COUNCIL on FOREIGN RELATIONS

12:00 p.m.–12:30 p.m. In-Person Lunch Buffet 12:30 p.m.–1:30 p.m. Hybrid Meeting

Pete Buttigieg

U.S. Secretary of Transportation

Blair W. Effron

Cofounder, Centerview Partners; Vice Chairman, Board of Directors, Council on Foreign Relations Presiding

Washington Meetings

A Conversation With Secretary of Transportation Pete Buttigieg

Meeting Courtesies

The presentation, discussion, and question-and-answer period will be on the record.

For virtual attendees:

To ask a question during the question-and-answer session, click on the "Raise Hand" icon on your Zoom window. When you are called on to speak, please accept the "Unmute Now" prompt, and then proceed with your name and affiliation, followed by your question. Your video will remain off but your microphone will be unmuted.

For in-person attendees:

Please refrain from leaving the meeting early or arriving late. It is discourteous to our speakers and disruptive to the audience.

Please remember to silence your electronic devices.

If you are called upon by the presider to ask a question during the question-and-answer session, please stand, wait for the microphone, and then state your name and affiliation. Limit yourself to one concise question to allow as many members as possible to participate.

The Council on Foreign Relations (CFR) is committed to maintaining an environment in which divergent perspectives are voiced and where participants are not subjected to verbal or physical harassment of any kind. All participants are expected to maintain the highest levels of civility and respect toward speakers, presiders, staff, guests, and one another.

Pete Buttigieg

Pete Buttigieg serves as the nineteenth secretary of transportation, having been sworn in on February 3, 2021. His focus as secretary is to deliver the world's leading transportation system for the American people and economy. He has worked to achieve organizational excellence in the department's operations, and to focus the department on five policy goals: safety, jobs, equity, climate, and innovation. In his first year at the department, he prioritized supporting the development and passage of President Biden's signature Bipartisan Infrastructure Law. Since the law's passage, Buttigieg and his team have focused on effectively delivering the investments provided by this legislation, enabling the most significant improvements in U.S. transportation infrastructure in over half a century. Buttigieg has also focused on intervening to support American supply chains dealing with shockwaves from the pandemic, including measures to help cut in half the long-dwelling container congestion at America's largest ports. Other major initiatives in his early tenure have included a comprehensive national roadway safety strategy to reduce deaths and serious injuries; delivery of emergency COVID-19 relief funds to transit agencies across America; and awards of over \$9.5 billion in discretionary funding to enhance transportation through over 800 projects in communities across America. The first openly gay person confirmed to serve in a president's cabinet, secretary Buttigieg previously served two terms as mayor of his hometown, South Bend, Indiana, where he worked across the aisle to transform the city's future. Household income grew, poverty fell, and unemployment was cut in half. His work on transportation as mayor was nationally recognized, including an award for innovative streetscape design from the U.S. Department of Transportation where he now serves. He also served for seven years as an officer in the U.S. Navy Reserve, taking a leave of absence from the mayor's office for a deployment to Afghanistan in 2014. Buttigieg is a graduate of Harvard University and Oxford, where he was a Rhodes Scholar and completed a degree in philosophy, politics, and economics.

Blair W. Effron—presiding

Blair W. Effron is cofounder of Centerview Partners, a leading independent investment banking and advisory firm with offices in New York, London, Los Angeles, Palo Alto, Paris, and San Francisco. The firm has over five hundred professionals and provides assistance on mergers and acquisitions, financial restructurings, general advisory, valuation, and capital structure to companies, institutions, and governments. Since its founding in 2006, the firm has advised in over \$3 trillion in transactions and ranks among the most active banking firms globally in strategic advisory. The firm works with public and private companies across a range of sectors including the consumer, energy, financial, general industrial, health care, media, retail, technology, and telecommunications industries. Effron serves on the boards of trustees of Lincoln Center, the Metropolitan Museum of Art, New Visions for Public Schools, the Partnership for New York City, and Princeton University. He also sits on the advisory board of the Hamilton Project, an economic policy initiative affiliated with the Brookings Institution, and is Vice Chairman of the Council on Foreign Relations. Effron holds a BA from Princeton University and an MBA from Columbia Business School.

Hiba Abedrabo *BP p.l.c.*

Alice P. Albright

Millennium Challenge Corporation

Washington, DC

Faheen Allibhoy

JPMorgan Chase & Co. Washington, DC

Karen J. Alter

Northwestern University

Evanston, IL

Paul J. Angelo

National Defense University

Amaka Anku

Eurasia Group

Washington, DC

Hattie Babbitt

National Democratic Institute

Washington, DC

Brian C. Babcock-Lumish

The Institute for the Study of War

Washington, DC

Ann M. Bailey

Morgan Stanley

Washington, DC

Jakob Barlow

Council on Foreign Relations

Washington, DC

Bryce Barros

Office of Senator Edward Markey

Washington, DC

Baback Bazri

EY

Tina Bennett

Bennett Literary

Montclair, NJ

Hans Binnendijk

Atlantic Council

Bethesda, MD

Mariju Bofill

U.S. Embassy - Santiago

Washington, DC

Christiaan Brakman

Bank of America

New York, NY

Esther Brimmer

Council on Foreign Relations

Washington, DC

Meredith M. Broadbent

Center for Strategic and International Studies

McLean, VA

Carolyn Campbell

Emerging Capital Partners

Washington, DC

John Campbell

Washington, DC

Jessica Carroll

Shift5

Washington, DC

Steve Cashin

Pan African Capital Group, LLC

Washington, DC

Arnold A. Chacón

Organization of American States

Arlington, VA

Jonathan A. Chanis

New Tide Asset Management, LLC

Bethesda, MD

Lindsay R. Chura

AARP

Chevy Chase, MD

Charlotte A. Clymer

Charlotte's Web Thoughts Washington, DC

Katherine Collins

U.S. International Development Finance Corporation Washington, DC

Kristen A. Cordell

White House Council on Environmental Quality Washington, DC

Jesse A. Corradi

U.S. International Development Finance Corporation Washington, DC

Patrick C. Costello

Mercury Public Affairs Cambridge, MD

Eva H. d'Ambrosio

U.S. Mission to the United Nations Brooklyn, NY

Lambert de Ganay

U.S. Department of the Treasury Washington, DC

Rust M. Deming

Johns Hopkins School of Advanced International Studies Bethesda, MD

Thomas (Tim) Denning

Ultratech Capital Partners Lusby, MD

Peter Devine

National Economic Council Washington, DC

Sabeen V. Dhanani

U.S. Agency for International Development Arlington, VA

Kathleen Ann Doherty

Annenberg Foundation Trust at Sunnylands Arlington, VA

Jackson Dunn III

FTI Consulting, Inc. Washington, DC

Bay Fang

Radio Free Asia Washington, DC

John Galer

The Aerospace Corporation Alexandria, VA

Larry A. Garber

George Washington University Chevy Chase, MD

Burton L. Gerber

Edmund A. Walsh School of Foreign Service Washington, DC

Michael Gfoeller

U.S. Ambassador (Retired) Miami Beach, FL

Tatiana C. Gfoeller

Gfoeller Foundation Washington, DC

Graham Gilmer

Booz Allen Hamilton Inc. Washington, DC

Brittany Gleixner-Hayat

Carnegie Endowment for International Peace Washington, DC

Jared E. Goodman

McKinsey & Company Washington, DC

Matthew P. Goodman

Council on Foreign Relations Washington, DC

Wallace C. Gregson Jr. WC Gregson & Associates

Nokesville, VA

Cody J. Griner

The MITRE Corporation

Falls Church, VA

Benjamin E. Haas

 $U.S.\ Department\ of\ Commerce$

Arlington, VA

Sahar Hafeez

U.S. Department of Commerce

Washington, DC

Martha Harris

Alexandria, VA

Kyle Hartwell

U.S. Department of State

Washington, DC

Jennifer Hillman

Council on Foreign Relations

Washington, DC

Ludovic L. Hood

U.S. Department of State

Washington, DC

Lea Hurley

Deloitte.

Stefani A. Jones

Good Harbor Security Risk Management LLC

Washington, DC

Josh Kallmer

Zoom Video Communications, Inc.

Washington, DC

Raj Kapadia

MUFG Securities Americas Inc.

New York, NY

Jackie Kelly Jr.

FedEx Corporation

Washington, DC

Mohammed Khaishgi

The Resource Group

Washington, DC

Maliha Khan

Kelley Drye & Warren LLP

Washington, DC

Douglas J. Kramer

Cloudflare, Inc.

Washington, DC

Raj Kumar

Devex

Washington, DC

Daniel J. Kurtenbach

Alexandria, VA

Emma Lacey-Bordeaux

CNN

Washington, DC

Samuel Lazarus

Council on Foreign Relations

New York, NY

J. Welby Leaman

Walmart

Bird in Hand, PA

Eric P. Lesser

Commonwealth of Massachusetts

Longmeadow, MA

Marc Levinson

Historian

Washington, DC

Hila Levy

Office of Science and Technology Policy

Ashburn, VA

Stacy Lindsay

EY

A. Landon Loomis

The Boeing Company New Orleans, LA

Stephanie Lord

Vital Voices Global Partnership Manchester, MD

Frank E. Loy

Environmental Defense Fund Washington, DC

Jenny Lu Mallamo

Council on Foreign Relations Washington, DC

Elisa Massimino

Georgetown University Law Center Takoma Park, MD

Roland D. McKay

Georgetown University DPO, AE

Kyle McNickle

The Goldman Sachs Group, Inc. New York, NY

Trevor Montano

West Potomac Capital LLC Arlington, VA

Terrence Mullan

Council on Foreign Relations Washington, DC

Matthew C. Napoli

U.S. Naval Nuclear Propulsion Program Alexandria, VA

Alisa Newman Hood

Excelerate Energy Washington, DC Tony Padilla

American President Lines, LLC Arlington, VA

Thomas E. Petri

Washington, DC

Grace Pringle

National Security Council Washington, DC

Matthew Pylypciw

U.S. House of Representatives Permanent Select Committee on Intelligence Arlington, VA

Rob Quartel

NTELX, Inc. Gwynn, VA

Sabeeha (Sabs) K. Quereshi

Elliott School of International Affairs Brookfield, WI

Robin Lynn Raphel

Center for Strategic and International Studies Washington, DC

Chryssa Rask

Cerberus Capital Management, L.P. Washington, DC

Alan Charles Raul

Sidley Austin LLP Washington, DC

Marty Reynolds

Airlines for America Leesburg, VA

Margaret E. Richardson

Devex

Washington, DC

Will Riedel

Lawrence Livermore National Laboratory Livermore, CA

Geo Saba

Office of Representative Ro Khanna Washington, DC

Orville Hickok Schell

Asia Society New York, NY

Lucas F. Schleusener

Out in National Security Washington, DC

Anya Schmemann

Council on Foreign Relations Washington, DC

Jennifer Schuch-Page

U.S. Department of State Washington, DC

Neil Shenai

International Monetary Fund Washington, DC

Aaron J. Shepard

U.S. Department of Defense Alexandria, VA

Varun Sivaram

Ørsted

Washington, DC

Shannon L. Smith

Congressional Research Service Washington, DC

Jessica Springsteen

Clifford Chance U.S. LLP Washington, DC

Paula Stern

The Stern Group, Inc. Washington, DC

Rosalyn C. Steward

U.S. Small Business Administration Washington, DC

Chad N. Strader

Red Arts Capital Chicago, IL

Jon Temin

Truman National Security Project Arlington, VA

Anthony Vinci

Cerberus Capital Management, L.P. Alexandria, VA

Loren M. Voss

George Washington University Law School Fairfax, VA

John S. Vrolyk

U.S. Department of State Washington, DC

John K. Warden

Institute for Defense Analyses Washington, DC

Jacob Ware

Council on Foreign Relations Washington, DC

Matt Watters

U.S. Mission to the United Nations Ramsey, NJ

Paul R. Williams

Public International Law & Policy Group Arlington, VA

Wyatt Yankus

Standard Chartered Bank Washington, DC

Steve Abbot

Abbot Enterprises Lusby, MD

Robert John Abernethy

American Standard Development Company Los Angeles, CA

Christina Abossedgh

The Goldman Sachs Group, Inc. New York, NY

Alen Amini

The Boston Consulting Group Lake Village, AR

Jonathan K. Ammons

The Church of Jesus Christ of Latter-day Saints Springfield, NJ

Aylin Bahar Atvur

Lolane Christopher Creative Los Angeles, CA

Terry L. Babcock-Lumish

Harry S. Truman Scholarship Foundation Washington, DC

Peter Badenhuizen

Deloitte. Wilton, CT

Barbara R. Barreno-Paschall

State of Illinois Human Rights Commission Chicago, IL

John P. Barrientos

Council on Foreign Relations New York, NY

Whitney S.F. Baxter

Paramount Television Brooklyn, NY

Nancy Bearg

Reboot Partnerts LLC Portland, OR Edward C. Bearnot

Frontier Nutrition, Inc. Providence, RI

Martha Helena Béjar

DaGrosa Capital Partners

Cle Elum, WA

Joseph C. Bell

Hogan Lovells Washington, DC

Robert G. Bell

Sam Nunn School of International Affairs Fernandina Beach, FL

Michael N. Berkowitz

Citi

New York, NY

Annika R. Betancourt

 $U.S.\ Department\ of\ State$

DPO, AA

Andrew D. Bishop

Signum Global Advisors Washington, DC

Stephen Blank

University of Ottawa New York, NY

Julia Chang Bloch

U.S.-China Education Trust

Washington, DC

Mark Blumling

Wolvesey Ventures Corte Madera, CA

Alexander B. Blumrosen

Polaris Law, Paris Paris, France

Dominic T. Bocci

Council on Foreign Relations

New York, NY

Mary McInnis Boies

Boies Schiller Flexner LLP

Armonk, NY

Scott G. Borgerson

Veteran Capital

Bradford, NH

Dana H. Born

Harvard Kennedy School

Alexandria, VA

Nicholas Bratt

Lazard

New York, NY

Marcus W. Brauchli

North Base Media

Bethesda, MD

Frank Brown

General Atlantic

New York, NY

Elaine Buckberg

Harvard University

Northampton, MA

Michelle Caruso-Cabrera

MCC Productions

New York, NY

Maria Casa

Council on Foreign Relations

New York, NY

Lucy Dunderdale Cate

University of North Carolina at Chapel Hill

Durham, NC

Alexandre Chenesseau

Evercore

New York, NY

Ellen Chesler

Ralph Bunche Institute for International Studies

New York, NY

Guillermo S. Christensen

Association of US Cyber Forces

Arlington, VA

Stan Christensen

Stanford University

Salt Lake City, UT

Mayree C. Clark

Eachwin Capital

New Canaan, CT

Abby Joseph Cohen

Columbia Business School

New York, NY

Betsy H. Cohen

Teneo Ventures

New York, NY

Flynn M. Coleman

Harvard University

Los Angeles, CA

Dale Collins

Georgetown University Law Center

Washington, DC

Martial Combari

Brooklyn, NY

Javier Corrales

Amherst College

Sunderland, MA

Daniel Costello

Morgan Stanley

New York, NY

Edward F. Cox

Committee for Economic Development

New York, NY

Sean N. Creehan

Federal Reserve Bank of San Francisco

Belmont, MA

Russell J. DaSilva

Pillsbury Winthrop Shaw Pittman LLP Scarsdale, NY

Kurt Leo Davis Jr.

Alvarez and Marsal Myrtle Beach, SC

Todd J. Davison

Centerview Partners New York, NY

Whitney Debevoise

Arnold & Porter Washington, DC

Jackson K. Diehl

Chevy Chase, MD

Robert L. Dilenschneider

The Dilenschneider Group, Inc. Darien, CT

Martha Doggett

United Nations Brooklyn, NY

Patti Domm

CNBC Cranford, NJ

Peter J. Donaldson

Population Council Annandale, VA

Danielle G. Dooley

Children's National Health System Washington, DC

Eric J. Doucette

Council on Foreign Relations New York, NY

Charles A. Duelfer

Omnis, Inc. Fairfax, VA David A. Duffie

U.S. Navy (Retired) Chesapeake, VA

Charles F. Dunbar

Topsham, ME

Kweilin M. Ellingrud

McKinsey & Company Minnetonka, MN

Nancy H. Ely-Raphel

U.S. Department of State (Retired)

Boston, VA

Claude E. Erbsen

Innovation International

New York, NY

Erkan Erturk

S&P Global New York, NY

Adam F. Falk

Alfred P. Sloan Foundation

New York, NY

Gustave Feissel

United Nations

Santa Rosa, CA

Charles H. Ferguson

Representational Pictures

Berkeley, CA

Iris A. Ferguson

 $O\!f\!f\!i\!ce\ of\ the\ Secretary\ of\ Defense$

Fernandina Beach, FL

Hani K. Findakly

Potomac Capital

McLean, VA

Jeffrey M. Fine

The Goldman Sachs Group, Inc.

New York, NY

Mercedes C Fitchett
U.S. Department of Defense
Arlington, VA

Patrick J. Fn'Piere
Public Management Group
Hillsborough, NC

Glenn Fogel Booking Holdings Norwalk, CT

Richard N. Foster General Medical Networks New York, NY

Justin W. Freeh Ncyber Washington, DC

Nicholas B. Frisch Yale University New Haven, CT

Benjamin Frohman
U.S. House of Representatives
Morgantown, WV

Bruce Glazer
Wellington Management Company, LLP
Boston, MA

Tyler Godoff
Emerging Founder
Miami, FL

Neal R. Goins
ExxonMobil Corporation
Boston, MA

Joshua K. Goldman Blackstone New York, NY

Vanessa Gomes Standard Chartered Bank New York, NY Madeleine Gray Macro Advisory Partners LLP Brooklyn, NY

Beatriz Greco Matarazzo Council on Foreign Relations New York, NY

Karen J. Greenberg Center on National Security Pound Ridge, NY

Patrick W. Gross The Lovell Group Bethesda, MD

Marc Grossman The Cohen Group Arlington, VA

David Gruppo Putney, VT

Agnes Gund Museum of Modern Art New York, NY

Andrew Gundlach Bleichroeder LP New York, NY

Raechel L. Haecker HubSpot Arlington, VA

Jeffrey A. Hammer Manulife Financial Corporation Westport, CT

John B. Hardman Untamed Planet, Inc. Atlanta, GA

Tara Hariharan NWI Management LP New York, NY

Robert S. Harrison

Cornell University New York, NY

Melvin L. Heineman

New York, NY

Steve Hellman

Mobility Impact Partners New York, NY

Nancy L. Henry

New York University Law Alumni Association New York, NY

Charles F. Hermann

Texas A&M University College Station, TX

David J. Hess

Centerview Partners New York, NY

Robin Hessman

Rochester, MA

Edward T. Hightower

Lordstown Motors Corporation Southfield, MI

Rachel Hines

TechnoServe Brooklyn, NY

George R. Hoguet

Chesham Investments, LLC Brookline, MA

Daniel Holtzman

Bank of America New York, NY

Peter Hooper III

Deutsche Bank AG New York, NY Karen N. Horn

Brock Capital Deland, FL

Kathleen Hunt

CARE International New York, NY

Philip M. Huyck

Encite LLC Greenwich, CT

Richard Hyland

Rutgers University Law School Philadelphia, PA

Uzodinma C. Iweala

The Africa Center Brooklyn, NY

Nancy A. Jarvis

Farrand Cooper, P.C. San Francisco, CA

Cassandra Jensen

Council on Foreign Relations New York, NY

Sunny Jha

University of Southern California Tustin, CA

Kevin G. Kajiwara

Teneo

New York, NY

Jan H. Kalicki

Wilson Center Alexandria, VA

Michael Kaminsky

HMTX Industries Norwalk, CT

Rosabeth Moss Kanter

Harvard Business School

Boston, MA

Krishna Kantheti

Global Asset Capital

Denver, CO

Laura Karet

Dan Katz

Amberwave Partners

Brooklyn, NY

Beth Keck

Bentonville, AR

Billy Kimball

Writer and Producer

Los Angeles, CA

Kevin M. King

Bank of America

New York, NY

Thomas J. Koch

U.S. International Development Finance

Corporation

Houston, TX

Zachary Kolkin

The Goldman Sachs Group, Inc.

New York, NY

Lucy Komisar

Journalist

New York, NY

Akhila Kosaraju

Phare Bio

Princeton, NJ

Nancy Jo Kuenstner

SaddleShoe Partners, LLC

Spring Lake, NJ

Ted Ladd

Dover, MA

Dana LaFon

Council on Foreign Relations

New York, NY

Denis Lamb

U.S. Department of State (Retired)

Washington, DC

Jonathan A. Laurence

Boston College

Chestnut Hill, MA

Hugh Lawson

The Goldman Sachs Group, Inc.

New York, NY

Roger S. Leeds

Dorset, VT

Michael Leonard

Bank of America

San Francisco, CA

Aldrinana Leung

Starbucks Foundation

Honolulu, HI

Brandon Levin

Snap Inc.

City of Industry, CA

Becca Levin

Stanford Management Company

San Francisco, CA

Mel Levine

Gibson, Dunn & Crutcher, LLP

Los Angeles, CA

Susan B. Levine

Sonoma, CA

Robert K. Lifton

RM Power Systems LLC

White Plains, NY

Beverly Lindsay

University of California

State College, PA

Øivind Lorentzen III

Northern Navigation LLC Stamford, CT

Sam Lush

KPMG, LLP Brooklyn, NY

Charles F. MacCormack

North Branford, CT

Alan S. MacDonald

Citi

New York, NY

Deena Mansour

University of Montana Missoula, MT

Jay S. Markowitz

ARCH Venture Partners Pound Ridge, NY

Alice Tepper Marlin

Social Accountability International East Hampton, NY

Robert L. McClure

U.S. Army (Retired) White Plains, NY

Amy M. McGrath

Honor Bound, Inc.

Fort Mitchell, KY

Morgan H. McKenney

Provenance Blockchain Foundation Safety Harbor, FL

Sheila Avrin McLean

Legal Resources Centre

New York, NY

William B. McNulty III

White Stork San Diego, CA Jessica C. McWade McWade Group, Inc.

Princeton, MA

Jayma Meyer

 $Simps on \ Thacher \ \& \ Bartlett \ LLP$

New York, NY

Debra Miller Glass

Kensington, CA

Daniel R. Mintz

Olympus Capital Asia

New York, NY

Marc Mitchell

New Zealand Breakers

Los Angeles, CA

Joyce Lewinger Moock

Independent Consultant

Winchester, MA, MA

Daniel T. Motulsky

New York, NY

David E. Nachman

Yale Law School

Brooklyn, NY

Tom Nagorski

Grid News

Brooklyn, NY

Raffiq A. Nathoo

Constructive Capital LLC

New York, NY

Win J. Neuger

Mount Curve Partners

Minneapolis, MN

Priscilla A. Newman

Bedford Hills, NY

Jenna A. Nicholas

Impact Experience Institute

Oakland, CA

Allison B. Nour

Bechtel Group, Inc. Arlington, VA

Louis F. O'Neill

White & Case LLP

New York, NY

Christian A. Osmeña

Arizona State University

Phoenix, AZ

Jonathan S. Paris

The Chertoff Group London, United Kingdom

Mark Patrick

TIAA-CREF

Chatham, CT

Rebecca Patterson

New York, NY

Salman Paya

Houlihan Lokey

New York, NY

Mary C. Pearl

Stanford University

New York, NY

Michael P. Pelletier

University of Houston

Houston, TX

Kyle J. Peterson

Boldly Go Philanthropy

Colorado Springs, CO

Joseph Pezzimenti

S&P Global

Salil Pitroda

Trinity Lane Capital LLC

San Francisco, CA

Chip Pitts

Stanford Law School

Coppell, TX

Mary Lake Polan

Yale University

New York, NY

Gerald A. Pollack

Old Greenwich, CT

Andrew R. Poulin

U.S. Special Operations Command

Kailua, HI

Garrett Price III

ACME Technologies Inc.

San Francisco, CA

Robert H. Puckett

Indiana State University

Terre Haute, IN

Michael Quigley

KPMG, LLP

London, United Kingdom

Stuart J. Rabin

Nine Thirty Capital

New York, NY

Rob Radtke

Episcopal Relief & Development

New York, NY

William S. Reese

International Youth Foundation

Washington, DC

William S. Reese

International Youth Foundation

Washington, DC

Jeffrey A. Reinke

Council on Foreign Relations

New York, NY

Joseph Reynes Jr.

Alpha Check Norfolk, VA

Nayla M. Rizk

Education for Employment San Mateo, CA

Charles K. Robertson

The Episcopal Church New York, NY

Riordan Roett III

Johns Hopkins School of Advanced International Studies New York, NY

Christopher Rogers

Open Society Foundations Brooklyn, NY

George Rupp

Columbia University Hanover, NH

Sophie J. Rutenbar

United Nations Integrated Office in Haiti Port-au-Prince, Haiti

Matt Sacks

Lightbank Chicago, IL

Ted Schell

Siris Capital Group, LLC New York, NY

Bernard L. Schwartz

BLS Investments, LLC

New York, NY

Anthony T. Scott

City of Baltimore Baltimore, MD

Pete Seat

Bose Public Affairs Group Brownsburg, IN Gabriel E. Seidman

Los Angeles, CA

Norman C. Selby

Paige.AI

Mount Kisco, NY

Mansoor T. Shams

Muslim Marine

Baltimore, MD

Sameer Shamsi

Houlihan Lokey New York, NY

Ari Shaw

The Williams Institute, UCLA School of Law West Hollywood, CA

Parker D. Sheedy

New York City Economic Development

Corporation New York, NY

Colette Shulman

Freelance Researcher|Journalist|Editor Sherman, CT

David Shuman

Northwoods Capital New York, NY

Lawrence R. Silverman

 $U.S.\ Department\ of\ State$

Savannah, GA

Adam B. Silverschotz

Tru Arrow Partners

New York, NY

Adele Smith Simmons

Global Philanthropy Partnership

Chicago, IL

Dhruv P. Singh

DEWS Holdings

Tuxedo Park, NY

Parminder Singh

The Carlyle Group London, United Kingdom

Sylvana Q. Sinha

Praava Health New York, NY

Richard A. Slaughter

Boise Committee on Foreign Relations Boise, ID

Christopher Smart

Arbroath Group Boston, MA

Christopher Smeall

Debevoise & Plimpton LLP New York, NY

Daniel Solomon

JPMorgan Chase & Co. New York, NY

Paul W. Speltz

Global Strategic Associates, LLC Center Harbor, NH

Clark Spurrier

Lincoln International Miami, FL

Deborah F. Stiles

Columbia University Pound Ridge, NY

Seth Stodder

Atlantic Council Redondo Beach, CA

Greg Stofko

FedEx Corporation Washington, DC

Elizabeth S. Stong

U.S. Bankruptcy Court Brooklyn, NY Gordon Streeb

U.S. Department of State (Retired) Tucker, GA

Shirin R. Tahir-Kheli

Johns Hopkins School of Advanced International Studies Albuquerque, NM

Phillip Tamussino

Covington & Burling New York, NY

C. Bruce Tarter

Lawrence Livermore National Laboratory Alamo, CA

Kristen D. Thompson

Council on Foreign Relations New York, NY

Kimberly Till

Catalina Marketing New York, NY

Amina Tirana

Hoboken, NJ

Daphne M. Titus

Mapasa Strategies Washington, DC

Maureen M. Trantham

Sesame Workshop Brooklyn, NY

Yvonne Tran-Weinberg

Citi

New York, NY

Gregory F. Treverton

University of Southern California Pacific Palisades, CA

Malcolm Tuesley

Simpson Thacher & Bartlett LLP Washington, DC

Antigone Valen

Council on Foreign Relations New York, NY

Debra A. Valentine

Touchstones Discussion Project New York, NY

Elizabeth G. Verville

Washington, DC

Howard A. Wachtel

Microsoft Corporation

New York, NY

Elliot Waldman

Point72 Asset Management

Brooklyn, NY

Alex Wallace

IESE Business School New York, NY

Ed Walters

Allegory

New York, NY

Linda Watt

Church Pension Group

Raleigh, NC

Nick Way

Houlihan Lokey

New York, NY

Christopher J. Wehri

Council on Foreign Relations

New York, NY

Marina V. Whitman

University of Michigan

Concord, MA

Malcolm H. Wiener

Historian

Greenwich, CT

Carol Wise

University of Southern California

Altadena, CA

Preston Wolf

Houlihan Lokey

New York, NY

I. Peter Wolff

New York, NY

Alexandra A. Wrage

TRACE International, Inc.

Annapolis, MD

Stephen D. Wrage

U.S. Naval Academy

Annapolis, MD

Anthony K. Yuen

Clinton Health Access Initiative

Mbabane, Swaziland

Diane Zanner

Dell Technologies

Austin, TX

Patrick Zubin

Deloitte.

Wilton, CT