burns, Patrick Owen
 Burns, R. Nicholas
 Burns, William J.
 Burrows, Mathew
 Burt, Richard R.
 Burton, Daniel F. Jr.
 Burwell, Sylvia Mathews
 Busby, Joshua W.
 Bush, Mary K.
 Bush, Richard Clarence III
 Bushell, Andrew
 Bussey, John C.
 Butler, Paul W.
 Butler, Samuel C.
 Butler, William J.
 Buultjens, Ralph
 Buxbaum, Richard M.
 Buyske, Gail
 Byrne, Barbara*
 Byrne, Patrick M.
 Byrnes, Maureen K.
 C
 Cabrera, Ángel
 Cáceres, Diane Alleva
 Caesar, Camille M.
 Cahill, Kevin M.
 Cahn, Jonathan D.
 Calabria, Dawn Tennant
 Calabria, F. Christopher
 Calabresi, Massimo F.T.
 Calder, Kent Eyring
 Caldera, Louis E.
 Caldwell, Dan Edward
 Caldwell, William B. IV
 Calhoun, Craig J.
 Califano, Joseph A. Jr.
 Califano, Mark Gerard
 Callaghy, Thomas M.
 Callander, Robert J.
 Callen, Michael A.
 Calleo, David Patrick
 Cambria, Salvatore F.
 Cammack, Perry A.
 Camp, Roderic Ai
 Campbell, Carolyn
 Margaret
 Campbell, Colin G.
 Campbell, Elizabeth C.
 Campbell, F. Gregory
 Campbell, Kurt M.

* Elected to membership in 2014.

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

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

* Elected to membership in 2014.

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

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

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

Crippen, Dan L.
Crittenden, Ann
Crnkovich, Mirko L.
Crocker, Bathsheba N.
Crocker, Chester A.
Crocker, Ryan C.
Croft, Helima L.
Cromwell, Adelaide
McGuinn
Cronin, Audrey Kurth
Cross, Devon G.
Cross, June V.
Cross, Mai'a K. Davis†
Cross, Mary S.
Cross, Sam Y.
Crossette, Barbara
Crovitz, L. Gordon
Crow, Michael M.
Crowhurst, Tim J.
Crowley, Monica Elizabeth
Crown, Lester
Cruise, Daniel
Crumpton, Henry A.
Cruz, Ginger M.
Crystal, Lester M.
Cuellar,
Mariano-Florentino
Cukier, Kenneth N.
Cullum, Lee
Cully, James Clark†
Culora, Thomas J.
Cumming, Alfred
Cumming, Christine M.
Cummings, Alexander B. Jr.
Cunningham, James B.
Cunningham, Nelson W.
Cuomo, Scott A.
Curley, Walter J.P. Jr.
Curtis, Charles B.
Curtis, Gerald L.
Cutler, Walter L.
Cutshaw, Kenneth A.
Cutter, W. Bowman
Cvetkovic Bajrovic, Ivana
Cyr, Arthur I.

D
Daalder, Ivo H.
Dach, Leslie A.
Dady, Teresa Gail
Dahan, Elizabeth
Dahm, Evelyn Pignatari
Dailey, Brian D.
Dakin, Brett
Dakolias, Constantine M.*
Dal Bello, Michael Anthony

Dale, Catherine M.
Dale, Helle
Dale, Nan
Daley, William M.
Dalio, Ray
Dallara, Charles H.
Dalley, George Albert
Dallmeyer, Dorinda G.
Dalton, James E.
Dalton, Melissa Griffin
Daly, Sarah Zukerman
Dam, Kenneth W.
Dam, Marcia Wachs
D'Amato, Alfonse M.
Damrosch, Lori Fisler
Danforth, William H.
Dang Murphy, Stephanie
Daniel, D. Ronald
Daniel, Donald C.F.
Danilovich, John J.
Danin, Robert M.
Danly, James P.
Danner, Mark D.
Daschle, Thomas Andrew
Dash, Somesh
Da Silva, Joseph V.
DaSilva, Russell J.
Daulaire, Nils M.
David, Danny
David, Jack
Davidson, Amy S.
Davidson, Janine Anne
Davidson, Peter W.
Davis, Bradford
Davis, Florence A.
Davis, Geoffrey Clark
Davis, Jacquelyn K.
Davis, Jerome
Davis, Kim Gordon
Davis, Lynn E.
Davis, Marion Thomas
Davis, Stephen B.
Davis, Susan M.
Davis, William Keith
Davison, Kristina Perkin
Dawisha, Karen Lea
Dawson, Christine L.
Dawson, Horace G. Jr.
Dawson Carr, Marion M.
Day, Arthur R.
Days, Drew Saunders III
Deagle, Edwin A. Jr.
Deahl, Jessica
Deal, Jacqueline Newmyer
Dean, Robert W.
Dear, Alice M.

Deason, Jennifer
Debevoise, Eli Whitney II
de Borchgrave, Arnaud
Debs, Barbara Knowles
Debs, Richard A.
DeBusk, F. Amanda
De Coster, Jamie Lynn
DeCotis, Deborah A.
Decyk, Roxanne J.
Deffenbaugh, Ralston H. Jr.
DeGioia, John J.
de Habsburgo, Inmaculada
de la Cruz, Carlos M. Sr.
de Lasa, Jose M.
del Castillo, Graciana*
Del Rosso, Stephen J.
DeLaMater, Robert G.
Delaney, Kevin J.
Delph, Walter
Delury, John
de Mel, Meera Lea
de Ménil, Georges
de Menil, Joy Alexandra
de Ménil, Lois Pattison
Deming, Rust Macpherson
Deng, Francis M.
Denham, Robert E.
Denison, Robert J.
Denning, Steven A.
Dennis, Everette E.
Dennis, Kirby
Denoon, David B.H.
Denton, Hazel
Denton, James S.
Dentzer, Susan
DePoy, Phil E.
Dergham, Raghida
Derham, Michael T.
de Rothschild, Lynn
Forester
Derrick, James V. Jr.
Derryck, Vivian Lowery
Desai, Anand
Desai, Mihir
Desai, Padma
Desai, Rohit M.
Desai, Vishakha N.
Desch, Michael C.
DeShazer, MacArthur Sr.
DeSouza, Patrick J.
Destler, I. M.
de Swaan, JC
DeTrani, Joseph R.*
Deutch, John
Deutch, Shelley
DeVecchi, Robert P.

Devine, C. Maury
Devine, John J.
Devine, Thomas J.
De Vos, Christian Michael†
de Vries, Rimmer
Dewey, Taylor B.
DeYoung, Karen J.
Diamond, Larry J.
Diamond, Michael W.
Diamond, Robert E.
Diaz, Anthony J.†
Diaz, Charley L.
Dickey, Christopher S.
Dicks, Norman D.
Dickson-Horton, Valerie L.
Didion, Joan
Diehl, Jackson K.
di Giovanni, Janine
Dilenschneider, Robert L.
DiMartino, Rita
Dimon, Jamie
Dine, Thomas A.
Dinerstein, Robert C.
Dinkins, David N.
DiPerna, Paula
Dirks, Nicholas Bernard
Distlerath, Linda M.
Diuk, Nadia
Djerejian, Edward P.
Dobbins, James F.
Dobriansky, Paula J.
Doctoroff, Daniel L.
Dodd, Christopher J.
Dodin, Reema
Doebele, Justin W.
Doggett, Martha Lyn
Dogo, Harun
Doherty, Brendan H.
Doi, Ayako
Doley, Harold E. Jr.
Domencic, Christopher
Justin*
Domínguez, Agustín
Ernesto†
Dominguez, 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.*
Donilon, Thomas E.
Donohoe, Charles
Donohue, Laura K.
Donohue, Thomas J. Sr.
Donovan, Michael Geiger
Doran, Charles F.
Doran, Michael Scott
Dory, Amanda Jean
Doshi, Raj Ramesh†
Doty, Grant R.
Dougan, Diana Lady
Dougherty, James P.
Dougherty, Jill M.
Douglas, Michael
Douglass, Loren Robert
Douglass, Robert R.
Douraghy, Ali
Dowling, John Nicholas
Downie, Richard D.
Doyle, Michael W.
Doyle, Noreen
Dozier, Kimberly
Draper, William H. III
Drayton, William
Dreier, David T.
Drew, Elizabeth
Dreyfuss, Joel
Dreyfuss, Richard S.
Drezner, Daniel W.
Drobnick, Richard Lee
Drozdiak, William M.
Drucker, Joy E.
Drucker, Richard A.
Druyan, Ann
Dryden, Sam
Duberstein, Kenneth M.
Dubik, James Michael
DuBois, Maurice A.
Dudley, William C.
Duelfer, Charles A.
Duersten, Althea L.
Duffey, Joseph D.
Duffie, David A.
Duffy, Gloria Charmian
Duffy, James H.
DuGan, Gordon F.
Duggan, Tim
Duke, Robin Chandler
Dulá, Sonia L.
Dulany, Peggy
Dunbar, Charles F.
Duncan, Charles William Jr.
Duncan, Graham A.
Dunigan, Patrick Andrew
Dunkerley, Craig G.
Dunn, Lewis A.
Dunn, Michael M.
Dur, Philip A.
Durbin, Brent
Durkin, Patrick J.
Dutt, Mallika
Dworkin, Douglas A.
Dyer, James W.
Dylan, Jesse
Dyran, Karen
Dyson, Esther
E
Ear, Sophal
Easterly, Jennie M.
Eastman, John Lindner
Easum, Donald B.
Eberhard, James Paul
Claus†
Eberhart, Ralph E.
Eberstadt, Nicholas
Echols, Marsha A.
Eck, Bailey Morris
Economy, Elizabeth C.
Ecton, Donna R.
Eddleman, Linda Hiniker
Eddy, Randolph P. III
Edel, Charles Nicholas†
Edelman, Marian Wright
Edelman, Richard Winston
Ederle, Brendan G.
Edington, Mark D.W.
Edley, Christopher Jr.
Edwards, George C. III
Edwards, Howard L.
Edwards, Mickey
Edwards, Robert H.
Edwards, Robert H. Jr.
Effron, Blair
Efros, Laura L.
Egan, Julie M.
Eggers, Thomas E.
Ehrenkranz, Joel S.
Eichengreen, Barry J.
Eichensehr, Kristen E.
Eikenberry, Karl W.
Einaudi, Luigi Roberto
Einhorn, Jessica P.
Einhorn, Robert J.
Eisendrath, Charles R.
Eizenstat, Stuart E.
Elden, Richard
Elders, Christopher C.
Elias, Christopher J.
Ellick, Adam B.
Elliott, Dorinda
Elliott, Inger McCabe
Ellis, James Reed
Ellis, Mark S.
Ellis, Patricia
Ellis, Rodney
Ellison, Keith
Ellison, Keith Paty
El-Shazli, Heba F.
Elson, Edward Elliott
Ely-Raphel, Nancy Halliday
Emanuel, Ezekiel Jonathan
Embree, Ainslie Thomas
Emehelu, Chinonso T.
Emerson, John B.
Emmert, Mark A.
Engel, Richard*
Engelberg, Stephen
Ensor, David B.
Entwistle, L. Brooks
Epstein, Jason
Epstein, Joshua M.
Erb, Guy F.
Erb, Richard D.
Erbsen, Claude E.
Erck, Dara F.
Ercklentz, Alexander T.
Erdmann, Andrew P.N.
Erickson, Andrew S.
Ervin, Clark K.
Escrogima, Ana A.
Esfandiari, Haleh
Esper, Mark T.
Esserman, Susan G.
Esty, Daniel C.
Etzioni, Amitai
Evans, Gail H.
Evans, Harold M.
Evans, Peter C.
Exum, Andrew
F
Factor, Mallory
Fair, C. Christine
Fairman, David M.
Falco, Mathea
Falk, Pamela S.
Falk, Richard A.
Fallon, Robert E.
Fallows, James
Fanton, Jonathan Foster
Faraci, John V. Jr.
Farer, Tom J.
Farkas, Evelyn N.

* Elected to membership in 2014.

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

Farman-Farmaian, Alexander M.
Farmer, Thomas L.
Farnum, Andrew
Farokhi, Amir
Farooqui, Rafay H.
Farrar, Jay C.
Farrar, Stephen Prescott
Farrell, Diana
Faskianos, Irina A.
Fawaz, Leila
Faye, Michael L. †
Fazili, Sameera †
Fazili, Yousra Yousuf
Feigenbaum, Evan A.
Feinberg, Mark B.
Feinberg, Richard E.
Feiner, Ava S.
Feinstein, Dianne
Feinstein, Lee
Feissel, Gustave
Feist, Samuel H.
Feith, Douglas J.
Felbab-Brown, Vanda
Feldman, Alexander C.
Feldman, Daniel F.
Feldman, Mark B.
Feldstein, Martin S.
Feldstein, Steven
Felix, Donald
Fenton, David
Fenzel, Michael R.
Ferguson, Charles H.
Ferguson, James L.
Ferguson, Roger W. Jr.
Ferguson, Tim W.
Fernandes, Benjamin J. †
Fernandez, Jose W.
Fernandez, Katherine Berglund †
Fernholz, Mauricio
Ferrari, Bernard Thomas
Ferrari, Mario B.
Ferré, Helen Aguirre
Ferré, Maurice A.
Ferré Ramirez, Antonio Luis
Ferrell, Lisa Carolyn
Ferrell, Robert S.
Fesharaki, Fereidun
Fessenden, Hart
Fetter, Steve

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

Fick, Nathaniel Charles*
Fiedler, Jeffrey L.
Field, Jennifer
Fields, Bertram H.
Fields, Craig I.
Fife, Eugene V.
Filippelli, Guy Louis
Filippone, Robert J.
Findakly, Hani K.
Finder, Joseph Alan
Findlay, D. Cameron
Finelli, Francis A.
Fink, Laurence D.
Fink, Sheri L.
Finkelstein, Lawrence S.
Finley, Mark*
Finn, Edwin A. Jr.
Finnemore, Martha
Fino, Steven
Finucane, Anne M.
Firestone, Charles M.
Fisch, Jacob
Fisch, Mark
Fischer, Stanley
Fischer Martin, Betsy
Fisher, Julie Ann
Fisher, Peter R.
Fisher, Richard W.
Fisher, Todd A.
Fishlow, Albert
Fishman, Brian Howes
Fishman, Jay S.*
Fisk, Daniel W.
Fitchett, Mercedes Carmela
Fitts, Sarah A.W.
FitzGerald, Frances
Fitzgibbons, John B.
Fitz-Pegado, Lauri J.
Flaherty, Martin S.
Flaherty, Pamela P.
Flaherty, Peter
Flanagan, Stephen J.
Fleischmann, Alan H.
Fleming, Gregory James
Fletcher, Denise K.
Fletcher, Phillip Douglas
Flournoy, Michèle A.
Flynn, Carol
Flynn, George J.
Flynn, John Stratton
Flynn, Mary Laurence
Flynn, Stephen E.
Fn'Piere, Patrick John
Foggo, James G. III
Fogleman, Ronald R.
Foley, S. Robert Jr.

Foley, Thomas C.
Folsom, George A.
Fontaine, Richard H. Jr.
Fontana, David †
Foote, Edward T. II
Foote, William Fulbright
Forbes, Kristin J.
Ford, Celeste V.
Ford, Harold E. Jr.
Ford, Katie
Ford, Paul B. Jr.
Fore, Henrietta Holsman
Forman, Shepard L.
Foroohar, Rana A.
Forrester, Jason William*
Forsythe, Rosemarie
Fosler, Gail D.
Foss, Michelle Michot
Foster, Brenda Lei
Foster, Charles C.
Foster, Jeffrey Alan †
Foster, Kathleen Aldworth
Foster, Richard N.
Fourquet, José A.
Fowler, Jeffrey L.
Fowler, Wyche Jr.
Fox, Christine H.
Fox, Daniel M.
Fox, Donald T.
Fox, Eleanor M.
Fox, Merritt Baker
Fox, Nicole Davison
Foxman, Abraham H.
Fraga Neto, Arminio
Frank, Andrew D.
Frank, Charles R. Jr.
Frankel, Adam Bynoe
Frankel, Adam P. †
Frankel, Francine R.
Frankel, Jeffrey A.
Franklin, Barbara Hackman
Franklin, Robert M.
Franklin, Shirley Clarke
Franklin, William Emery
Fraser, Jane
Frazer, Jendayi E.
Fredman, Jonathan M.
Freedman, Alix M.
Freeman, Bennett
Freeman, Constance J.
Freidheim, Cyrus F.
Freidheim, Scott J.
Freidheim, Stephen C.
Freifeld, Daniel
Freire, Maria C.
Frett, Latanya Mapp*

Freyer, Dana H.
Fribourg, Paul J.
Friedberg, Aaron Louis
Friedberg, Barry S.
Frieden, Thomas R.*
Friedman, Alexander Stephen
Friedman, Alison Kiehl
Friedman, Bart
Friedman, Benjamin M.
Friedman, Fredrica S.
Friedman, Jordana D.
Friedman, Stephen
Friedman, Stephen J.
Friedman, Thomas L.
Friedman, Zachary Adam †
Frieman, Wendy
Friend, Theodore W.
Frist, William H.
Froman, Michael B.G.
Fromkin, David
Frost, Ellen L.
Fry, Earl H.
Fryday, Josh
Frye, Alton
Frye, Timothy Michael
Fuchs, Michael H.
Fudge, Ann M.
Fukushima, Glen S.
Fukuyama, Francis
Fulgham, Alonzo L.
Fuller, William P.
Fulton, Laurie S.
Fung, Mark T.
Fung, Victor K.
Furlaud, Richard Mortimer
Furman, Gail A.
Fusco, Bradley David
Futter, Ellen V.

G
Gabbard, Tulsi †
Gacek, Stanley Arthur
Gaddis, John Lewis
Gadiesh, Orit B.
Gaer, Felice D.
Gaghan, Stephen W.
Gaines, James R.
Gaither, Kendra
Galbraith, James K.
Galbraith, Jean
Galbraith, Peter W.
Gallagher, John Patrick*
Gallagher, Kelly Sims
Gallo, Alexander Michael
Gallo, Rommel Antonio †

Gallogly, Mark T.	Gerber, Sander*	Goel, Anish	Gostin, Lawrence O.
Gallucci, Robert L.	Gerety, Amias M.	Goeltz, Richard Karl	Gotbaum, Victor
Galvis, Sergio J.	Gergen, David R.	Gohar, Kian†	Gottdiener, Noah
Gamble, David Hardt Jr.	Gerhart, Gail M.	Goins, Charlynn	Gottmoeller, Rose E.
Gandhi, Sajit	Germain, Adrienne	Golby, James T.	Gottfried, Kurt
Ganguly, Sumit	Gerschel, Patrick A.	Goldberg, Nicholas	Gottlieb, Geoffrey A.
Gann, Pamela Brooks	Gerson, Allan	Goldberg, Ronnie L.	Gottlieb, Gidon A.G.
Gannon, John C.	Gerson, Elliot F.	Golden, James R.	Gottlieb, Michael J.†
Ganoë, Charles S.	Gerson, Ralph J.	Goldfarb, Deborah	Gottsegen, Peter M.
Garber, Larry A.	Gerstein, Daniel M.	Goldfield, Harold P.	Gould, Cheryl*
Gard, Robert G. Jr.	Gerstell, Glenn S.	Goldfield, Jacob D.	Gould, Peter G.
Gardels, Nathan P.	Gerstner, Louis V. Jr.	Goldgeier, James M.	Gourevitch, Philip D.
Gardner, Anthony Luzzatto	Getler, Michael	Goldin, Harrison J.	Grace, Lola Nashashibi
Gardner, James A.	Gewirtz, Paul David	Goldman, Charles N.	Grady, Robert E.
Gardner, Nina Luzzatto	Geyer, Georgie Anne	Goldman, Guido	Graff, Garrett M.
Gardner, Richard N.	Gfoeller, Joachim Jr.	Goldman, Marshall I.	Graff, Henry Franklin
Garment, Suzanne R.	Gfoeller, Michael	Goldman, Merle D.	Graham, Bob
Garnett, Sherman	Gfoeller, Tatiana C.	Goldman, Neal D.	Graham, Thomas Edward
Garrett, Geoffrey M.	Ghaemi, Hadi	Goldman, Zachary K.†	Graham, Thomas Jr.
Garrett, Laurie	Ghiglione, Loren	Goldmark, Peter C. Jr.	Graham, Thomas W.
Garriott de Cayeux, Laetitia	Gholz, Charles Eugene	Goldsmith, Barbara	Granger, Kay
Garten, Jeffrey E.	Ghori-Ahmad, Safiya J.	Goldsmith, Jack Landman III	Granoff, Michael D.
Garwin, Richard L.	Giacomo, Carol Ann	Goldsmith, Russell D.	Grant, Heidi Honecker
Garza, Antonio Oscar Jr.	Giambastiani, Ed Jr.	Goldstein, Gordon M.	Grant, James D.
Gaston, Erica L.	Giffen, James Henry	Goldstein, Jeffrey A.	Graubard, Stephen Richards
Gates, Henry Louis Jr.	Giffin, Gordon D.	Goldstein, Judith S.	Graves, Christopher J.
Gates, Robert M.	Gil, Andrés Valerio	Goldstein, Judith S.	Gray, C. Boyden
Gati, Charles	Gilbert, G. S. Beckwith	Goldstein, Morris	Gray, Hanna Holborn
Gati, Toby Trister	Gilbert, Jackson B.	Goldstone, Jack A.	Grayer, Cara
Gaudiani, Claire L.	Gilbert, Nili E.M.	Goldwyn, David L.	Gray-Little, Bernadette*
Gause, F. Gregory III	Gilbert, Steven J.	Golhar, Shawn P.M.	Greathead, R. Scott
Gavin, Francis J.	Gill, Bates	Golob, Paul D.	Greco, Richard Jr.
Gavrilis, James A.	Gillette, Michael James	Golodryga, Bianna	Green, Carl J.
Gay, Catherine	Gillis, Ryan†	Golston, Allan C.	Green, Daniel Rogers
Gayle, Helene D.	Gilmore, James S. III	Gomez, Heidi N.	Green, Eric F.
Gedmin, V. Jeffrey	Gilmore, Richard	Gomory, Ralph E.	Green, Jerrold D.
Geier, Philip O.	Gimelli, Noa Catalina	Gompert, David C.	Green, Mark Andrew
Geithner, Timothy F.	Ginsberg, Gary L.	Gonen, Ron	Green, Michael J.
Gelb, Bruce S.	Ginsberg, Marc Charles	Gonzalez, Emilio Tomas	Green, Robert Shane
Gelb, Leslie H.	Ginsburg, Jane C.	Gonzalez, Juan Sebastian	Green, Viviana López†
Gellert, Michael E.	Ginsburg, Ruth Bader	Goodman, Allan E.	Greenberg, Arthur N.
Gellman, Barton	Girald, Catalina	Goodman, Herbert I.	Greenberg, David
Gell-Mann, Murray	Givhan, Walter D.	Goodman, John B.	Greenberg, Evan G.
Gelpern, Anna	Gjelten, Thomas G.	Goodman, Mary Beth	Greenberg, Glenn H.
Geltzer, Joshua A.†	Glaser, Bonnie S.	Goodman, Matthew P.	Greenberg, Glenn H.
Genser, Jared	Glauber, Robert R.	Goodman, Nancy F.*	Greenberg, Jeffrey W.
George, Robert P.	Glennon, Michael J.	Goodman, Ryan	Greenberg, Karen J.
Georgescu, Peter Andrew	Gleysteen, Peter	Goodman, Sherri W.	Greenberg, Lawrence Scott
Gephardt, Richard A.	Glickman, Daniel R.	Gordon, John A.	Greenberg, Maurice R.
Gerber, Burton L.	Glickman, Steven G.	Gordon, Michael R.	Greenberg, Sanford D.
Gerber, Louis	Globerman, Norma	Gordon, Philip H.	Greenberger, Robert Stephen
	Glocer, Thomas H.	Gordon-Hagerty, Lisa E.	Greene, Wade
	Gluck, Carol	Gordon-Reed, Annette	Greenman, Margot Alyse
	Gluck, Frederick W.	Gorelick, Jamie S.	Greenspan, Alan
	Glynn, Jason J.†	Gorman, Monica J.	Greenwald, G. Jonathan
	Godwin, Peter	Horordo, Leonardo Felice†	

* Elected to membership in 2014.

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Greenway, Hugh D.S.
 Green-Weiskel, Lucia†
 Gregg, Donald P.
 Gregorian, Vartan
 Gregson, Wallace C. Jr.
 Grenier, Robert L.
 Grenier, Stephen M.
 Griego, Linda
 Grimes, William W.
 Grinberg, Itai
 Grissom, Janet Mullins
 Grose, Peter
 Gross, Martin J.
 Gross, Patrick W.
 Grossman, Gene M.
 Grossman, Marc
 Grove, Paul C.
 Groves, Bryan N.
 Groves, Ray J.
 Gruman, Jessie C.
 Gruppo, David M.
 Gudwin, Ella R.
 Guengerich, Galen J.
 Guenov, Tressa S.
 Guff, Andrew J.
 Gugliotta, Brian
 Gund, Agnes
 Gunderson, Bryan
 Gundlach, Andrew S.
 Gupta, Sanjay K.
 Gupte, Pranay
 Gustafson, Ellen
 Gutfreund, John H.
 Guth, John H.J.
 Gwertzman, Bernard M.
 Gyari, Lodi Gyaltzen

H

Haas, Mimi L.
 Haass, Richard N.
 Haave, Christopher E.
 Hachigian, Nina L.
 Haddad, Yvonne Yazbeck
 Haddon, Dayle
 Hadley, Stephen J.
 Hafner, Joseph A. Jr.
 Hagel, Chuck
 Hagen, Katherine A.
 Haggard, Stephan
 Hahn, Natalie D.
 Haider, Ziad
 Hailston, Earl B.

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Hajari, Nisid J.
 Hajjar, David Phillip
 Hakakian, Roya
 Hake, James D.
 Haldeman, William E.
 Hale, Christopher D.
 Hale, David D.
 Hale, Lyric Hughes
 Hall, C. Barrows
 Hall, John P.
 Hall, Kathryn Walt
 Hall, Shawn D.
 Hallett, Stephanie L.
 Halper, James D.
 Halperin, David R.
 Halperin, Morton H.
 Haltzel, Michael H.
 Hamburg, David A.
 Hamburg, Margaret Ann
 Hamel, Michael A.
 Hamilton, Charles V.
 Hamilton, Daniel
 Hamilton, Edward K.
 Hamilton, Hugh Gerard Jr.
 Hamilton, John Maxwell
 Hamilton, Lee H.
 Hamilton, Stevie
 Bernard Jr.†
 Hammonds, D. Holly
 Hamre, John J.
 Hancock, Ellen
 Hand, Bailey
 Hand, Lloyd N.
 Hand, Scott M.
 Handelman, Stephen
 Handler, Scott
 Handler, Stephenie Gosnell
 Hanft, Noah
 Hansell, Herbert J.
 Hanson, Gordon H.
 Hantz, Giselle P.
 Hantzopoulos, Paraskeve
 Hardin, Edward J.
 Hardin, Katherine A.
 Harding, Deborah A.
 Harding, Harry
 Hardman, Hilliard†
 Hardman, John Boisfeuillet†
 Hardt, John P.
 Hargrove, John Lawrence
 Hariharan, Hari N.*
 Harlan, Joshua D.
 Harland, Christopher
 Munro
 Harley, Jeffrey Allan
 Harlow, D. Brooke*

Harman, Jane
 Harmon, James A.
 Harney, Alexandra
 Harold, Jacob†
 Harold, Scott W.
 Harpel, James W.
 Harper, Conrad K.
 Harrington, Maureen Ann
 Harris, David A.
 Harris, Jessica
 Harris, Joshua J.
 Harris, Karen*
 Harris, Martha Caldwell
 Harris, Maya L.
 Harrison, Hope M.
 Harrison, Jessica
 Harrison, Michael L.
 Harrison, Todd Samuel
 Harrison, William B. Jr.
 Hart, Clifford Awtrey Jr.
 Hart, Gary
 Hart, Robert C.
 Hart, Todd Christopher
 Hartley, Jane D.
 Hartley, Scott E.†
 Hartman, Arthur A.
 Haseltine, William Alan
 Hashemi, Noosheen
 Haskell, John H.F. Jr.
 Hathaway, James Lindley
 Hathaway, Oona A.
 Hathaway, Robert M.
 Hauge, John Resor
 Hauser, Rita E.
 Hauser, William Locke
 Hausman, Victoria
 Louise Obst
 Havell, Theresa A.
 Hawkins, Ashton
 Hawley, F. William
 Hayden, Michael V.
 Hayes, Jeff W.
 Hayes, Margaret Daly
 Hayes, Michael Edward
 Hayes, Rita Derrick
 Haykel, Bernard A.
 Haynes, Lukas Harrison
 Haynes, Ulric Jr.
 Hays, Laurie
 Hayward, Thomas B.
 Healey, Kerry Murphy
 Healey, Sean M.
 Healy, Thomas P.
 Heaney, Andrew P.
 Heck, Charles B.
 Hecker, Siegfried S.

Heckman, Leila
 Hedstrom, Mitchell W.
 Heep-Richter, Barbara D.
 Heer, Paul
 Heginbotham, Stanley J.
 Hegseth, Pete
 Hehir, J. Bryan
 Heimann, John G.
 Heimbold, Charles A. Jr.
 Heimowitz, James B.
 Heineman, Benjamin W. Jr.
 Heineman, Melvin L.
 Heintz, Stephen B.
 Heinz Kerry, Teresa
 Heleniak, David W.
 Helfer, Michael Stevens
 Helfer, Ricki Tigert
 Helfstein, Scott
 Helgerson, John L.
 Heller, Bridgette P.
 Heller, Rebecca M.
 Heller, Richard M.
 Hellman, Steven E.
 Hellmann, Donald Charles
 Helm, Robert W.
 Helm, Suzanne E.
 Helman, Joseph J.
 Helprin, Mark
 Henderson, Simon*
 Hendricks, Darryll E.
 Hendrickson, David C.
 Henkin, Alice H.
 Henneberg, Tom
 Hennessy, James R.*
 Henninger, Daniel P.
 Henrikson, Alan K.
 Henry, Emil W. Jr.
 Henry, Nancy L.
 Henry, Peter Albert
 Henry, Peter Blair
 Henry, Robert H.
 Hentov, Elliot
 Heppner, Donald Gray Jr.
 Herberger, Roy A. Jr.
 Herbst, Jeffrey I.
 Herman, Laura S.
 Hermann, Charles F.
 Hernandez, Antonia
 Herrera-Flanigan,
 Jessica Rae
 Herrnstadt, Owen Edward
 Hersh, Kenneth A.
 Herskovits, Jean
 Hersman, Rebecca K.C.
 Herspring, Dale R.
 Hertog, Roger

Hertzberg, Hendrik
Hertzberg, Robert M.
Herz, Barbara K.
Herzfeld, Charles M.
Herzstein, Jessica
Herzstein, Robert E.
Hesburgh, Theodore M.
Hess, John B.
Hess, Marlene
Hessler, Curtis A.
Hessman, Robin
Hewko, John P.*
Hewlett, Sylvia Ann
Hexter, James R.
Heyman, Ronnie F.
Heyman, William H.
Hiatt, Fred
Hicks, Irvin
Hicks, John F. Sr.
Hicks, Kathleen Holland
Hicks, Peggy L.
Higginbotham, F. Michael
Higgins, Heather
Richardson
Higgins, Robert F.
Hightower, Edward T.
Hildner, Laura J.†
Hill, Fiona
Hill, J. Tomilson
Hill, James T.
Hill, Janine W.
Hill, Joseph C.
Hill, Pamela
Hill, Raymond D.
Hill, Shephard William
Hill, Steven
Hill, Thomas Matthew†
Hillen, John
Hillman, Jennifer Anne
Hills, Carla A.
Hindery, Leo J. Jr.
Hinerfeld, Ruth
Hines, Rachel
Hinman, Katie†
Hirsch, John L.
Hirschhorn, Abigail M.
Hirsh, Michael P.
Hitz, Frederick P.
Hoagland, Jim
Hoar, Joseph Paul
Hobson, H. Lee
Hochberg, Fred Philip

* Elected to membership in 2014.

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

Hockfield, Susan
Hodes, Matthew
Hodgkinson, Sandra Lynn*
Hodin, Michael W.
Hoeber, Amoretta M.
Hoehn, Andrew R.
Hoehn, William E. Jr.
Hoenlein, Malcolm I.
Hof, Frederic C.
Hoffman, A. Michael
Hoffman, Bruce
Hoffmann, Stanley
Hogan, Jeffrey N.
Hogan, Timothy
Hoge, James F. Jr.
Hoge, Warren
Hoguet, George Roberts
Hoinkes, Mary Elizabeth
Holcomb, Scott
Holden, John L.
Holdren, John P.
Holewinski, Sarah Theresa*
Holgate, Laura S.H.
Hollick, Ann Lorraine
Holliday, Stuart W.
Hollifield, James Frank
Holloway, Dwight F. Jr.
Holmes, Henry Allen
Holmes, Kim R.
Holmes, Stephen T.
Holmgren, Brett Michael†
Holt, Blaine D.
Holtschneider, Dennis H.
Holtzman, Elizabeth
Holum, John D.
Hooda, Sheila
Hooker, Richard D. Jr.
Hope, Judith Richards
Hope, Richard O.
Hopkins, Jonathan James
Horlick, Gary N.
Hormats, Robert D.
Horn, Karen N.
Horn, Sally K.
Horner, Matina Souretis
Hornig, George R.
Hornik, Richard H.
Hornthal, James
Horowitz, Michael C.†
Horton, Robert Scott
Hosmer, Bradley C.
Hoston, Germaine A.
Hottelet, Richard C.
Houck, James W.
Houghton, Amory Jr.
Houghton, James R.

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

I

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

J

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

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

Jordan, Eason
 Jordan, Robert W.
 Jordan, Vernon E. Jr.
 Joseph, Richard A.
 Josephson, William
 Joskow, Paul L.
 Joulwan, George A.
 Judge, Barbara Thomas
 Jumper, John P.
 Junz, Helen B.
 Juster, Kenneth I.

K

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

Kapstein, Ethan B.
 Karabell, Zachary
 Karafa, Kristian C.
 Karalekas, Anne
 Karamanian, Susan L.
 Karatnycky, Adrian
 Karatz, Bruce E.
 Karl, Jonathan David
 Karl, Terry Lynn
 Karlin, Mara E. †
 Karns, Margaret P.
 Karol, Adam
 Karp, Jonathan D.
 Karsner, Andy
 Kasdin, Robert
 Kass, Stephen L.
 Kassalow, Jordan S.
 Kassel, Whitney M.
 Kassinger, Theodore W.
 Kassof, Allen H.
 Kasten, Robert K.*
 Kathwari, Farooq
 Katona, Peter
 Katz, Daniel Roger
 Katz, Robert J.
 Katz, Sherman E.
 Katz, Stanley N.
 Katzenstein, Peter J.
 Kauffman, Richard L.
 Kaufman, Daniel J.
 Kaufman, Henry
 Kaufman, Robert R.
 Kaufman, Zachary Daniel
 Kausner, Gregory M.
 Kavoukjian, Michael E.
 Kay, Kira
 Kaye, Charles R.
 Kaye, Dalia Dassa
 Kaye, David A.
 Kayyem, Juliette N.
 Kazemi, Farhad
 Kea, Charlotte G.
 Kean, Thomas H.
 Keane, John M.
 Keck, Elizabeth Ellen
 Keefe, Patrick S.R.
 Keeler, Timothy J.
 Keen, Purl K.*
 Keenan, Kevin Michael
 Keene, Lonnie
 Keene, Tom*
 Keidan, Jonathan
 Keith, James R.
 Keke, John W.
 Kelleher, Catherine M.
 Keller, Edmond J.

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

* Elected to membership in 2014.

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Kimball, William F.
 Kimmitt, Mark T.
 Kimmitt, Robert M.
 Kimsey, James V.
 Kinane, William Patrick
 King, Charles E.
 King, Elizabeth Lee
 King, Henry L.
 King, Kay
 King, Robert R.
 King, Susan Robinson
 Kingston, Peter R.
 Kingston, Timothy M.
 Kinsella, Kevin J.
 Kipper, Judith
 Kirchhoff, Christopher M.
 Kireopoulos, Antonios
 Steve
 Kiriakou, Heather
 Katherine
 Kirkland, Richard I.
 Kirkpatrick, J. David
 Kirkpatrick, Melanie M.
 Kirshner, Jodie A.
 Kishkovsky, Leonid
 Kissel, Mary E.
 Kissinger, Henry A.
 Kitfield, James*
 Kittrie, Orde F.
 Kizer, Karin L.
 Klaber, Andrew David
 Klarman, Seth A.
 Klatsky, Peter
 Klein, Edward
 Klein, George
 Klein, Jacques Paul
 Klein, Joseph A.
 Kleine-Ahlbrandt,
 Stephanie T.
 Klevatorick, Caitlin B.†
 Klotz, Frank G.
 Klurfeld, James M.
 Knake, Robert K.
 Knapp, Albert Bruce
 Knapp, Steven
 Knee, Jonathan A.
 Knell, Gary E.
 Knight, Edward S.
 Knight, Jessie J. Jr.
 Knudsen, Ciara
 Koellner, Laurette T.
 Kogan, Richard Jay

Koh, Jay L.
 Kohler, Jeffrey B.*
 Kohn, Donald L.
 Kohut, Andrew
 Kojac, Jeffrey
 Kojima, J. Christopher
 Kolb, Charles E.M.
 Kolbe, Jim
 Kolodziej, Edward A.
 Koltai, Steven R.
 Komisar, Lucy
 Kondracke, Morton
 Konzelmann, Joseph†
 Koonin, Steven E.
 Korb, Lawrence J.
 Korgaonkar, Nikhilesh
 Kormi, Nushin
 Kornbluh, Karen
 Kornblum, John C.
 Kosaraju, Akhila
 Kostiw, Michael Vincent
 Kotecha, Mahesh K.
 Kotler, Steven
 Kourakos, William
 Kovner, Bruce S.
 Kramek, Robert E.
 Kramer, J. Reed
 Kramer, Jane
 Kramer, Michael
 Kramer, Orin S.
 Kramer, Steven Philip
 Kranz, Thomas F.
 Krasner, Stephen D.
 Krasno, Richard M.
 Krauss, Clifford
 Krauthammer, Charles
 Kravis, Henry R.
 Kravis, Marie-Josée
 Kreek, Mary Jeanne
 Kreikemeier, Chad
 Krens, Thomas
 Krepinevich, Andrew F.
 Krepon, Michael
 Kreps, Sarah Elizabeth
 Kriegel, Jay L.
 Krikorian, Victoria Reznik
 Krisher, Bernard
 Kristof, Nicholas D.
 Kristoff, Sandra J.
 Kroeger, Kate M.
 Kroenig, Matthew*
 Kronman, Anthony
 Townsend
 Krueger, Anne O.
 Krulak, Charles Chandler
 Ku, Charlotte

Kubarych, Roger M.
 Kuehnast, Kathleen R.
 Kuenstner, Nancy Jo
 Kuiken, Michael
 Kull, Steven G.
 Kullman, Ellen Jamison*
 Kumar, Anil
 Kumar, Maria Teresa
 Kumar, Nisha
 Kumar, Raj Udiaver
 Kumar, Vinay
 Kumar-Sinha, Punita
 Kumra, Raina
 Kundra, Vivek
 Kuniholm, Bruce Robellet
 Kunstadter, Geraldine S.
 Kupchan, Charles A.
 Kupchan, Clifford A.
 Kurth, James R.
 Kurtzer, Daniel C.
 Kurtz-Phelan, Daniel†
 Kuryk, Hildy†
 Kushen, Robert A.
 Kux, Dennis
 Kwoh, Stewart

L
 Labott, Elise
 Labowitz, Sarah†
 Lachman, Jonathan S.
 Ladd, Edward
 Lader, Philip
 Ladislaw, Sarah Olivia
 Ladner, Drew J.
 LaFleur, Vinca
 Lagomasino, Maria Elena
 Lagon, Mark P.
 Lai, Joseph G.
 Laipson, Ellen
 Lake, David A.
 LaMarche, Gara
 Lamb, Denis
 Lambert, Brett B.
 Lambeth, Benjamin S.
 Lamb-Hale, Nicole Yvette
 Lampton, David M.
 Lan, Iris
 Lancaster, Carol J.
 Land, Richard D.
 Landau, George W.
 Lander, Eric S.*
 Lane, Aikojean
 Lane, Charles M.
 Lane, David J.
 Lane, Randall Arthur
 Lane, Robert W.

Laney, James T.
 Langlois, Robert James
 Lanken, Jonathan P.
 LaPalombara, Joseph
 Lapham, Lewis H.
 Lapidus, Gail W.
 Lardy, Nicholas R.
 Lariviere, Richard W.
 Larrabee, F. Stephen
 Larsen, Randall J.
 Larson, Charles R.
 Larson, Ellie K.
 LaSpada, Salvatore
 Lasry, Marc
 Lasser, Lawrence J.
 Lateef, Noel V.
 Lauder, Laura Heller
 Lauder, Leonard A.
 Lauder, Ronald S.
 Lauder, William Philip
 Laudicina, Paul A.
 Lauinger, Philip C. Jr.
 Laurenti, Jeffrey
 Lautenbach, Ned C.
 Lautz, Terrill Edward
 Lavelle, Kathryn C.
 Lavizzo-Mourey, Risa*
 Lawrence, Richard D.
 Lawrence, Robert Z.
 Lawson, Eugene K.
 Lawson, Sandra Guylay
 Lawson-Remer, Terra
 Layne, Christopher
 Lazarus, Shelly B.
 Lazarus, Steven
 Leach, James A.
 Leach, Richard Alan*
 Leader-Chivee, Lauren
 Leaman, J. Welby*
 Leatherman, John Matthew
 LeClerc, Paul
 Lee, David Y.
 Lee, Ellana
 Lee, Esther
 Lee, Isaac
 Lee, Jeffrey Kai-Leung†
 Lee, Jennifer Stuart†
 Lee, Nancy
 Lee, Thea Mei
 Lee, Therese
 Leebron, David W.
 Leedom-Ackerman, Joanne
 Leeds, Jeffrey T.
 Leeds, Roger S.
 Lee-Kung, Dinah
 Leet, Kenneth H.M.

* Elected to membership in 2014.

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

Leffall, LaSalle D. III
 Leggett, Paul Matthews
 Legro, Jeffrey W.
 Legvold, Robert
 Lehman, John F.
 Lehman, Ronald Frank II
 Lehner, Peter H.
 Lehr, Amy Karen
 Lehrer, Jim
 Leich, John Foster
 Leidholdt, Dorchen A.
 Leiter, Michael E.
 Leland, Marc E.
 Leland, Olivia M.
 Lemack, Carie A.
 LeMelle, Gerald A.
 Le Melle, Tilden J.
 Lemkin, Bruce Stuart
 Lemle, J. Stuart
 Lemmon, Gayle Tzemach
 Le Mon, Christopher J.†
 Lempert, Robert J.
 Lenfest, Harold F.
 Lenihan, Ashley Anne
 Thomas†
 Lenihan, Michelle
 Lennon, Alexander T.J.
 Lennox, William J. Jr.
 Lenzen, Louis C.
 LeoGrande, William M.
 Leone, Richard C.
 Leopold, Evelyn R.
 Lesch, Ann Mosely
 Leslie, John W. Jr.
 Lesser, Ian O.
 Lettre, Marcel J. II
 Levensohn, Pascal N.
 Leverett, Flynt L.
 Levi, Michael A.*
 Levin, Herbert
 Levin, John A.
 Levin, Michael Stuart
 Levin, Richard C.
 Levine, Mel
 Levine, Ross
 Levine, Susan B.
 Levinsohn, James A.
 Levinson, Marc
 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.
 Lewin, Leslie A.
 Lewinsohn, Jonathan
 Lewis, Bernard
 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.
 Liberi, Dawn
 Lichtblau, John H.
 Lichtenstein, Cynthia
 Crawford
 Liebenow, Larry A.
 Lieber, James E.
 Lieber, Robert J.
 Lieberman, Joseph I.
 Lieberman, Nancy A.
 Lieberthal, Keith L.
 Lieberthal, Kenneth G.
 Liebman, Jonathan Roy
 Liebowitz, Jessica K.
 Lifton, Robert K.
 Light, Timothy
 Lighthizer, Robert E.
 Lincoln, Edward J.
 Lindberg, Tod
 Lindborg, Nancy Elizabeth
 Linden, Alexandra D.
 Linden, Josephine
 Lindsay, Beverly
 Lindsay, Gregory T.
 Lindsay, James M.
 Linen, Jonathan S.
 Link, Troland S.
 Lipman, Gustave K.
 Lipman, Ira A.
 Lipman, Joanne
 Lipper, Kenneth
 Lippey, Brian C.
 Lippman, Thomas W.
 Lipsitz, Rochelle J.
 Lipsky, John Phillip
 Lipsky, Seth
 Lissakers, Karin M.
 Litan, Robert E.

Little, David
 Littlefield, Elizabeth L.
 Litwak, Robert S.
 Liu, Betty W.
 Liu, Eric P.
 Liu, Yawei*
 Livingston, Robert
 Gerald
 Loaiza, David Jesse
 Lockhart, Dennis P.
 Lodai, Jan M.
 Lodge, George Cabot
 Loeb, Daniel S.
 Loeb, Marshall
 Loewenstein, Andrew B.
 Logan, Francis D.
 Lombardi, Clark B.
 London, Herbert I.
 Long, Mary Beth
 Long, William J.
 Longmuir, Shelley A.
 Longstreth, Bevis
 LoNigro, Christina
 Lopes, Mark
 López Tirú, Lisa
 Loranger, Donald Eugene
 Lord, Bette Bao
 Lord, Kristin M.
 Lord, Winston
 Lorentzen, Oivind III
 Lorimer, Linda Koch
 Loskota, Brie Jeannette†
 Lotrionte, Catherine B.
 Louie, Gilman G.
 Louis, William Roger
 Loury, Glenn Cartman
 Love, Reginald L.
 Lovejoy, Thomas E.
 Lowenkron, Barry F.
 Lowenstein, James G.
 Lowenstein, Price Gordon
 Lowenthal, Abraham F.
 Lowey, Nita M.
 Lowry, Glenn D.
 Loy, Frank E.
 Lozano, Ignacio E.
 Lozano, José Ignacio
 Lozano, Monica C.
 Lu, Li
 Lu, Xiaobo
 Lubin, Nancy
 Lubman, Stanley B.
 Luck, Edward C.
 Luers, Amy*
 Luers, Wendy W.
 Luers, William H.

Lugo, Luis E.
 Lujan, Fernando M.
 Lukatsevich, Ross Z.
 Luke, John A. Jr.
 Lundeberg, Greta
 Lundqvist, Bertil
 Lundstrom, Mark
 Lustick, Ian S.
 Lustig, Matthew J.*
 Lute, Douglas E.
 Lute, Jane Holl
 Luttwak, Edward N.
 Lux, Marshall*
 Luzzatto, Anne R.
 Lyman, Princeton N.
 Lynch, Thomas F. III
 Lyne, Susan Markham
 Lynk, Myles V.
 Lynn, Laurence E. Jr.
 Lynton, Michael M.
 Lyon, David A.†
 Lyon, David W.
 Lyons, James E.
 Lyons, Richard Kent
 M
 Ma, Connie Ye
 Ma, Yong Damien
 Mabry, Marcus B.
 Mabus, Raymond E.
 MacCormack, Charles
 Frederick
 MacDonald, Bruce Walter
 MacDougal, Gary E.
 Mack, Consuelo Cotter
 Mack, J. Curtis II
 Mack, William Brady III
 Mackay, Leo Sidney Jr.
 Mackevich, Eileen R.
 Mackey, Timothy Ken
 Macklin, Ronita
 Madhavan, Akshay
 Maffei, Greg*
 Maguire, John David
 Mahanty, Daniel R.
 Mahmoud, Adel
 Mahnken, Thomas G.
 Mahoney, Paul G.
 Mahoney, Thomas H. IV
 Mai, Vincent A.
 Maier, Charles S.
 Makanju, Anna A.
 Makin, John Holmes
 Makinson, Carolyn
 Mako, William P.
 Makovsky, David

* Elected to membership in 2014.

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Malcomson, Scott
 Malek, Frederic V.
 Malik, Arslan
 Mallery, David W.
 Mallery, Richard
 Mallett, Robert L.
 Malmgren, Harald B.
 Malmgren, K. Philippa
 Maloney, Jason David*
 Malpass, David R.
 Maltese, Michael
 Maltz, Gideon Daniel
 Mamdani, Mahmoud A.
 Manatt, Nikole M. †
 Manca, Marie Antoinette
 Mancuso, Mario
 Mandaville, Alicia Phillips
 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
 Marans, Joel Eugene
 Marchetti, Louis G. III
 Marchick, David M.
 Marcom, John E. Jr.
 Marczak, Jason
 Mares, David Richard*
 Margon, Sarah
 Mariner, Joanne
 Mariotti, Steve J.
 Mark, Hans M.
 Mark-Jusbasche, Rebecca P.
 Marks, Joshua Antoni Meyer
 Marks, Paul A.
 Marlin, Alice Tepper
 Marquet, Louis David
 Marquis, Susan L.
 Marr, Phebe A.
 Marron, Donald B.
 Marsh, Tom F.
 Marshall, Andrew W.
 Marshall, Dale Rogers
 Marshall, F. Ray
 Marshall, Katherine
 Marshall, Zachary Blake

Marteau Emerson,
 Kimberly K.
 Marten, Kimberly Joy
 Martin, Daniel Richard
 Martin, Lynn Morley
 Martin, Susan F.
 Martin, William F.
 Martinez, Roman IV
 Marton, Kati I.
 Maru, Vivek
 Mas, Jorge
 Masin, Michael T.
 Masoud, Tarek
 Massey, L. Camille
 Massey, Walter E.
 Massimino, Elisa C.
 Mastanduno, Michael
 Masters, Carlton A.
 Matheson, Michael J.
 Mathews, Jessica T.
 Mathews, Michael S.
 Mathias, D. Stephen
 Mathias, Dale
 Mathias, Edward J.
 Mathis, Brian Pierre
 Matlock, Jack F. Jr.
 Matos Rodríguez, Félix V.
 Matsukata, Naotaka
 Matthews, Barbara C.
 Matthews, Eugene A.
 Mattox, Gale A.
 Matuszewski, Daniel C.
 Matzke, Richard H.
 Maxwell, Ann Titiev
 Maxwell, Kenneth R.
 Maxwell, Rahsaan
 May, Peter W.*
 Maybank, Alexis Macy
 Mayer, Claudette
 Mayer, Jason D. †
 Mayer, William Emilio
 Mayhew, Alice E.
 Mazur, Jay
 McAfee, William Gage
 McAllister, Jef Olivarius
 McAllister, Singleton B.
 McAndrews, Brendan J. †
 McAuliffe, Jane Dammen
 McBride, Sharon Kelly
 McCaffrey, Barry R.
 McCain, John S. III
 McCann, Edward F. II
 McCarron, Suzanne*
 McCarter, John W. Jr.
 McCarthy, James P.
 McCarthy, Kathleen D.

McCarthy, Terence Arthur
 McCarthy-Beehner, Julie
 McCaw, Craig O.
 McCaw, Susan R.
 McChrystal, Stanley A.
 McClure, Kimberly M.
 McClure, Robert L.
 McClymont, Mary E.
 McConnell, M. Porter
 McCord, Gordon C.
 McCormack, Elizabeth J.
 McCormack, Richard
 Thomas Fox
 McCormick, David H.
 McCouch, Donald G.
 McCoy, Debbie
 McCoy, Jennifer L.
 McCracken, Andrew B. †
 McCray, Ronald David
 McCue, Susan
 McCurdy, Dave K.
 McDermott, Jim
 McDevitt, Sean Daniel
 McDonald, Alonzo L.
 McDonald, Tom
 McDonough, William J.
 McDougall, Gay J.
 McEneaney, Kyle Eamonn
 McEvoy, Edward Bruce
 McFarland, Kathleen Troia
 McFarlane, Jennifer A.
 McFarlane, Robert C.
 McFate, Patricia Ann
 McFaul, Michael A.
 McGarr, Cappy R.
 McGlynn, Margaret*
 McGowan, Alan H.
 McGregor, James L.
 McGurn, William
 McHale, Judith A.*
 McHenry, Donald F.
 McIntosh, Sean Justin †
 McKean, David
 McKenna, Tjada D'Oyen
 McKenney, Morgan
 McKeon, Elizabeth A.
 McKibben, Tracy B.
 McLarty, Thomas F. III
 McLaughlin, Charles
 James IV
 McLaughlin, John E.
 McLean, Jeffrey J.
 McLean, Mora L.
 McLean, Sheila Avrin
 McLin, Jon Blythe
 McManus, Doyle

McMaster, Herbert
 Raymond
 McMullin, D. Evan
 McNamara, Dennis L.
 McNamara, Kathleen R.
 McNamara, Thomas E.
 McNamer, Bruce W.
 McNaugher, Thomas L.
 McNeese, Thomas D.
 McPeak, Merrill A.
 McPherson, M. Peter
 McQuade, Lawrence C.
 McRaven, William H.*
 McWade, Jessica C.
 Meacham, Carl E.
 Meacham, Jon
 Mead, Dana G.
 Mead, E. Scott
 Mead, Walter Russell
 Meadows, Jeanne Terry
 Mearsheimer, John J.
 Medavoy, Mike
 Medawar, Adrienne
 Medina, Kathryn B.
 Medish, Mark Christian
 Meeker, Mary*
 Meeks, James Joseph †
 Meers, Sharon I.
 Meertens, Michelle A.
 Meese, Michael J.
 Mehlman, Kenneth B.
 Mehra, Sanjeev K.
 Mehreteab, Ghebre Selassie
 Mehta, Probir J.
 Mehta, Ved
 Meigs, Montgomery C.
 Meiman Hock, Kellie
 Meisels, A. Greer
 Meissner, Doris M.
 Melby, Eric D.K.
 Melia, Allison
 Melin, Nicholas O'Brien
 Melloan, George R.
 Melton, Carol A.
 Melwani, Anish*
 Mendelson, Sarah E.
 Mendelson Forman,
 Johanna Sebastian
 Mendillo, Jane L.*
 Mendlovitz, Saul H.
 Mendonca, Lenny
 Mendoza, Roberto G.
 Meng, Sue
 Menon, Rajan
 Menschel, Robert B.
 Merisotis, Jamie P.*

* Elected to membership in 2014.

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Merkel, Claire Sechler
Merkel, David A.
Meron, Theodor
Merow, John E.
Merritt, Jack Neil
Merszei, Zoltan
Mesdag, Willem
Meselson, Matthew S.
Meserve, Richard A.
Mestres, Ricardo A. Jr.
Metzl, Jamie Frederic
Meyer, Edward C.
Meyer, Karl E.
Meyer, Laurence H.*
Meyer, Michael Ryder
Meyer, Noa
Meyerman, Harold J.
Meyers, Hannah Elka†
Michaels, Marguerite
Michel, Christopher
Prentiss
Mickiewicz, Ellen
Midgley, Elizabeth
Mihaly, Eugene B.
Mikell, Gwendolyn
Mikolay, Justin
Miles, Edward L.
Milestone, Judith B.
Millard, Robert B.
Miller, Aaron David
Miller, Alisa
Miller, Anthony Murray
Miller, Brian Andrew†
Miller, Charles R.
Miller, Christopher D.
Miller, David Charles Jr.
Miller, Debra Lynn
Miller, Eyrique V. Jr.
Miller, Franklin C.
Miller, Heidi G.
Miller, Ingrid C.
Miller, James N. Jr.*
Miller, Judith
Miller, Ken
Miller, Linda B.
Miller, Matthew L.
Miller, Rodrick T.
Miller, Scott L.
Miller, Thomas J.
Miller, William Green
Miller, William Scott II
Millington, John A.
Mills, Bradford

Mills, Karen Gordon
Mills, Susan Linda
Milner, Helen V.
Milrod, Donna
Mintz, Daniel R.
Mir, Aimen N.
Mirchandani, Bhakti
Ramesh†
Miscik, Jami
Mishkin, Alexander V.
Misko, Sean Andrew†
Mitch, Ian Scott†
Mitchell, Andrea
Mitchell, Arthur M. III
Mitchell, George J.
Mitchell, Marc†
Mitchell, Patricia E.
Mitchell, Wandra G.
Mitre, Richard James†
Mize, David M.
Mizel, Larry A.
Mochizuki, Kiichi
Modi, Kalpen Suresh
Moe, Sherwood G.
Moffett, George D.
Mohamed, Saira†
Mohandas, Siddharth†
Mohyeldin, Ayman†
Molano, Walter Thomas
Monaco, Lisa O.
Mondale, Walter F.
Moneyhon, Matthew
Moniz, Ernest J.
Montañez, Benjamin A.†
Montelongo, Michael
Montgomery, George
Cranwell
Montgomery, Harold H.
Montgomery, Mark C.
Montgomery, Parker G.
Montoya, Manuel-Julian
Moock, Joyce Lewinger
Moody, Jim
Moody, William S.
Moore, Brandon David†
Moore, John J. Jr.
Moore, John M.
Moore, John Norton
Moore, Jonathan
Moore, Julia A.
Moorman, Thomas S. Jr.
Moose, George E.
Mora, Alberto J.
Mora, Antonio G.
Moran, Michael E.
Moran, Terence P.
Moran, Theodore H.

Moravcsik, Andrew
Morell, Michael J.
Morey, David Edward
Morgan, Charlotte M.
Morin, Jamie Michael*
Morningstar, Richard L.
Morris, Charles R.
Morris, Frederic A.
Morris, Nate†
Morrison, J. Stephen
Morrisey, Arthur C.
Morse, Edward L.
Morse, Kenneth P.
Morse, Stephen S.
Mortimer, David H.
Mosbacher, Robert A. Jr.
Moseley, T. Michael
Moser, Joel H.
Moses, Alfred H.
Mosettig, Michael David
Moskow, Michael H.
Moss, Ambler H. Jr.
Moss, Ian C.
Moss, Jeff
Moss, Todd J.*
Mossman, James
Motley, Joel W.
Mottahedeh, Roy P.
Motulsky, Daniel T.
Mouat, Lucia
Moyer, Homer E. Jr.
Mroz, John Edwin
Mudd, Daniel H.
Mudd, Margaret F.
Mujal-Leon, Eusebio
Mukhopadhyay, Dipali†
Mukunda, Gautam
Mulberger, Virginia A.
Mulford, David C.
Mullaney, Craig M.
Mullen, Michael G.*
Muller, Edward R.
Mundie, Craig James
Muñoz, George
Munroe, Alexandra
Kneeland
Munsch, Stuart B.
Murase, Emily Moto
Murdoch, Rupert
Murdock, Deroy
Murphy, Clarke*
Murphy, Ewell E. Jr.
Murphy, Richard W.
Murray, Alan S.
Murray, Douglas J.
Murray, Ian P.
Murray, Janice L.

Murray, Lori Esposito
Murray, Robert J.
Musham, Bettye Martin
Muthiah, Radha
Mutua, Makau W.
Muzinich, Justin George
Myers, 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.
Naím, Moisés
Nájera, Peter F.
Najmi, Rosita†
Nakhleh, Emile A.
Napoli, Matthew Clark†
Napolitano, Janet A.
Narasimhan, Laxman*
Nash, Nicholas A.
Nash, William L.
Nasr, Vali R.
Nathan, James A.
Nathanson, Marc B.
Nathoo, Raffiq A.
Nau, Henry R.
Naughton, Barry J.
Navab, Alexander
Neal, Jeffrey C.
Neal, Stephen L.
Nealer, Kevin G.
Nederlander, Robert Jr.
Negron, Michael Angelo
Negroponte, Diana Villiers
Negroponte, John D.
Neier, Aryeh
Nelson, Alyse
Nelson, Anne
Nelson, Daniel N.
Nelson, Richard D.
Nelson, Robert L. Jr.
Nelson, Thomas C.
Nemeroff, Theodore
Nathan
Nepomnyashchy, Catharine
Theimer
Nesbit, Lynn
Neuberger, Anne
Neuger, Win J.

* Elected to membership in 2014.

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

Neuman, Stephanie G.
 Neureiter, Norman P.
 Newberg, Esther R.
 Newburg, Andre
 Newcomb, Nancy S.
 Newell, John F. III
 Newhouse, John
 Newman, Jay H.
 Newman, Pamela J.
 Newman, Pauline
 Newman, Priscilla A.
 Newman, Richard T.
 Newton, M. Diana Helweg
 Nguyen, Ha Nhu
 Nicholas, N. J. Jr.
 Nichols, Rodney W.
 Nicholson, Jan
 Nides, Thomas R.
 Niehuss, John M.
 Niehuss, Rosemary Neaher
 Nielsen, Nancy
 Nielsen, Suzanne Christine
 Nilsson, Keith R.
 Nilsson, Kenneth A.
 Nimetz, Matthew
 Nimr, Amer N.
 Nitze, William A.
 Noam, Eli M.
 Nolan, Janne Emilie
 Nolan, Leigh Elizabeth†
 Nolan, Robert
 Noland, Marcus
 Nolte, William M.
 Nonacs, Eric Steven
 Noonan, Peggy
 Norman, William S.
 Norquist, Grover Glenn
 Northup, Nancy J.
 Norton, Augustus Richard
 Norton, Burke Fremont
 Norton, Eleanor Holmes
 Norton, Patrick M.
 Nossel, Suzanne F.
 Noto, Lucio A.
 Novack, Lynne Dominick
 Novogratz, Jacqueline
 Novotny, Thomas E.
 Nuechterlein, Jeffrey D.
 Nunn, Sam
 Nusratty, Timur
 Nussbaum, Bruce
 Nuzum, Henry G. †
 Nye, J. Benjamin H.

Nye, Joseph S. Jr.
 Nye, Seth

O

Oakley, David P.
 Oat-Judge, Siobhan
 Obey, David R.
 O'Brien, James C.
 Ocampo, Juan
 Ochoa-Brillembourg, Hilda
 O'Cleireacain, Carol
 O'Connor, Eileen M.*
 Odeen, Philip A.
 Odell, Jamieson Meldal
 Odell, John S.
 Odum, Marvin E. III
 Oettinger, Anthony G.
 Offenheiser, Raymond C. Jr.
 Offit, Morris W.
 O'Flaherty, J. Daniel
 Oh, Kongdan
 O'Hanlon, Michael
 O'Hearn, Katherine I.
 Ohtagaki, Johna
 Ojito, Mirta
 O'Keefe, Daniel
 Okobi, Ebelechukwu
 Adaeze*
 Olayan, Hutham S.
 Oliver, April A.
 Oliver, John L. III
 Olivera, Armando J.*
 Ollivant, Douglas A.
 Olson, Jane T.
 Olson, Lyndon L. Jr.
 Olson, Ronald L.
 Olver Parchi, Parizad June
 O'Malley, Cormac K.H.
 Omestad, Thomas E.
 O'Neal, E. Stanley
 O'Neil, Kathleen A.
 O'Neil, Michael J.
 O'Neil, Shannon K.*
 O'Neill, Brian Deveraux
 O'Neill, Matthew
 Onek, Joseph N.
 Onyeagoro, Obinna A. Jr.
 Oppenheimer, Andres M.
 Oppenheimer, Michael F.
 O'Prey, Kevin P.
 Orbach, Ashley Kushner
 Orbach, Benjamin
 Ordway, John M.
 O'Reilly, David J.
 Orentlicher, Diane
 Orlins, Stephen A.
 Ornstein, Norman J.

O'Rourke, Patrick J.
 Orr, Robert C.
 Orrenius, Pia M.
 Orszag, Peter R.
 Osborn, John E.
 Osborne, Richard de J.
 Osius, Margaret Elizabeth
 Osmer McQuade, Margaret
 Osnos, Evan L.R.
 Osnos, Peter L.W.
 Osnos, Susan Sherer
 Osterholm, Michael T.
 Osterling, Scott
 O'Sullivan, Meghan L.
 Otero, Maria
 O'Toole, Tara Jeanne
 Ovitz, Michael S.
 Owen, Roberts Bishop
 Owens, James W.
 Owens, Missy
 Owens, William A.
 Oxman, Bernard H.
 Oxman, Stephen A.
 Oxnam, Robert B.
 Oye, Kenneth A.

P

Paal, Douglas Haines
 Pachios, Harold C.
 Packard, George R.
 Padmanabhan, Vijay M.
 Padrón, Eduardo J.
 Page, Carter W.
 Paine, D. Thompson†
 Paine, George C. II
 Paisner, Bruce Lawrence
 Pakula, Hannah C.
 Palmer, Matthew A.
 Palmisano, Samuel J.
 Pandith, Farah Anwar
 Papagapitos, Ariadne
 Paperin, Stewart J.
 Parasiliti, Andrew
 Pardee, Scott E.
 Pardes, Herbert
 Pardew, James W.
 Parekh, Deven J.*
 Parekh, Sanjay
 Parent, Louise M.
 Paris, Jonathan
 Parker, C. Allen
 Parker, Elizabeth Rindskopf
 Parker, Jay M.
 Parker, Michelle S.
 Parker, Ned
 Parker, Penny L.
 Parker Feld, Karen

Parkinson, Roger P.
 Parks, Michael Christopher
 Parnell, Sean*
 Parsky, Gerald L.
 Parsons, Richard D.
 Pascal, Alexander
 Pascoe, B. Lynn
 Pascual, Carlos E.
 Passer, Juliette M.
 Passman, Pamela S.
 Pate, R. Hewitt
 Patel, Vishal P.
 Patrick, Hugh T.
 Patrick, Stewart M.
 Patricof, Alan Joel
 Patricof, Jonathan
 Patricof, Susan E.
 Patrikis, Ernest T.
 Patron, Michelle N.
 Patterson, Nicholas
 Patterson, Patricia M.
 Patterson, Rebecca Damm
 Patterson, Richard North*
 Pattiz, Norman J.
 Paul, Douglas L.
 Paul, Roland A.
 Paulikas, Steven
 Paulson, Henry M. Jr.
 Paulson, John Alfred
 Paulus, Judith K.
 Paumgarten, Nicholas
 Biddle
 Paxson, Christina H.
 Pearl, Jonathan J.
 Pearlstine, Norman
 Peckham, Gardner G.
 Pedersen Thomas, Leah
 Pederson, Rena M.
 Peek, Andrew L.
 Pell, Herbert Claiborne
 Pelletreau, Robert H. Jr.
 Peña, Federico F.
 Penn, Lawrence Edward III
 Penn, Mark Jeffrey
 Peraino, Kevin J.
 Perella, Joseph R.
 Perez, Antonio F.
 Perez, David
 Perez, Luis J.
 Pérez-Stable, Marifeli
 Perkin, Linda J.
 Perkins, Edward J.
 Perkins, Roswell B.
 Perkovich, George R.
 Perlman, Janice Elaine
 Perlmutter, Barbara S.
 Perlmutter, Louis

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

Permesly, Jennifer L.†
 Perritt, Henry H. Jr.
 Perry, June Carter
 Perry, Rania C.
 Perry, Robert C.
 Perry, William J.
 Persico, Joseph E.
 Peters, Mary Ann
 Peters, Michael P.
 Petersen, Mathew Scott
 Peterson, Holly
 Peterson, Michael A.
 Peterson, Peter G.
 Petraeus, David H.
 Petree, Richard W. Jr.
 Petri, Thomas E.
 Pettibone, Peter J.
 Petty, John R.
 Peyronnin, Joseph Felix
 Pfaltzgraff, Robert L. Jr.
 Pfeiffer, Jane Cahill
 Pfeiffer, Leon K.
 Pfeiffer, Steven B.
 Phan, Dang Tan
 Pharr, Susan J.
 Phelps, Edmund S.
 Pillion, Suzanne Kathryn†
 Phillips, Cecil M.
 Phillips, David L.
 Phillips, Jeanne L.
 Phillips-Barrasso, Kate
 Pickering, Thomas R.
 Piedra, Alberto M. Jr.
 Pierce, John vanden Heuvel
 Pierce, Lawrence W.
 Pierce, Ponchitta
 Piercy, Jan
 Pierre, Andrew J.
 Pifer, Steven K.
 Pigott, Charles M.
 Pike, John E.
 Pilgrim, Kathryn
 Pillar, Paul R.
 Pillsbury, Marnie S.
 Pillsbury, Michael
 Pilon, Juliana Geran
 Pincus, Walter H.
 Pipes, Daniel
 Pipes, Richard
 Pisano, Anthony Robert
 Pitts, Joe W. III
 Pitts-Kiefer, Samantha

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

Pizzarello, Louis D.
 Plasencia, Jorge
 Platt, Alan A.
 Platt, Alexander H.
 Platt, Nicholas
 Platt, Sheila Maynard
 Plattner, Marc F.
 Plepler, Richard L.
 Plutzik, Jonathan
 Poats, Rutherford M.
 Pocalyko, Michael Nicholas
 Podhoretz, John
 Pogue, Richard W.
 Poizner, Stephen L.
 Pokempner, Dinah R.
 Polan, Mary Lake
 Polk, William R.
 Pollack, Carol A.
 Pollack, Gerald A.
 Pollack, Jonathan D.
 Pollack, Kenneth Michael
 Pollack, Lester
 Pollard, Neal A.
 Pollock, Robert Lansing
 Pond, Elizabeth
 Poneman, Daniel Bruce
 Pool-Eckert, Marquita J.
 Popadiuk, Roman
 Popat, Pranav Pravin†
 Popkin, Anne B.
 Popp, John G.*
 Porat, Ruth
 Porges, Marisa L.
 Porreca, Nicole Anne†
 Porter, John Edward
 Portes, Richard
 Porzecanski, Arturo C.
 Posen, Adam S.
 Posen, Barry R.
 Posner, Michael
 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.
 Pozen, Robert C.
 Pranger, Robert J.
 Prasso, Sheridan
 Pregonzer, Arian L.

Press, William H.
 Pressler, Larry
 Preston, Stephen W.
 Prewitt, Kenneth
 Price, Bryan
 Price, Daniel M.
 Price, Jonathon David†
 Price, Raymond K. Jr.
 Price, Robert
 Price, Steven
 Priest, William W. Jr.
 Prieto, Daniel B. III
 Prince, Charles O. III
 Prince, Charles O. IV
 Pritzker, Penny S.
 Pritzker, Thomas J.
 Probasco, Emelia S.
 Proenza, Luis M.
 Prueher, Joseph Wilson
 Pryce, Jeffrey F.
 Puchala, Donald James
 Puckett, Robert H.
 Pulling, Edward L.
 Pulling, Thomas L.
 Purcell, Susan Kaufman
 Puri, Shaifali
 Pursley, Robert E.
 Putnam, Robert D.
 Pyle, Kenneth B.
 Pyle, Michael Jason

Q

Qalbani, Adeel
 Quainton, Anthony C.E.
 Quam, Lois E.
 Quandt, William B.
 Quarcoo, Ashley Juliette†
 Quartel, Robert Jr.
 Quelch, John Anthony
 Querrey, Kimberly*
 Quigley, Kevin F.F.
 Quinn, Jane Bryant
 Quintanilla, Pablo B.
 Qureshi, Rabia

R

Raab, Jennifer J.
 Raas, Whitney
 Rabb, Bruce
 Rabin, Stuart J.*
 Radia, Kirit M.†
 Radtke, Robert W.
 Rahman, Anika
 Rahman, Zeenat
 Raimondo, Gina
 Raines, Franklin D.

Raisian, John
 Ramakrishna, Kilaparti
 Ramamurthy, Pradeep†
 Raman, Aneesh
 Ramaswamy, Sangeetha
 Ramchandani, Sunny
 Ramer, Bruce M.
 Ramirez, Lilia L.
 Ramo, Simon
 Ramsay, Alston
 Ramsey, W. Russell
 Randall, Lisa
 Randolph, R. Sean
 Randt, Clark T. Jr.
 Rankin, Clyde E. III
 Raphel, Robin Lynn
 Rapp, Edward J.
 Rappaport, Alan
 Rascoff, Samuel James
 Rashid, Hussein
 Ratchford, J. Thomas
 Rather, Dan
 Ratner, Ely S.
 Ratnesar, Romesh M.
 Rattner, Steven L.
 Rattray, Gregory John
 Rauch, Rudolph S.
 Rauert, Tyler Reid
 Raul, Alan Charles
 Raustiala, Kal
 Raval, Aditya Mahendra
 Ravenal, Earl C.
 Ravich, Samantha F.
 Ravitch, Richard
 Raymond, David A.
 Raymond, Douglas A.
 Raymond, Lee R.
 Reade, Claire E.
 Realuyo, Celina B.
 Rebolledo, Iván C.
 Reckford, Jonathan T.M.
 Rediker, Douglas Alan
 Reed, Charles B.
 Reed, Jack
 Reed, Joseph Verner
 Reed, Lucy Ferguson
 Reese, William Sears
 Reeves, Samuel Jesse†
 Reffkin, Robert
 Regan, Ned
 Regens, James L.
 Reichert, William M.
 Reid, Rob*
 Reif, Leo Rafael
 Reiling, Peter A.
 Reilly, Saskia Shane

Reilly, William K.
 Reimer, Dennis Joe
 Reimers, Fernando Miguel
 Reinhardt, John E.
 Reinhart, Carmen M.
 Reinhart, Vincent*
 Reinharz, Jehuda
 Reisman, William Michael
 Reiss, Mitchell B.
 Rejto, Khadija
 Remache, Julie Ann
 Remington, Thomas F.
 Remnick, David J.
 Remy, Luce M.
 Renan, Daphna
 Renfrew, Charles Byron
 Rennie, Milbrey
 Rennie, Renate
 Renuart, Victor Eugene Jr.
 Reppert, John C.
 Resnicoff, Arnold E.
 Ressel, Teresa M.
 Reuter, Timothy
 Revere, Evans J.R.
 Revesz, Richard L.
 Revzin, Philip S.
 Rhinesmith, Stephen H.
 Rhodes, William R.
 Ricardel, Mira R.
 Riccardi, Steven Matthew†
 Rice, Condoleezza
 Rice, Donald S.
 Rice, Joseph Lee III
 Rice, Susan E.
 Rich, Michael D.
 Richard, Anne C.
 Richards, Nicholas S.†
 Richards, Paul G.
 Richardson, Frank E.
 Richardson, Henry J. III
 Richardson, William B.
 Richardson, William R.
 Richardson, Yolonda C.
 Richburg, Keith B.
 Richter, Anthony
 Riddell, Malcolm
 Ridgway, Rozanne L.
 Rieff, David
 Rielly, John E.
 Rieschel, Gary E.
 Riffat, Imran
 Rifkind, Robert S.

Rinehart, Brooke†
 Riordan, Michael L.
 Riotta, Giovanni
 Rishikof, Harvey
 Ritch, John B. III
 Rivkin, David B. Jr.
 Rivkin, David W.
 Rivlin, Alice M.
 Rizk, Nayla M.
 Roach, Stephen S.
 Robb, Charles S.
 Robbins, Carla Anne
 Robbins, Elizabeth Jane
 Robbins, Jeremy†
 Robbins, Rachel F.
 Robert, Stephen
 Roberts, Bradley H.
 Roberts, Carter S.*
 Roberts, John J.
 Roberts, Walter R.
 Robertson, Charles K.*
 Robichaud, Carl Alexander
 Robinson, Barbara Paul
 Robinson, David Z.
 Robinson, Davis R.
 Robinson, Guyton Lee
 Robinson, James D. III
 Robinson, Janet L.
 Robinson, Linda
 Robinson, Pearl T.
 Robison, Olin C.
 Rocca, Christina B.
 Rocha, V. Manuel
 Rochberg, Daniel Robert
 Roche, James G.
 Rockefeller, David
 Rockefeller, David Jr.
 Rockefeller, John D. IV
 Rockefeller, Mark L.†
 Rockefeller, Nicholas
 Rockefeller, Steven C.
 Rockett, Jason Mitchell†
 Rockwell, Hays H.
 Rockwell, Keith McElroy
 Rodin, Judith
 Rodman, Lindsay L.
 Rodriguera, Sergio Jr.
 Rodriguez, Eric†
 Rodriguez, Jorge Javier
 Rodriguez, Rita M.
 Rodriguez, Stephen P.
 Rodrik, Dani
 Roedy, Bill
 Roett, Riordan
 Rogers, Edward M. Jr.
 Rogers, James E.

Rogers, John M.
 Roggero, Frederick F.
 Rogoff, Kenneth S.
 Rohan, Karen M.
 Rohatyn, Felix G.
 Rohlen, Thomas P.
 Rohlfling, Joan
 Rokke, Ervin J.
 Roman, Nancy Ellen
 Romanowski, Alina L.
 Romer, Paul
 Romero, Philip Joseph
 Romero-Barcelo, Carlos A.
 Rometty, Virginia M.
 Romig, Alton D. Jr.
 Rondeau, Ann E.
 Rooney, Megan E.
 Roosevelt, Theodore IV
 Roper, William Bruce Jr.†
 Rose, Charles Peete Jr.
 Rose, Daniel
 Rose, Elihu
 Rose, Gideon
 Rose, Joseph B.
 Rose, Marshall
 Rosecrance, Richard
 Rosen, Amy M.
 Rosen, Daniel H.
 Rosen, Gary
 Rosen, Jack
 Rosen, Jeffrey A.
 Rosen, Robert L.
 Rosenberg, Mark B.
 Rosenberg, Zeda F.
 Rosenblatt, Lionel A.
 Rosenblatt, Peter R.
 Rosenblum, Mort L.
 Rosenfeld, Gerald
 Rosenfield, Patricia L.
 Rosenkranz, Robert
 Rosensweig, Jeffrey A.
 Rosenthal, Andrew M.
 Rosenthal, Douglas Eurico
 Rosenthal, Jacob
 Rosenthal, Joel H.
 Rosenthal, Mitchell S.
 Rosenwald, E. John Jr.
 Rosenwald, Nina
 Rosenzweig, Robert M.
 Rosett, Claudia
 Rosner, Jeremy D.
 Rosol, Michael S.
 Rosovsky, Henry
 Ross, Christopher W.S.
 Ross, Dennis B.
 Ross, Gary N.

Ross, Robert S.
 Ross, Thomas Jr.
 Rossabi, Morris
 Rosso, David J.
 Rossotti, Charles O.
 Rostow, Nicholas
 Rotberg, Robert I.
 Roth, Kenneth
 Roth, Stanley O.
 Rothkopf, David Jochanan
 Rottenberg, Linda D.
 Roubini, Nouriel
 Roughead, Gary
 Route, Ronald A.
 Rovine, Arthur W.
 Rowen, Henry S.
 Rowny, Edward L.
 Roy, J. Stapleton
 Rubenstein, David M.
 Rubenstein, Leonard S.
 Rubin, Arthur Mark
 Rubin, Barnett R.
 Rubin, Gretchen C.
 Rubin, James P.
 Rubin, Nancy H.
 Rubin, Nilmini Gunaratne
 Rubin, Robert E.
 Rubin, Trudy S.
 Rudder, Philip C.
 Rudenstine, Neil L.
 Rudin, William C.
 Ruenitz, Robert M.
 Ruger, Jennifer Prah*
 Ruggie, John G.
 Ruggiero, Anthony II
 Rugh, William A.
 Rumbaugh, Russell
 Rumer, Eugene B.
 Runde, Daniel FitzGerald
 Runge, Carlisle Ford
 Rupp, George
 Russell, Bradley S.
 Rutherford, Alanna C.
 Ryan, John T. III
 Ryan, Jordan Dimock
 Ryan, Kevin P.
 Ryan, Mary C.
 Ryan, Patrick G. Jr.
 Ryan, Patrick Kevin†

S
 Sabonis-Helf, Theresa
 Sachs, Jeffrey D.
 Sachs, Philippe Eric
 Sacks, Paul M.
 Sadat, Leila Nadya

* Elected to membership in 2014.

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Saeed, Ahmed M.	Sawyer, Diane	Schreiber, Brian T.	Sewall, Sarah
Sagan, Scott D.	Sawyers, Charles L.*	Schroeder, Christopher	Sexton, John E.
Saghri, Faraj	Scarborough, Charles J.	Matthew	Seymour, Frances J.
Sakoian, Carol Knuth	Schacht, Henry B.	Schubert, Richard Francis	Shackelford, Scott James†
Salacuse, Jeswald William	Schade, Karl M.	Schuepbach, Martin A.	Shafer, D. Michael
Salam, Reihan	Schadlow, Nadia	Schuker, Jill A.	Shafer, Jeffrey R.
Salazar, Ana Maria	Schaefer, Ahren Joseph†	Schulhof, Jonathan N.	Shah, Raj
Salbi, Zainab	Schaffer, Howard Bruner	Schulhof, Lesley Gurkin	Shahbandar, Oubai
Saleh, Ulla Rickert	Schaffer, Teresita C.	Schulhof, Michael Peter	Shailor, Barbara
Salem, George R.	Schaible, Damian S.	Schultz, Tammy S.*	Shalala, Donna E.
Salikuddin, Tamanna	Schake, Kori	Schulz, Lauren Gabrielle	Shambaugh, David
Salomon, David R.	Schearer, S. Bruce	Schulz, William F.	Shanker, Thomas Daniel
Salomon, Richard E.	Schecter, Jerrold L.	Schumacher-Matos,	Shapiro, Andrew J.
Salomon, William R.	Schecter, Kate S.	Edward	Shapiro, Ian
Salzman, Anthony David	Scheffer, David J.	Schwab, George D.	Shapiro, Isaac
Samore, Gary	Scheinman, Lawrence	Schwab, Susan Carroll	Shapiro, Jacob Norman
Samper, Cristián T.	Schell, Orville Hickok	Schwalbe, Nina Rebecca	Shaplen, Jason T.
Sample, Steven B.	Schell, Theodore H.	Schwartz, Bernard L.	Sharenow, Greg
Samuels, Barbara Christie II	Schenck, Kristine	Schwartz, Daniel Ian	Sharma, Amit
Samuels, Leslie Bernard*	Scher, Adam Anthony†	Schwartz, Eric Paul	Sharma, Deven
Samuels, Michael A.	Scher, Peter L.	Schwartz, Norton A.	Sharp, Adam Mikael†
Samuels, Richard J.	Schick, Thomas	Schwartz, Peter	Sharp, Daniel A.
Sanchez, Francisco J.	Schieffer, Bob L.	Schwarz, Adam	Shattuck, John
Sanchez, Miguel Antonio	Schiff, Robert	Schwarz, David Alan	Shattuck, Megan
Sanchez, Orlando	Schifter, Richard	Schwarz, William W.	Sheehan, Kevin P.
Sandalow, David	Schiller, Vivian L.	Schwarzman, Stephen A.	Sheehan, Michael A.
Sandberg, Sheryl K.	Schlein, Michael Edward	Schwebel, Stephen M.	Sheeran, Josette M.
Sandel, Michael J.	Schlesinger, David Adam	Sciolino, Elaine F.	Sheets, Nathan
Sander, Alison B.	Schlesinger, Leonard A.	Sciutto, James E.	Sheffield, Jill W.
Sanders, Barry A.	Schlesinger, Stephen C.	Scott, Jeannine B.	Sheldon, Eleanor B.
Sanders, Marlene	Schlickemaier, William	Scott, Robert A.	Shelley, Louise I.
Sanderson, Steven E.	Schlosser, Herbert S.	Scotten, Hagan C.	Shelp, Ronald K.
Sands, Amy	Schmemann, Anya	Scowcroft, Brent	Shelton, Joanna Reed
Sanger, David E.	Schmemann, Serge	Scully, Timothy R.	Shelton-Colby, Sally A.
Sanghvi, Sunil*	Schmerin, Daniel E.†	Sears, Jonathan E.	Shenai, Neena G.
Santosham, Shireen Hannah	Schmidt, Benno Jr.	Seaton, Edward L.	Shenk, George H.
Sapiro, Miriam	Schmidt, Eric	Seaton, James B. III	Shepard, Stephen B.
Sapolsky, Harvey M.	Schmitt, Eric P.	Sechser, Todd S.	Shepardson, Robert
Sapp Mancini, Angela	Schmitt, Michael N.*	Segal, Susan Louise	Thomas
Sapra, Puneet	Schmoke, Kurt L.	Sehgal, Kabir	Shepherd, J. Michael
Sargeant, Stephen Thomas	Schnabel, Rockwell A.	Seib, Gerald F.	Sheriff, Alan R.
Sarotte, Mary Elise	Schneider, Jan	Seibold, Frederick C. Jr.	Sherman, Wendy R.
Sassen, Saskia	Schneider, Kammerle	Seiple, Chris	Sherr, Lynn B.
Sasser, James R.	Schneider, William	Sekulow, Eugene A.	Sherwood, Benjamin B.
Satcher, David	Schneider, William Jr.	Selib, Jonathan	Sherwood-Randall,
Satloff, Robert B.	Schneidman, Witney	Seligmann, Peter	Elizabeth
Satter, Muneer A.	Wright	Selin, Ivan	Shields, Brendan P.
Saul, Ralph Southey	Schneier, Arthur	Semetko, Holli A.	Shields, Geoffrey B.
Saunders, Elizabeth	Schnitzer, Alan	Sender, Henny	Shields, Lisa Katherine
Saunders, Harold H.	Schoen, Douglas E.	Sennett, Richard	Shiffman, Gary M.
Savitt, Jill A.	Schoettle, Enid C.B.	Senseney, Céline†	Shifter, Michael E.
Sawoski, Mark	Schouten, Schuyler J.	Servan-Schreiber, Pascaline	Shimony, Catherine Lieber
	Schrage, Elliot J.	Sesno, Frank W.	Shinn, James J.
	Schrage, Steven Patrick	Sestanovich, Stephen R.	Shinseki, Eric
	Schrager, Allison	Setrakian, Lara	Shiple, Walter V.
	Schramm, Carl J.	Sewall, John O.B.	Shirk, Susan L.

* Elected to membership in 2014.

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Shirzad, Faryar
Shklyar, Natan M.
Shlaes, Amity Ruth
Shoemaker, Christopher C.
Shribman, David M.
Shriram, Kavitarik
Ramanujam*
Shriver, Donald W. Jr.
Shriver, Timothy P.
Shulman, Colette
Shultz, George P.
Shultz, Susan Kent Fried
Shuman, David
Shuman, Stanley S.
Siceloff, John
Sick, Gary G.
Siddiqui, Mustafa Mohsin
Siegal, Bippy M.
Siegel, Seth (Yossi) M.
Siegel, William D.
Siegman, Henry
Sigal, Leon V.
Sigelman, Joseph M.
Sikkink, Kathryn A.
Siko, John
Silber, Laura J.
Silber, Mitchell Darrow
Silberman, Laurence H.
Silberman, Robert S.
Silberstein, Alan M.
Silkenat, James R.
Silver, Allison
Silver, Daniel B.
Silver, Mariko
Silverman, Josh*
Silvers, Robert B.
Simakovsky, Mark D.†
Simes, Dimitri K.
Simmons, Adele
Simmons, P. J.
Simmons, Ruth J.
Simon, Denis Fred
Simon, Hugh V. Jr.
Simon, Steven
Sims, Calvin G.
Singh, Ashika†
Singh, Prabhjot†
Singham, Shanker A.
Singleton, Lincoln
Cameron
Sinha, Sylvana Q.
Sinkin, Richard N.

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

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

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

* Elected to membership in 2014.

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Stiles, Deborah F.
 Stith, Charles R.
 Stith, Kate
 Stobaugh, Robert B.
 Stockman, Farah
 Stoessinger, John G.
 Stoga, Alan J.
 Stokes, Bruce
 Stoll, Lona S.
 Stone, Benjamin D.
 Stone, Randall W.
 Stoneman, Shelly
 Stonesifer, Patricia Q.
 Stong, Elizabeth S.
 Streeb, Gordon L.
 Stremlau, John J.
 Strianese, Michael T.
 Stringer, Howard
 Strmecki, Marin J.
 Strock, James M.
 Stromseth, Jane E.
 Stromseth, Jonathan R.
 Strossen, Nadine
 Strzalka, Caroline
 Stuart, Scott M.
 Stubbs, John
 Studzinski, John J.
 Sturchio, Jeffrey L.
 Styron, Rose
 Sughrue, Karen M.
 Suleiman, Ezra N.
 Sullivan, Daniel S.
 Sullivan, Gordon R.
 Sullivan, John D.
 Sullivan, Travis J.
 Sulmeyer, Michael
 Sultan, Masuda†
 Sumar, Fatema Z.
 Summers, Lawrence H.
 Sun, Angela*
 Sundiata, Ibrahim K.
 Sununu, John E.
 Suominen, Kati
 Suro, Roberto A.
 Sutphen, Mona K.
 Suzman, Cedric L.
 Svejnar, Jan
 Swan, Guy C. III
 Swanson, Carl Axel
 Swartz, Salli Anne
 Sweeney, James P.
 Sweig, Julia Ellen

Sweitzer, Brandon W.
 Swid, Scott L.
 Swid, Stephen Claar
 Swiers, Peter Bird
 Swift, Christopher
 Swonk, Diane
 Syron, Richard F.
 Szekely, Deborah
 Szewczyk, Bart M.J.
 Szporluk, Roman

T

Taft, William H. IV
 Tagliabue, Paul
 Tahir-Kheli, Shirin R.
 Taiclet, James D.
 Talbott, Strobe
 Talwar, Nick
 Talwar, Puneet
 Tama, Jordan
 Tananbaum, Steven A.
 Tan Bhala, Kara W.Y.
 Tang, David K.Y.
 Tanner, David A.*
 Tanner, Harold
 Tanter, Raymond
 Tapia, Raul R.
 Tarbert, Heath P.
 Tarnoff, Peter
 Tarr, Jeffrey R.*
 Tarter, C. Bruce
 Tarullo, Daniel K.
 Tatlock, Anne M.
 Taubman, William
 Tauscher, Ellen O.
 Tavares, Ricardo S.
 Tavitian, Aso O.
 Taylor, Adam
 Taylor, Alan M.
 Taylor, Aleesha
 Taylor, Arthur R.
 Taylor, Cathy L.
 Taylor, Christopher T.
 Taylor, Diana L.
 Taylor, James S.
 Taylor, John Brian
 Taylor, Kathryn Pelgrift
 Taylor, Margaret L.
 Taylor, Scott D.
 Teece, David J.
 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
 Thames, Knox
 Theobald, Thomas C.
 Theros, Patrick Nickolas
 Thielmann, A. Gregory
 Thiessen, Marc Alexander
 Thoman, G. Richard
 Thomas, Franklin A.
 Thomas, James P.
 Thomas, Lee B. Jr.
 Thomas, Lydia Waters
 Thomas-Graham,
 Pamela A.
 Thompson, Nicholas
 Thompson, Robert L.
 Thompson, Tommy G.
 Thompson, W. Scott
 Thomson, James A.
 Thomson, Katie Nelson
 Thornberry, William M.
 Thornell, Richard P.
 Thornton, John L.
 Thoron, Louisa
 Thukkaram, Navin
 Thulin, Inge
 Tien, John K. Jr.
 Tienda, Marta
 Tierney, Paul E. Jr.
 Tiersky, Ronald
 Till, Kimberly
 Timbers, William H.
 Timothy, Kristen
 Timpson, Sarah
 Livingston
 Tindell, Cynthia A.
 Tipson, Frederick S.
 Tirana, Amina
 Tisch, Andrew Herbert
 Tisch, James S.
 Tiven, Marjorie B.
 Todman, Terence A.
 Toft, Monica Duffy
 Tolbert, David
 Toll, Maynard J. Jr.
 Tomero, Leonor
 Tompkins, Graves
 Toobin, Jeffrey R.

Toomey, Kathleen
 Elizabeth
 Toppeta, William J.
 Topping, Audrey Ronning
 Topping, Seymour
 Torano, Maria Elena
 Torres, Gerald
 Toungara, Jeanne Maddox
 Townsend, Frances Fragos
 Townsend, Kathleen
 Kennedy
 Trachtenberg, Stephen Joel
 Train, Harry D. II
 Train, John
 Trani, Eugene P.
 Traub, James
 Travers, David
 Treadway, Stephen J.
 Treanor, Mark C.
 Trebat, Thomas J.
 Treverton, Gregory Frye
 Trice, Robert H. Jr.
 Trimble, Charles R.
 Tripp, Aili Mari
 Trivedi, Atman M.
 Trojan, Vera M.
 Truitt, Nancy Sherwood
 Trulio, David
 Truman, Edwin M.
 Tsipis, Kosta
 Tucher, H. Anton
 Tucker, Joseph David
 Tuggle, Clyde C.
 Tuminez, Astrid S.
 Tung, Ko-Yung
 Tung, Savio Wai-Hok
 Tuohey, Brendan
 Turner Moffitt, Andrea
 Turner, Ginger Leigh†
 Turner, James M.
 Tusiani, Michael D.
 Tutts, Donna M.
 Twombly, Ann-Janette
 Fuentes†
 Twombly, Dillon
 Tyson, Carole Henderson
 Tyson, Laura D'Andrea

U

Ubiñas, Luis A.
 Udovitch, Abraham L.
 Uhlig, Mark
 Ullah, Haroon K.†
 Ulman, Cornelius M.
 Ulrich, Marybeth Peterson
 Ungar, Sanford J.

* Elected to membership in 2014.

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

Unger, David C.
Untermeyer, Charles
Graves
Upham, Samuel Phineas
Upton, Maureen T.
Usher, William R.
Ussery, Terdema L. II
Utgoff, Victor A.

V

Vaitheeswaran, Vijay V.
Vajjhala, Shalini
Valenta, Jiri
Valentine, Curtis C.
Valentine, Debra A.
Valenzuela, Arturo A.
van Agtmael, Antoine W.
Vance, Elsie Nicoll
Vande Berg, Marsha
vanden Heuvel, Katrina
vanden Heuvel, William J.
van der Vink, Gregory E.
Van Dusen, Michael H.
Van Dyk, Ted
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Van Vliet-Goodrich, Carina
Kristen
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Varela, Marta B.
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Varney, Christine A.
Vaughan, Patricia C.
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Verstandig, Toni G.
Verveer, Melanne S.
Verville, Elizabeth G.
Vessey, John W.

* Elected to membership in 2014.

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

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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.
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Wallander, Celeste Ann
Wallenstein, Marc A.
Wallerstein, Mitchel B.
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Wallison, Peter J.
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Walsh, Brian W.
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Warren, Setti D.
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Wehrle, Leroy Snyder
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Weinberg, Steven
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Woon, Eden Y.

Worden, Minky
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Wright, Robin
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Wyser-Pratte, Guy Patrick

Y
Yacoubian, Mona
Yaffe, Andrea Meryl
Yale, Matthew Alan
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Yamada, Tadataka
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Yang, Phoebe L.
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Yellen, Janet Louise
Yeo, Andrew I.
Yeo, Peter
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York, Jed
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Youngblood, Kneeland C.
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Youngwood, Alfred D.

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Yunus, Monica Helena†
Yzaguirre, Raul H.

Z
Zabel, William D.
Zacharia, Janine
Zack, Stephen N.*
Zafar, Shaarik H.
Zagoria, Donald S.
Zahn, Paula A.
Zaidi, Zeeshan
Zakaria, Arshad R.
Zakaria, Fareed
Zakheim, Dov S.
Zaleski, Michel
Zames, Matthew E.*
Zanoyan, Vahan B.
Zarate, Juan Carlos
Zarb, Frank G.
Zartman, I. William
Zawacki, Benjamin
Zbar, Brett Ives Wally
Zegart, Amy B.
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Zelikow, Philip D.
Zell, Leah Joy
Zelleke, Andargachew S.
Zelnick, C. Robert
Zemmol, Jonathan I.
Zephyrin, Laurie C.
Zheng, Nan
Zilkha, Donald E.
Zilkha, Ezra K.
Zimmerman, Jay S.
Zimmerman, Peter D.
Zimmermann, Stephen S.*
Zimpher, Nancy L.
Zinberg, Dorothy Shore
Zingher, Tally
Zipp, Brian R.
Zirin, James D.
Zittrain, Jonathan L.
Zoellick, Robert B.
Zogby, James J.
Zonis, Marvin
Zubrow, Barry L.*
Zucker, Howard Alan
Zuckerman, Harriet
Zuckerman, Mortimer B.
Zwick, Charles J.
Zysman, John A.

* Elected to membership in 2014.

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

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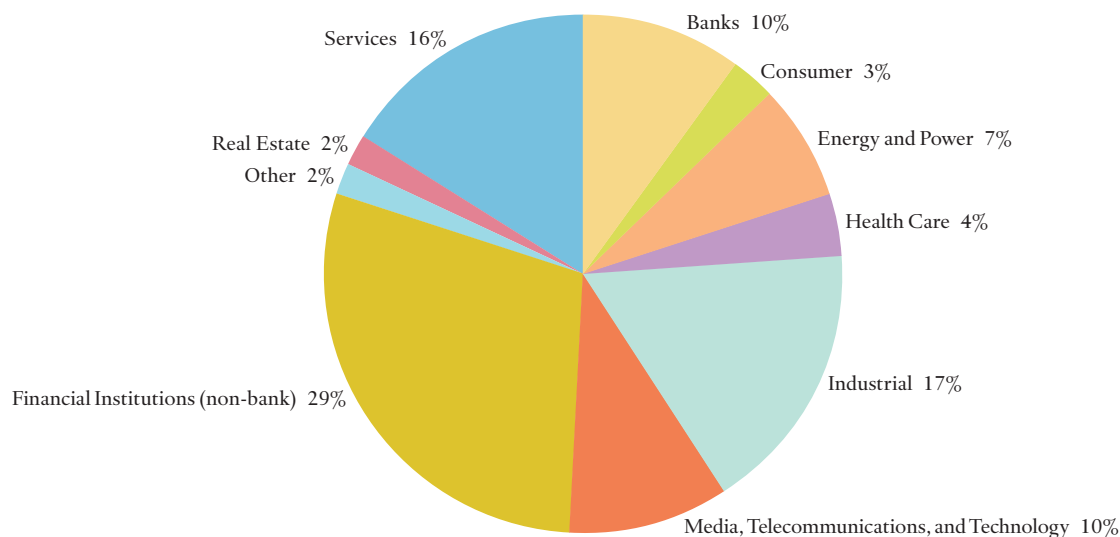
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 Investment Bank
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 DynCorp International
 Economist Intelligence Unit
 EMD Serono, Inc.
 Energy Intelligence Group, Inc.
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 Inc.

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 Northern Trust
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BENEFITS OF CORPORATE MEMBERSHIP

FOUNDERS (\$100,000+)

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

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

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

AFFILIATES (\$30,000+)

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

Endowed and Named Chairs, Fellowships, and Lectureships

ENDOWED CHAIRS, 2013–2014

RALPH BUNCHE CHAIR IN AFRICA POLICY STUDIES

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

DOUGLAS DILLON FELLOWSHIP

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

ENI ENRICO MATTEI CHAIR IN MIDDLE EAST AND AFRICA STUDIES

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

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

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

MAURICE R. GREENBERG CHAIR IN CHINA STUDIES

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

GEORGE F. KENNAN CHAIR IN RUSSIAN AND EURASIAN STUDIES

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

JEANE J. KIRKPATRICK CHAIR IN NATIONAL SECURITY STUDIES

In 2002, the Council established and endowed a senior fellowship in national security studies in honor of Jeane J. Kirkpatrick, long active in the Council and on its Board

of Directors, in recognition of her special combination of scholarship, hardheadedness, and courage. **Max Boot** holds the chair.

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

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

PETER G. PETERSON CHAIR, EDITOR OF FOREIGN AFFAIRS

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

PHILIP D. REED CHAIR IN SCIENCE AND TECHNOLOGY

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

NELSON AND DAVID ROCKEFELLER CHAIR IN LATIN AMERICA STUDIES

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

DAVID M. RUBENSTEIN CHAIR IN ENERGY AND THE ENVIRONMENT

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

HASIB J. SABBAGH CHAIR IN MIDDLE EAST STUDIES

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

WHITNEY H. SHEPARDSON FELLOWSHIP

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

C. V. STARR CHAIR IN ASIA STUDIES

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

GENERAL JOHN W. VESSEY CHAIR IN CONFLICT PREVENTION

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

PAUL A. VOLCKER CHAIR IN INTERNATIONAL ECONOMICS

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

SPECIAL FELLOWSHIPS

STEVEN A. TANANBAUM SENIOR FELLOWSHIP IN INTERNATIONAL ECONOMICS

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

BERNARD L. SCHWARTZ SENIOR FELLOWSHIP IN BUSINESS AND FOREIGN POLICY

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

VISITING FELLOWSHIPS

MILITARY FELLOWSHIPS

Every year, each military service nominates an outstanding candidate for a military fellowship. These fellowships enable officers to broaden their understanding of international affairs and U.S. foreign policy by spending a year in residence at the Council. This year's fellows were **Colonel Scott D. Campbell**, U.S. Marine Corps; **Captain Charles L. Cashin III**, U.S. Coast Guard; **Colonel Patrick J. Mahaney Jr.**, U.S. Army; **Captain William J. Parker III**, U.S. Navy; and **Colonel Robert S. Spalding III**, U.S. Air Force.

EDWARD R. MURROW PRESS FELLOWSHIP

Named in honor of **Edward R. Murrow** and funded by the CBS Foundation, this fellowship offers a foreign correspondent or editor a period of nine months at the Council's headquarters in New York for sustained analysis and writing, free from the daily pressures that characterize journalistic life. The 2013–2014 Murrow Fellow was **Fred Kaplan**, national security columnist, *Slate*.

NATIONAL INTELLIGENCE FELLOWSHIP

This fellowship provides an opportunity for an outstanding person from the U.S. intelligence community to expand his or her knowledge of international relations through study, research, and reflection. It also offers the fellow the opportunity to participate in Council meetings and study groups. The 2013–2014 National Intelligence Fellow was **Charles E. Berger**.

STANTON NUCLEAR SECURITY FELLOWSHIP PROGRAM

Made possible by a generous grant from the Stanton Foundation, this fellowship offers promising scholars studying nuclear security issues the opportunity to spend a year in the David Rockefeller Studies Program at the Council conducting policy-relevant research. The 2013–2014 fellows were **Sarah E. Kreps**, **David D. Palkki**, and **Mira Rapp-Hooper**.

ENDOWED AND SPECIALLY FUNDED PROGRAMS

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

LECTURESHIPS AND OTHER PROGRAMMING

DARRYL G. BEHRMAN LECTURE ON AFRICA POLICY

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

STEPHEN C. FREIDHEIM SYMPOSIUM ON GLOBAL ECONOMICS

This symposium, created to address the broad spectrum of issues affecting Wall Street and international economics, was established through the generosity of a gift from Council member Stephen C. Freidheim, chief investment officer, founder, and managing partner at Cyrus Capital Partners. The most recent symposium featured **Alan Greenspan**, former chairman of the Federal Reserve Board.

ARTHUR C. HELTON MEMORIAL LECTURE

This lecture was established by the Council and the family of Council Senior Fellow Arthur C. Helton, who died in the August 2003 bombing of the UN headquarters in Baghdad. The lecture addresses pressing issues in the broad field of human rights. This year's lecture featured **Samantha Power**, U.S. ambassador to the United Nations.

JOHN B. HURFORD MEMORIAL LECTURE

Inaugurated in 2002 in memory of Council member John B. Hurford, this annual lecture features individuals who represent critical new thinking in foreign policy and international affairs. This year's lecture featured a panel discussion on the role of financial power in national security with **Daniel L. Glaser**, assistant secretary for terrorist financing in the Office of Terrorist Financing and Financial Crimes at the U.S. Department of the Treasury; **Lee S. Wolosky**, partner at Boies, Schiller & Flexner LLP and former director for transnational threats at the National Security Council; and **Juan C. Zarate**, senior adviser at the Center for Strategic and International Studies and former deputy national security adviser for combatting terrorism.

RUSSELL C. LEFFINGWELL LECTURE

Inaugurated in 1969, this lecture was named for Russell C. Leffingwell, a charter member of the Council who served as its president from 1944 to 1946 and as its chairman from 1946 to 1953. The lecture is given by a distinguished foreign official, who is invited to address Council members on a topic of major international significance. The lectureship was originally endowed by the Morgan Guaranty Trust Company and by Edward and Lucy Leffingwell Pulling,

and more recently through the generosity of Thomas Leffingwell Pulling and his son Edward Leffingwell Pulling. The most recent lecture featured **Aung San Suu Kyi**, general secretary of the National League for Democracy, Myanmar.

ROBERT B. MCKEON ENDOWED SERIES ON MILITARY STRATEGY AND LEADERSHIP

This series of meetings featuring prominent individuals from the military and intelligence communities has been endowed in perpetuity through a gift from Council member Robert B. McKeon, founder and former president of Veritas Capital LLC. This year's lecture featured the service chiefs, General **Raymond T. Odierno**, chief of staff, U.S. Army; General **James F. Amos**, commandant, U.S. Marine Corps; General **Mark A. Welsh III**, chief of staff, U.S. Air Force; Admiral **Robert J. Papp Jr.**, commandant, U.S. Coast Guard; and Vice Admiral **Michelle J. Howard**, deputy chief of naval operations, U.S. Navy.

DAVID A. MORSE LECTURE

Inaugurated in 1994, this lecture supports an annual meeting with a distinguished speaker. It honors the memory of lawyer, public servant, and internationalist David A. Morse, an active Council member for nearly thirty years. This year's lecture featured **Jim Yong Kim**, president of the World Bank Group.

KENNETH A. MOSKOW MEMORIAL LECTURE ON HOMELAND SECURITY AND COUNTERTERRORISM

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

DAVID ROCKEFELLER LECTURE

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

RUSSIA AND RUSSIAN-AMERICAN RELATIONS LECTURE

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

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

This lecture was established in 2002 and is funded by Bernard L. Schwartz, retired chairman and chief executive officer of Loral Space and Communications. The lecture focuses on the relationship between business and government in foreign policy. This year's lecture featured **Stephen A. Schwarzman**, chairman and chief executive officer, and cofounder of the Blackstone Group L.P.

*SORENSEN DISTINGUISHED LECTURE
ON THE UNITED NATIONS*

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

PAUL C. WARNKE LECTURE ON INTERNATIONAL SECURITY

This lecture, endowed by a number of Council members and the family and friends of Paul C. Warnke, commemorates his legacy of courageous service to the nation and international peace. This year's lecture featured **Jessica Tuchman Mathews**, president of the Carnegie Endowment for International Peace.

*MALCOLM AND CAROLYN WIENER LECTURE
ON SCIENCE AND TECHNOLOGY*

This annual lectureship, which addresses issues at the intersection of science, technology, and foreign policy, has been endowed in perpetuity through a gift from Council members Malcolm and Carolyn Wiener. This year's lecture featured a panel discussion on 3-D printing with **Thomas Campbell**, associate director for outreach and research associate professor at the Institute for Critical Technology and Applied Science at the Virginia Polytechnic Institute and State University; **Sam Cervantes**, chief executive officer of Solidoodle; and **Robert Reid**, author and technology entrepreneur.

International Affairs Fellowship Program

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

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

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

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

INTERNATIONAL AFFAIRS FELLOWS 2013–2014 PLACEMENTS

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

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

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

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

- Bridget L. Coggins**, Dartmouth College. Placed at the Asan Institute for Policy Studies.
- Allison M. Hooker**, U.S. Department of State. Placed at the Asan Institute for Policy Studies.

Global Board of Advisers

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

The GBA is composed of the following distinguished individuals:

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

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

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

Anatoly Chubais (Russia), Chairman of the Executive Board, RUSNANO

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

Mathias Döpfner (Germany), Chairman and Chief Executive Officer, Axel Springer AG

André Esteves (Brazil), Chairman and Chief Executive Officer, BTG Pactual

José Antonio Fernández Carbajal (Mexico), Executive Chairman, FEMSA

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

Mo Ibrahim (Sudan), Chairman, Mo Ibrahim Foundation

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

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

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

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

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

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

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

Idan Ofer (Israel), Principal, Quantum Pacific Group

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

Vladimir Potanin (Russia), Chief Executive Officer and Chairman of the Management Board, Norilsk Nickel

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

Paolo Scaroni (Italy), Deputy Chairman, Rothschild Group

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

Patrick Walujo (Indonesia), Cofounder and Managing Partner, Northstar Group

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

Council of Councils

The Council of Councils (CoC), established by the Council on Foreign Relations in 2012, is composed of twenty-four major policy institutes from some of the world's most influential countries. The CoC, which meets throughout the year in member countries and at an annual conference in the United States, is designed to facilitate candid dialogue among influential opinion leaders from both established and emerging nations. Its ultimate goal is to inject the conclusions of its deliberations into high-level foreign policy circles within member countries. This initiative operates under CFR's International Institutions and Global Governance program and is funded by a generous grant from the Robina Foundation.

The Council of Councils is composed of the following distinguished institutions:

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

By-Laws of the Council

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

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

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

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

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

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

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

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

	<i>BUSINESS</i>	<i>NONBUSINESS</i>
New York Area		
Under 40	\$1,860	\$450
40 and Over	3,610	810
Washington, DC, Area		
Under 40	\$1,580	\$380
40 and Over	3,070	690
National		
Under 40	\$1,010	\$250
40 and Over	1,950	450

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Rules, Guidelines, and Practices

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

RULE ON FOREIGN POLICY POSITIONS

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

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

RULE ON NON-ATTRIBUTION

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

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

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

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

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

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

GUIDELINES ON MEETINGS

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

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

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

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

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

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

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

POLICY ON CONFLICTS OF INTEREST

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

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

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

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

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

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

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

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

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

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

ARCHIVAL PRACTICE

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

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

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 Angela Aranda *Program Coordinator*
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 Arelis Pineda *Manager, Information Management Project*
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 Sadia Bhatti *Senior Systems Analyst*
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 Gabriel Lafuente *Senior Help Desk Technician*
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 Anique Halliday *Digital Producer*
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 Gary Rancier *Assistant Digital Producer*
 Darnell Lynch *Web Developer*
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 Anisa Leka *Staff Accountant*
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 Julissa Sarabia *Event Manager*
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 Christopher Bostick *Printing and Duplication Associate*
 Trent Caldwell *Event Operations Waiter*
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 Gilbert Falcon *Evening Facility Operations Assistant*
 Glen Goldman *Audio Visual Technician*
 Sandro Macias *Facility Operations Assistant*
 Herbert McLaughlin *Facility Operations Assistant*
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Felipe Vaquerano *Building Engineer*
Krista Wessel *Event Coordinator*

Financial Statements

STATEMENT OF FINANCIAL POSITION

AS OF JUNE 30, 2014

Assets

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

Liabilities

Accounts payable and accrued expenses	\$ 6,498,200
Deferred revenue	4,397,100
Accrued postretirement benefits	5,318,000
Interest rate swap agreement	7,610,600
Bonds payable	<u>61,170,000</u>
Total liabilities	<u>84,993,900</u>
Commitments	
Net assets	
Unrestricted	68,391,300
Temporarily restricted	170,218,700
Permanently restricted	<u>168,266,000</u>
Total net assets	<u>406,876,000</u>
Total liabilities and net assets	<u>\$491,869,900</u>

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

STATEMENT OF ACTIVITIES

FOR THE YEAR ENDED JUNE 30, 2014

	UNRESTRICTED	TEMPORARILY RESTRICTED	PERMANENTLY RESTRICTED	TOTAL
Operating revenue and support				
Membership dues	\$ 5,970,300	\$ —	\$ —	\$ 5,970,300
Annual giving	8,433,100	—	—	8,433,100
Corporate memberships and related income	7,981,600	186,000	—	8,167,600
Grants and contributions	1,300	10,949,200	—	10,950,500
Foreign Affairs publications	8,213,400	—	—	8,213,400
Investment return used for current operations	5,956,300	9,015,600	—	14,971,900
Rental income	2,076,800	—	—	2,076,800
Miscellaneous	146,700	—	—	146,700
Net assets released from restrictions	22,913,500	(22,913,500)	—	—
Total operating revenue and support	61,693,000	(2,762,700)	—	58,930,300
Operating expenses				
Program expenses:				
Studies Program	22,563,900	—	—	22,563,900
Task Force	334,100	—	—	334,100
NY Meetings	1,340,600	—	—	1,340,600
DC programs	1,709,300	—	—	1,709,300
Special events	1,046,100	—	—	1,046,100
Foreign Affairs	10,561,400	—	—	10,561,400
National Program	1,147,000	—	—	1,147,000
Outreach Program	1,268,700	—	—	1,268,700
Term member	341,200	—	—	341,200
Websites	3,438,000	—	—	3,438,000
Education initiatives	784,600	—	—	784,600
Total program expenses	44,534,900	—	—	44,534,900
Supporting services:				
Fundraising:				
Development	1,551,500	—	—	1,551,500
Corporate Program	2,270,000	—	—	2,270,000
Global Board of Advisers	59,200	—	—	59,200
Total fundraising	3,880,700	—	—	3,880,700
Management and general	11,463,800	—	—	11,463,800
Membership	1,199,100	—	—	1,199,100
Total supporting services	16,543,600	—	—	16,543,600
Total operating expenses	61,078,500	—	—	61,078,500
Excess (deficiency) of operating revenue and support over operating expenses	614,500	(2,762,700)	—	(2,148,200)
Nonoperating revenue (loss)				
Investment gain in excess of spending rate	4,027,400	26,236,700	—	30,264,100
Endowment contributions	—	—	2,249,900	2,249,900
Change in value of on interest rate swap agreement	188,600	—	—	188,600
Total nonoperating revenue	4,216,000	26,236,700	2,249,900	32,702,600
Change in net assets before postretirement changes other than net periodic costs	4,830,500	23,474,000	2,249,900	30,554,400
Postretirement changes other than net periodic costs	(563,000)	—	—	(563,000)
Change in net assets	4,267,500	23,474,000	2,249,900	29,991,400
Net assets, beginning of year, as restated	64,123,800	146,744,700	166,016,100	376,884,600
Net assets, end of year	\$68,391,300	\$170,218,700	\$168,266,000	\$406,876,000

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

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PHOTOS

NASA/Corbis: cover photo (NASA's *Aqua* satellite captures an algae bloom on the surface of the Black Sea)
Hills & Company: 5 top
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Note: All titles and affiliations referenced in the Annual Report, including captions, were current at the time of the event.

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