

COUNCIL *on*
FOREIGN
RELATIONS

Annual Report

2018

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Council on Foreign Relations

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

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

www.cfr.org
communications@cfr.org

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Contents

4	In Memoriam: Peter G. Peterson
5	Mission Statement
6	Letter From the Chair
8	President's Message
13	2018 Highlights
36	<i>Foreign Affairs</i>
38	2017–2018 Committees of the Board
40	2018 Board Election and Appointments
41	Historical Roster of Directors and Officers
44	Membership
48	Membership Roster
72	Corporate Members
75	Endowed and Named Chairs, Fellowships, and Lectureships
79	International Affairs Fellowship Program
81	Global Board of Advisors
82	Council of Councils
83	By-Laws of the Council
88	Rules, Guidelines, and Practices
93	Staff
99	Financial Statements

In Memoriam: Peter G. Peterson

1926–2018



The Council on Foreign Relations remembers its chairman emeritus, Peter G. Peterson, who passed away on March 20, 2018, at the age of ninety-one.

Mr. Peterson was a businessman, philanthropist, author, and public servant. His impact on and contributions to CFR were profound. Mr. Peterson served on CFR's Board of Directors for thirty-four years, twenty-two as chairman. As the longest-serving chairman in the institution's history, Mr. Peterson helped shape and transform CFR. His visionary leadership protected the Council's core values—nonpartisanship, independence, and excellence—while overseeing an expansion into a truly national organization. Under his tenure, from 1985 to 2007, the CFR Term Member program—devoted to nurturing the next generation of foreign policy leaders—grew from 222 to nearly five hundred members, the number of women and minority members more than doubled, the Council's analysis and ideas reached a broader audience than ever before, and the Council's economic position was greatly strengthened.

Mr. Peterson was instrumental in acquiring the Council's newest building at its New York headquarters and transforming it into the institution's largest and premier meeting space. Named in his honor, the Peter G. Peterson Center has hosted countless world leaders, high-level policymakers, and Nobel laureates. In recognition of Mr. Peterson's extraordinary service to this institution, the chair for the editor of the Council's flagship publication, *Foreign Affairs*, was also named after him. An integral and highly active member of the institution, Mr. Peterson participated in close to one thousand CFR meetings and study groups during his forty-seven years of membership.

Mr. Peterson was also a prominent member of the business community, a loyal public servant, and an avid proponent of fiscal responsibility. A tireless advocate for curbing U.S. national debt, he spearheaded and supported a range of organizations—including the Peter G. Peterson Foundation, the Peterson Institute for International Economics, and the Concord Coalition—dedicated to helping the American public understand the consequences of federal budget deficits.

Mr. Peterson's exemplary public service included positions in the Richard Nixon administration as assistant to the president for international economic affairs, secretary of commerce, and chairman of several commissions concerning U.S. productivity and U.S.-Soviet economic relations. Three decades later, he returned to public service as chairman of the Federal Reserve Bank of New York. In the private sector, Mr. Peterson's business acumen was legendary. He cofounded the Blackstone Group, which became a global leader in alternative investments. He was also chairman of Lehman Brothers for more than a decade and chairman and CEO of Bell & Howell. Mr. Peterson served as a director of numerous corporations and was the author of seven books, including the national best-seller *Running on Empty*.

"Most of us consider ourselves lucky if we are able to make a real difference in one realm of life," said CFR President Richard Haass, "but Pete Peterson made a real difference in five: in business, government, philanthropy, finance, and ideas. His contribution to CFR was extraordinary, as was his dedication to New York City and the country at large. He will be truly missed."

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, including 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 of 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 Chair



Chairman David M. Rubenstein

The past year, my first as CFR Board chair, saw several consequential global events, most especially the advancement of North Korea's nuclear weapons and ballistic missile programs (and the meeting between President Trump and Kim Jong-un), the beginnings of multiple trade wars, the implosion of Venezuela, the ongoing civil wars in Syria and Yemen, and the emergence of major debates in the United States on policy toward China and Russia. The Council's first-class work on these issues helped shape discussions in Washington and around the world.

We are always living through history, but in some moments, such as the one we find ourselves in today, history can feel particularly relevant. The current U.S. president's approach to foreign policy, whether you agree with it or not, is clearly producing historic shifts unlike those of any administration in modern times. The Council has been, and will remain, an invaluable resource for understanding these significant changes.

The Council has long placed an emphasis on the thorough examination of history as a means to inform contemporary foreign policy challenges. As is sometimes said, "History doesn't repeat itself, but it often rhymes." History permeates much of the Council's work and offers important insights and lessons, especially in a moment when the tides are changing as dramatically as they are today.

Three recent books by CFR experts illustrate the Council's commitment to the study of history. In *The Road Not Taken: Edward Lansdale and the American Tragedy in Vietnam*, Max Boot, the Jeane J. Kirkpatrick senior fellow for national security studies, looks back at the Vietnam War and argues the United States may have pursued a smarter path had those in power listened to CIA operative Edward Lansdale. *The Marshall Plan: Dawn of the Cold War* by Benn Steil, senior fellow and director of international economics, offers remarkable new insight into what is widely considered to be one of the most successful foreign policy initiatives the United States has ever undertaken. In *The China Mission: George Marshall's Unfinished War, 1945–1947*, *Foreign Affairs* Executive Editor Daniel Kurtz-Phelan looks at a less successful chapter in George Marshall's storied career: his failed attempt to negotiate an end to the Chinese Civil War. These works by Boot, Steil, and Kurtz-Phelan are not only excellent accounts of important moments in American history, but they also provide timely lessons for the foreign policy choices the United States faces today.

The Meetings Program provides another forum for historical analysis. The Lessons From History series brings historians and practitioners involved with consequential historical events together to discuss their contemporary significance. This year, the series featured discussions on the Northern Ireland peace process twenty years after the Good Friday Agreement (which Brexit threatens to undo despite hard-fought progress), the fiftieth anniversary of the Tet Offensive and the lasting effects of the Vietnam War, and the foreign policy legacy of the Founding Fathers. Other meetings and roundtables this year covered historical perspectives on Russia's relationship with the West, dynamics in the Middle East, and the Trump administration's approach to trade.

Foreign Affairs is also a space for thoughtful, historical reflection. The cover package of the January/February 2018 issue examined the subject of “the undead past,” or how different countries have handled the dark aspects of their national histories. Articles discussed the United States’ troubled racial history and the lasting legacy of slavery, the evolution of Germany’s attitude toward Nazism, Russia’s relationship with Stalinism, China’s approach to Maoism, South Africa’s truth and reconciliation process following apartheid, and Rwanda’s ongoing recovery from genocide. The May/June issue asked whether democracy is dying, and included an article by Walter Russell Mead that discussed the resilience of American democracy from the post–Civil War era to today. The November/December 2017 issue featured a fascinating essay by historian Stephen Kotkin that looked back at the clash between Hitler and Stalin. The magazine is also making a concerted effort to resurface historical content on its website when relevant to current events.

Finally, the first year of CFR’s Historian-in-Residence Fellowship was completed. The fellowship brings a distinguished historian to the Council to research and write about historical events that are pertinent to contemporary foreign policy issues. Jay Winik, author of *1944: FDR and the Year That Changed History* and *April 1865: The Month That Saved America*, served as the inaugural fellow. Benn Steil has been chosen as the 2018–2019 fellow.

The Council’s commitment to studying and debating policy-relevant history is yet another way CFR sets itself apart. As the United States debates its future relationship with the rest of the world and how to respond to global challenges, CFR will continue to inform Americans of the historical events that have shaped our present circumstances and the lessons from history we ought to heed going forward.

Thanks very much for your support of and engagement with the Council. We hope you will continue to remain involved, and take advantage of the enormous resources, information, and programs the Council makes available to members.

David M. Rubenstein
Chairman of the Board



Vice Chairman Blair Effron



Vice Chairman Jami Miscik

President's Message



President Richard N. Haass

My involvement in the field of foreign policy spans more than four decades, including fifteen years as president of the Council on Foreign Relations. This is the most precarious moment I can recall.

This moment is in many ways reminiscent of the period that led to the Council's founding in 1921. Formed in the aftermath of World War I amid a growing tide of isolationism, the Council emerged as a rare voice championing greater U.S. involvement in the world. This internationalism is built into our institutional DNA. It stems from the reality that the fate of this country and its citizens is inextricably linked to the fate of the world.

Rising to the challenge of the current moment will require the Council to continue to evolve. For its first eighty-five years or so, the Council's focus was relatively narrow. It sought to be a resource for elites and specialists—primarily its members, but also the executive branch, Congress, mainstream media, Fortune 500 leaders, and international relations students and professors—and it did that through mostly closed meetings, *Foreign Affairs*, and study groups of experts.

About ten years ago, we made the strategic decision to continue doing what we always did but also to take on a larger role in this society. We decided the Council would be a resource not only for its members, but also for nonmembers and non-elites who traditionally have been only peripherally involved in foreign policy discussions. These include religious leaders, state and local officials, students and teachers from a wide range of fields at the high school and college levels, journalists from smaller outlets, and everyday citizens who just want to stay informed. The Council's mission was revised to reflect this change, to be an independent, nonpartisan resource to help people everywhere better understand the world and the foreign policy choices the United States faces.

Going forward, we intend to maintain this duality. We will continue to serve our usual audience (and do even more in our traditional areas), and we will ramp up our broader outreach efforts. As a hybrid institution—a membership organization, a venue for meetings, a think tank, a publisher, and an educational organization and public resource—the Council is well positioned to serve multiple constituencies.

The Council is at its core a membership organization. We now have more than five thousand members of increasing professional, gender, racial, and ethnic diversity. A plurality of our members now resides outside New York and Washington, DC. Our Term Member Program has brought more young people into our ranks, ensuring that the next generation of foreign policy leaders is better prepared. The Council also has about 150 corporate members that add a valuable private-sector perspective to foreign policy discussions.

The Council is also a venue for meetings. The Meetings Program routinely draws dozens of heads of state, senior foreign officials, and members of Congress every year. We have sought to enhance our offerings by hosting more multi-session symposia, holding more conference calls for our members who reside outside New York and Washington, and launching new meetings series, from the Lessons From History and

HBO What to Do About . . . series to the ever-popular, member-driven salon dinner discussions.

The Council is in the ideas business. Our aim is to be more policy relevant than most universities and more rigorous than many think tanks and advocacy groups. The output of the David Rockefeller Studies Program is unmatched. Over the last ten years, CFR experts have published eighty-five books—a remarkable number and the result of the emphasis we have placed on in-depth research and analysis—in addition to thousands of discussion papers, policy briefs, reports, and op-eds. In recent years, we have expanded our coverage of global health, climate change, cyberspace, women and foreign policy, and immigration, among other issues. Our continued commitment to not accept government funding ensures our work remains independent and is seen to be so.

The Council is the publisher of *Foreign Affairs* magazine, the most thoughtful, read, and influential journal in the field. It complements all else that we do by providing a space for more long-form commentary and analysis from a broader pool of expert voices. *Foreign Affairs* has grown significantly over the years from a quarterly print publication to the multi-platform media organization it is today, offering a bimonthly print magazine and a website that is updated daily.

These activities remain a significant part of what the Council does. Over the last decade, however, we have also branched out to constituencies that have more influence over the direction of public policy than is often realized. Reaching them is critical to ensuring an informed citizenry that can better hold public officials accountable and advocate for sound policies.

Our Religion and Foreign Policy program features a conference call and roundtable series, and we regularly provide members of the religious community with Council reports and other resources. Each year, we also host a workshop that brings together high-level congregational and lay leaders, scholars of religion, and representatives of faith-based organizations from across the country to discuss the broader foreign policy outlook and specific issues most important to the religious community.

We restarted our State and Local Officials initiative to be a resource for governors and mayors around the country as they grapple with climate change, trade issues, and public health concerns. We will also soon convene a workshop for journalists covering foreign policy issues for local outlets to introduce them to CFR's resources and help strengthen their reporting of the world.

Another new dimension is our digital presence. In the late 1990s, the Council launched its first website. Now, it is much more than a site about CFR. In addition to curating content from multiple sources, the website also features fifteen blogs, backgrounders, and explainers on issues ranging from the national debt to Brexit, multimedia InfoGuides and other interactives, videos, live events, podcasts, and more. CFR has won four Emmy Awards for digital interactive guides on Darfur, the global economy, Iran, and deforestation in the Amazon. For this and more, CFR.org has become the leading online source for what is going on in the world, why it matters, and how to make sense of it.

In more recent years, the Council has added another pillar: an educational initiative. Our effort in this space stems from the recognition that too many Americans are insufficiently aware of the global forces and issues affecting their lives, and which they in turn can affect through their choices and actions. Schools and universities simply are not teaching most students about these global issues, because they are either not offering courses or not requiring them if they do. This shortfall makes it difficult,

*The Council is in
the ideas business.*



Above: CFR President Richard N. Haass and CIA Director Mike Pompeo discuss counterterrorism and the state of the CIA at the Term Member Conference.

Facing page: Former U.S. Representative to the United Nations for UN Management, Reform, and Special Political Affairs Isobel Coleman, Adjunct Senior Fellow Heidi Crebo-Rediker, Morgan Stanley Vice Chairman Thomas Nides, and McKinsey & Company, Inc., Senior Partner Lareina Yee discuss the status of women in the economy at the Women in Foreign Policy Symposium.

if not impossible, for students to meet their obligations as citizens and to meet the challenges of competing in a global world. Our goal at CFR is to ensure that every student, not just international relations majors, is globally literate and possesses the skills and knowledge about the world to prepare for a wide range of careers and ensure an informed citizenry.

To this end, in 2016, we launched Model Diplomacy, our National Security Council simulation program that aims to teach students about the issues, institutions, and processes that determine how American foreign policy is made, as well as to reinforce the fundamentals of a liberal arts education, including critical thinking and reading, effective verbal and written communication, collaboration, and problem-solving. In addition to Model Diplomacy, we will soon be launching World101, a library of multimedia explainers focusing on the fundamental concepts of international relations and American foreign policy. We also convene two major academic workshops each year for college and university presidents and professors, hold a dedicated conference call series, and produce Teaching Notes, complete with discussion questions, essay prompts, classroom activities, and supplemental readings, to facilitate the incorporation of CFR resources into academic courses.

All these activities are undertaken with the goal of having impact. The first way is through the generation and dissemination of ideas. Measuring the impact of ideas is notoriously difficult. Measuring output, including op-eds and congressional testimony along with book sales and citations and media appearances, may give some sense of the demand for our ideas, but not necessarily their impact. The Council has the potential for influence, but not power. The Council can and should be judged on the quality of what it produces, and how well it disseminates that work and connects with its target constituencies.

Another way the Council has impact is by developing talent. One way we do so is through our fellowship programs. The International

Affairs Fellowship (IAF), established in 1967, aims to create more scholar-practitioners by giving those in academia or the private sector the opportunity to spend a year in government, and those in government the chance to spend a year in a scholarly atmosphere. The IAF program has grown tremendously over its fifty-one years. Twenty-one years ago, we launched an IAF in Japan, which has now sent more than seventy scholars to Japan. In 2011, we established an IAF in Nuclear Security for younger scholars. Last year, we launched three new programs: an IAF in Canada, an IAF in International Economics, and an IAF for Tenured International Relations Scholars. And we are in the final stages of creating an IAF in India.

The Council also has a military fellowship program, which brings an officer from each of the five service branches to CFR for a year; the Edward R. Murrow Press Fellowship for distinguished foreign correspondents or editors; and the National Intelligence Fellowship for senior intelligence officers. The Council has now hosted some 150 Military Fellows, seventy Murrow Fellows, and twenty Intelligence Fellows. Among the Council's military fellowship alumni, more than half have gone on to be promoted to admiral or general.

Another way we develop talent is through our membership. The Council provides an unrivaled forum for discussion, professional development, and networking for its members. We also develop talent in students through our educational program. Last but not least, we develop talent internally. Every year, CFR staff go on to positions of influence in government, academia, business, and media. Numerous fellows have left the Council for senior positions in government.

A third way the Council has impact is by fostering civil society around the world. In 2012, we launched the Council of Councils, a consortium of twenty-nine policy institutes from twenty-five countries that convene twice a year to discuss major issues in global governance. Every year, the group produces a Report Card on International Cooperation, which

The Council's goal is to ensure that every student is globally literate.





evaluates multilateral efforts to address the world's most pressing global challenges. The seventh annual conference took place in New York in May. The Council of Councils has helped expand CFR's reach globally and promote the emergence of stronger, more independent institutions around the world.

Looking ahead, we will continue to enhance and improve the "traditional" Council while continuing to take on a larger role. Our commitment is to carry all this out in a manner consistent with our principles of independence and nonpartisanship. This is a critical time for the United States and the world, and the Council intends to rise to the challenge.

Richard N. Haass
President

Above: CFR President Richard N. Haass
speaks at Global Affairs Canada in Ottawa.

2018 Highlights



Upper left: Iranian Foreign Minister Mohammad Javad Zarif discusses U.S.-Iran relations, regional politics in the Middle East, and the future of the Iran nuclear deal.

Upper right: Senator Jeff Flake (R-AZ) speaks to Council members about the future of bipartisanship in Congress and the steps needed to advance the foreign policy agenda of the United States.

Lower left: International Criminal Court (ICC) Chief Prosecutor Fatou Bensouda speaks at the Women in Foreign Policy Symposium about her career at the ICC, the obstacles she has faced in her profession, and the challenges that still exist in integrating women into high-level foreign policy positions.

Lower right: President of Rwanda Paul Kagame discusses developments in Africa and his leadership of Rwanda for the past seventeen years.

Meetings

The Council on Foreign Relations provides an unrivaled forum for thoughtful and informed foreign policy debate, drawing leaders and experts in government, business, and academia for discussions with members on critical issues in foreign policy and international relations.

This year, CFR welcomed dozens of current and former foreign officials and heads of state. Beginning with the opening of the seventy-second session of the UN General Assembly in September 2017, CFR hosted the presidents of Afghanistan, Chile, and Rwanda; the crown prince of Saudi Arabia; the prime ministers of Pakistan and Singapore; the foreign ministers of Canada, China, France, Iran, Jordan, Mexico, Norway, the Philippines, Spain, and the United Arab Emirates; the finance ministers of Egypt and Saudi Arabia; and the central bank governors of Egypt and Japan. Members also heard from the former prime minister of France, the former president of Liberia, the president of the World Bank, the director general of the International Labor Organization, and the secretary-general of the League of Arab States.

CFR also hosted a number of current and former U.S. officials, including former Vice President Joe Biden; former Secretary of State Condoleezza Rice; former Secretary of Defense Ash Carter; Senators Richard Burr, Tom Cotton, Jeff Flake, Jack Reed, and Jeanne Shaheen; Representatives Sander Levin, Nita Lowey, Michael McCaul, Scott Peters, Ed Royce, and Adam Schiff; Director of National Intelligence Daniel Coats; U.S. Agency for International Development Administrator Mark Green; Undersecretary of the Treasury for International Affairs David Malpass; former Chairman of the Joint Chiefs of Staff Mike Mullen; former Secretary of Homeland Security Janet Napolitano; former Homeland Security and Counterterrorism Advisor Lisa Monaco; Commander of U.S. Forces Korea Vincent Brooks; Commander of U.S. Special Operations Command Raymond Thomas; Commander of U.S. Pacific Command Harry Harris; and former Ambassador to Russia Michael McFaul.

CFR held several multi-session symposia this year that offered members a deep dive into topics such as hacked elections and online influence operations, U.S. trade policy and future directions for world trade, the challenges of low global growth, behavioral economics, women and foreign policy, the future of the Middle East, and America's growing federal debt. Keynote speakers at these events included Director General of the World Trade Organization Roberto Azevedo, Yale Chief Investment Officer David Swensen, Google Chief Economist Hal Varian, and Chief Prosecutor of the International Criminal Court Fatou Bensouda.

CFR provides an unrivaled forum for thoughtful and informed foreign policy debate.



Upper left: CFR Chairman David M. Rubenstein and President of Chile Michelle Bachelet discuss the importance of Chile's regional integration in South America.

Lower left: President of American University and Council Board member Sylvia Mathews Burwell (*right*) speaks with former President of Liberia Ellen Johnson Sirleaf at the Darryl G. Behrman Lecture on Africa Policy.

CFR's symposia offer members a deep dive into topics such as hacked elections, future directions for world trade, behavioral economics, and America's growing federal debt.





In April, CFR hosted the five military service chiefs as part of the annual Robert B. McKeon Endowed Series on Military Strategy and Leadership. The HBO-sponsored *What to Do About . . .* series focused on the crises in Afghanistan, northern Syria, and Venezuela. The *Lessons From History* series, funded by David M. Rubenstein, looked at the fiftieth anniversary of the Tet Offensive and the lasting impact of the Vietnam War, the Northern Ireland peace process twenty years after the Good Friday Agreement, and the foreign policy legacy of the founding fathers. The *CEO Speaker* series brought BlackRock Chairman and CEO Larry Fink and Royal Dutch Shell CEO Ben van Beurden to CFR. As part of its *Daughters and Sons* series, which invites members to bring their high school- and college-age children to experience a CFR meeting, the Council hosted former Chair of the Federal Reserve Janet Yellen, journalists Nicholas Kristof and Evan Osnos, President of the International Rescue Committee David Miliband, and a panel of refugee aid workers.

More than three hundred term members gathered in New York in November for the twenty-second annual Term Member Conference, which featured conversations with then CIA Director Mike Pompeo and futurist Ray Kurzweil. CFR also organized term member trips to the National Security Council and to Seattle. In addition, term members joined life members for trips to the U.S. Military Academy at West Point and the U.S. Naval Academy in Annapolis.

Finally, CFR hosted the sixth annual Conference on Diversity in International Affairs in April. The conference, a collaborative effort by CFR, the Global Access Pipeline, and the International Career Advancement Program, brings together students and professionals from diverse backgrounds for seminars on foreign policy, professional development, global skills-building, and career opportunities in international affairs. Former Secretary of Homeland Security Jeh Johnson gave the keynote address.

Facing page top: Former Secretary of State and Chair of the Albright Stonebridge Group Madeleine K. Albright talks with Ukrainian President Petro Poroshenko about Ukrainian relations with the United States and Russia.

Facing page bottom: Former Secretary of the Treasury Jacob Lew speaks with Canadian Minister of Foreign Affairs Chrystia Freeland at “NAFTA and the Future of U.S.-Canada Relations.”

Above: NPR international correspondent Deborah S. Amos speaks with U.S. Navy Chief of Naval Operations John M. Richardson, U.S. Air Force Chief of Staff David L. Goldfein, U.S. Coast Guard Commandant Paul F. Zukunft, and U.S. Army Vice Chief of Staff James C. McConville at the Robert B. McKeon Endowed Series on Military Strategy and Leadership With the U.S. Service Chiefs.

National Program

The National Program connects CFR members who live outside New York and Washington, DC, with CFR and its resources. This year, the National Program hosted roundtable and salon discussions across the United States and around the world on topics including U.S. immigration policy, security in the Middle East and Europe, U.S.-Russia relations, and the North Korean nuclear threat. CFR also held interactive conference calls and offered livestreams and teleconferences of meetings in New York and Washington, DC.

In December, more than two hundred participants from across the country and around the world attended the third annual National Symposium in Menlo Park, California, to discuss issues at the intersection of foreign policy and technology. Sessions addressed geopolitical risk, California as a global actor, blockchain technology, and the U.S.-Russia relationship and cybersecurity.

As always, the year ended with the National Conference in New York, which convened more than four hundred participants for three days of panels and discussions, including a keynote conversation with Senator Lindsey Graham. Sessions covered global perspectives on the future of work; the geopolitics of Asia, featuring State Department Director of Policy Planning Brian Hook; social and economic inequality in a divided America; and the future of U.S. diplomacy.

Facing page top: Former U.S. Ambassador to Russia Michael A. McFaul (*second from left*) discusses U.S.-Russia relations and cybersecurity with the Roy and Barbara Goodman Family Professor of the Practice of Diplomacy and International Relations at the Harvard Kennedy School and Council Board member Nicholas Burns (*far left*), Hoover Institution Distinguished Research Fellow and *Atlantic* contributing editor Kori Schake, and Senior Advisor at the Albright Stonebridge Group and former Deputy U.S. Chief Technology Officer Nicole Wong at the National Symposium in Menlo Park, California.

Facing page bottom: CFR Chairman David M. Rubenstein, CFR Vice Chairman and Kissinger Associates CEO and Vice Chairman Jami Miscik, CFR Vice Chairman Blair Effron, and CFR President Richard N. Haass speak on the panel “State of the World, State of the Council” at the National Conference in New York.

The National Conference in New York convened more than four hundred participants for three days of panels and discussions.





Above: At CFR's Corporate Conference, CFR Chairman Emeritus Robert E. Rubin, Senior Fellow for Energy and the Environment and Director of the Program on Energy Security and Climate Change Amy Myers Jaffe, Infor CEO Charles Phillips, and Massachusetts Institute of Technology Professor Daniela L. Rus discuss how disruptive technologies are reshaping the economy.

Facing page: Chairman and CEO of the Walt Disney Company Robert A. Iger speaks at CFR's Corporate Conference.

The Corporate Program helps member companies better understand the international issues that affect their businesses.

Corporate Program

CFR's Corporate Program provides member companies from across the globe access to CFR's experts, research, and meetings to help them better understand the international issues that affect their businesses. This year, the program held meetings and roundtables on issues including global antitrust enforcement, China's Belt and Road Initiative, breakthrough technologies, the future of U.S. immigration policy, and social media regulation. CFR also held conference calls to provide executives timely analyses of current events, including the North American Free Trade Agreement renegotiations, looming trade wars, and the economic outlook for 2018.

The annual Corporate Conference in April featured a keynote conversation with Robert A. Iger, chairman and CEO of the Walt Disney Company, and sessions covering disruptive technologies, geopolitical risk, U.S.-China relations, and climate change.



The David Rockefeller Studies Program

The Studies Program, CFR's think tank, analyzes pressing global challenges and offers recommendations for policymakers in the United States and elsewhere. CFR's research aims to be more policy relevant than that of most universities and more rigorous than what is produced by many advocacy groups.

CFR fellows and experts published eleven books this year. Books reflect the emphasis CFR places on in-depth research and analysis. In *Windfall: How the New Energy Abundance Upends Global Politics and Strengthens America's Power*, Adjunct Senior Fellow Meghan L. O'Sullivan explains how the move from global energy scarcity to energy abundance is shaping the interests and strategies of governments around the world. In *Realism and Democracy: American Foreign Policy After the Arab Spring*, Senior Fellow for Middle Eastern Studies Elliott Abrams tells the story of the development of U.S. human rights policy over the last forty years and argues for supporting the expansion of democracy in the Middle East. In *The Sovereignty Wars: Reconciling America with the World*, James H. Binger Senior Fellow in Global Governance Stewart M. Patrick challenges the assertion that international cooperation necessarily undermines national sovereignty and argues that cooperation is critical to gain influence and advance U.S. interests on a variety of global issues. In *Preventive Engagement: How America Can Avoid War, Stay Strong, and Keep the Peace*, General John W. Vessey Senior Fellow for Conflict Prevention Paul B. Stares proposes a strategy for the United States to avoid overextending itself while still being able to manage emerging security risks before they become dangerous threats requiring costly military responses. Senior Fellow for Korea Studies Scott A. Snyder's book, *South Korea at the Crossroads: Autonomy and Alliance in an Era of Rival Powers*, argues that South Korea's best strategy to confront a rising China and a nuclear North Korea is a continued alliance with the United States. In *The Road Not Taken: Edward Lansdale and the American Tragedy in Vietnam*, Jeane J. Kirkpatrick Senior Fellow for National Security Studies Max Boot contends that the United States might have avoided the Vietnam quagmire if Washington had listened to the advice of legendary covert operative Edward Lansdale. In *Our Time Has Come: How India is Making Its Place in the World*, Senior Fellow for India, Pakistan, and South Asia Alyssa Ayres explains that India is emerging as a major power, creating new challenges and opportunities alike for the United States. Senior Fellow Benn Steil argues in *The Marshall Plan: Dawn of the Cold War* that some of the most dramatic confrontations and accomplishments of the early

CFR Books reflect the emphasis that the Council places on in-depth research and analysis.



Left: Senior Fellow for Women and Foreign Policy Jamille Bigio testifies about women's role in countering terrorism before the House Committee on Foreign Affairs.



Above left: At the “Future of the Middle East” symposium, Senior Fellow for India, Pakistan, and South Asia Alyssa Ayres participates in a panel on the American war in Afghanistan and strategies for bringing it to an end.

Above right: Mary and David Boies Senior Fellow in U.S. Foreign Policy Philip H. Gordon speaks to attendees of the Boies Chair Investiture Dinner.

Facing page: Senior Vice President, Director of Studies, and Maurice R. Greenberg Chair James M. Lindsay leads a discussion with Representative Michael McCaul (R-TX) at the International Affairs Fellowship Conference.

Cold War can be traced to the birth of the Marshall Plan. In *Taming the Sun: Innovations to Harness Solar Energy and Power the Planet*, Philip D. Reed Fellow for Science and Technology Varun Sivaram argues that although solar energy is the world’s cheapest and fastest-growing power source, its rise is in danger of stalling unless the solar industry makes large-scale investments in financial, technological, and systemic innovation. In *The China Mission: George Marshall’s Unfinished War, 1945–1947*, *Foreign Affairs* Executive Editor Daniel Kurtz-Phelan examines an oft-overlooked chapter in the career of George Marshall: his thirteen-month (unsuccessful) mission to negotiate peace between China’s Nationalists and Communists. Finally, in *The Third Revolution: Xi Jinping and the New Chinese State*, C. V. Starr Senior Fellow Elizabeth C. Economy argues that Chinese President Xi Jinping has dramatically centralized authority under his personal leadership, pursued a more ambitious foreign policy, and in some cases reversed reforms initiated by Deng Xiaoping’s Second Revolution by more tightly restricting the flow of ideas, culture, and capital into and out of the country.

In Council Special Reports, CFR experts provide timely responses to developing crises and contributions to current policy dilemmas. In *Containing Russia: How to Respond to Moscow’s Intervention in U.S. Democracy and Growing Geopolitical Challenge*, Robert D. Blackwill, Henry A. Kissinger senior fellow for U.S. foreign policy, and Philip H. Gordon, Mary and David Boies senior fellow in U.S. foreign policy, argue the United States is currently in a second cold war with Russia. Consistent with this assessment, Blackwill and Gordon recommend what would be tantamount to a new containment policy but note that the United States should still cooperate with Russia when in the U.S. national interest. In *Keeping the U.S.-Indonesia Relationship Moving Forward*, Senior Fellow for Southeast Asia Joshua Kurlantzick argues that Indonesia could be



more of a security partner for the United States and proposes that the two countries work together to check China's growing assertiveness in the South China Sea, combat the expansion of militants linked to the self-proclaimed Islamic State in Southeast Asia, and counter piracy and other transnational crime in the region.

In December, the Center for Preventive Action, which aims to help policymakers devise timely and practical strategies to prevent and mitigate armed conflict around the world, published its *Preventive Priorities Survey 2018*, an annual survey of U.S. foreign policy experts that assesses the likelihood and impact of thirty potential crises or conflicts in the coming year. Unsurprisingly, a military confrontation with North Korea was widely considered a top-tier (high-impact and moderate-likelihood) threat to watch. Two other possible conflicts were upgraded to the top tier this year: an armed confrontation between Iran and the United States or one of its allies, and an armed confrontation between China and one or more Southeast Asian countries over disputed maritime areas in the South China Sea.

Contingency Planning Memoranda address plausible contingencies abroad that could threaten U.S. interests. In the latest memo, "A Venezuelan Refugee Crisis," Shannon K. O'Neil, vice president, deputy director of studies, and Nelson and David Rockefeller senior fellow for Latin America Studies, argues that although the United States can do little to prevent Venezuela's economic and humanitarian crisis from worsening, it should collaborate with its allies and Venezuela's neighbors to provide humanitarian aid, build necessary infrastructure, and create a broader burden-sharing arrangement to integrate Venezuelan refugees throughout the region. Other memoranda published this year assess the risk of a return to violence and political instability in the Balkans and a renewed confrontation between Israel and Hezbollah.

Launched in fall 2017, the Cyber Operations Tracker categorizes publicly known state-sponsored cyber incidents and highlights important trends.

Cyber Briefs address emerging cybersecurity challenges. In “Sharing Classified Cyber Threat Information With the Private Sector,” Whitney Shepardson Senior Fellow Robert K. Knake argues that the U.S. government should share classified cyber threat data with private companies and prioritize cyber threats against companies that are critical to the U.S. economy. In “Cybersecurity and the New Era of Space Activities,” Adjunct Senior Fellow for Cybersecurity and Global Health David P. Fidler explains that governments and companies increasingly rely on space-dependent services that are vulnerable to cyberattacks. Other Cyber Briefs discuss how the United States should reform its approach to data protection and how it can counter Russian information operations in the age of social media. Adam Segal, Ira A. Lipman chair in emerging technologies and national security and director of the Digital and Cyberspace Policy program, launched a Cyber Operations Tracker that categorizes publicly known state-sponsored cyber incidents since 2005 and highlights important trends. For example, it reveals that state-sponsored cyber operations have risen tenfold since 2005 and that nineteen governments are suspected of having sponsored cyberattacks.

The think tank welcomed several new fellows this year, including Henri Barkey, Bernard L. and Bertha F. Cohen professor at Lehigh University, who specializes in Middle East studies; Caroline Bettinger-López, adjunct senior fellow for women and foreign policy and professor of clinical legal education and director of the Human Rights Clinic at the University of Miami School of Law; Michelle Gavin, former U.S. ambassador to Botswana, who rejoined the Council as a senior fellow for Africa studies focusing on economic development and political transitions; Europe and Russia expert James Goldgeier, who returned to the Council as a visiting senior fellow after serving as dean of American University’s School of International Service; Bruce Hoffman, tenured professor at Georgetown University’s Walsh School of Foreign Service and visiting professor of terrorism studies at St. Andrews University, Scotland, whose work focuses on terrorism and counterterrorism; Amy Myers Jaffe, previously executive director for energy and sustainability at the University of California, Davis, who joined as the David M. Rubenstein senior fellow for energy and the environment and director of the Program on Energy Security and Climate Change; and Meighan Stone, formerly an entrepreneurship fellow at the Harvard Kennedy School’s Shorenstein Center, who joined as senior fellow in CFR’s Women and Foreign Policy program.



Top: Jeane J. Kirkpatrick Senior Fellow for National Security Studies Max Boot calls on a roundtable participant at the annual Term Member Conference.

Bottom: Adjunct Senior Fellow for International and National Security Law John B. Bellinger III testifies on congressional authorizations for use of military force before the Senate Committee on Foreign Relations.

Council of Councils

This year, the Council of Councils (CoC), a consortium of twenty-nine leading think tanks from twenty-five countries that convenes biannually to discuss the state of global governance and how to improve it, held meetings in Buenos Aires and New York. UN Secretary-General António Guterres spoke on the opening night of the seventh annual conference in New York. The CoC also released its annual Report Card on International Cooperation, which evaluates global efforts on ten issues. The group gave international cooperation an overall grade of C- for 2017, the same as 2016, and rated preventing nuclear proliferation as the most important global priority in 2018.

Right: Chief of the Cabinet of Ministers of Argentina Marcos Peña speaks at the opening of the Council of Councils Regional Conference in Buenos Aires.

Below: President of the Institute of International Affairs Ferdinando Nelli Feroci, Associate Professor at the Getulio Vargas Foundation Oliver Stuenkel, Dean of the S. Rajaratnam School of International Studies Joseph Chinyong Liow, Chair of the Center for Japan Studies at the East Asia Institute Yul Sohn, and Director of the Institute for World Economy Studies at the Shanghai Institutes for International Studies Zhang Haibing discuss trade governance challenges at the Council of Councils Annual Conference.



The future of U.S. leadership and global competitiveness depends on rebuilding the links among work, opportunity, and economic security for all Americans.

Task Forces

CFR's Independent Task Force Program convenes diverse and distinguished groups of experts who offer analysis of and policy prescriptions for major foreign policy issues facing the United States. The Independent Task Force on the Future of the U.S. Workforce, co-chaired by former Commerce Secretary Penny Pritzker and former Governor of Michigan John Engler, sought to identify solutions for the challenges facing the U.S. workforce amid globalization, accelerating technology, and other disruptive forces. The report, *The Work Ahead: Machines, Skills, and U.S. Leadership in the Twenty-First Century*, argues that the future of U.S. leadership and global competitiveness depends on government, business, educators, and other institutions rebuilding the links among work, opportunity, and economic security for all Americans. The print report was accompanied by an interactive digital version featuring videos, data visualizations, and a quiz.

*Below: CNBC Chief International Correspondent Michelle Caruso-Cabrera, Founder and Chairman of PSP Partners and Task Force Co-Chair Penny Pritzker, Bernard L. Schwartz Senior Fellow and Task Force Project Director Edward Alden, and Task Force Deputy Project Director Laura Taylor-Kale discuss the future of the U.S. workforce at a launch event for *The Work Ahead*, the Independent Task Force report.*



CFR serves as a forum for educators and students to interact with CFR experts and one another.

CFR Campus

CFR Campus connects educators and students to CFR's award-winning publications, innovative digital learning products, and events featuring foreign policy experts to enhance teaching and learning of international affairs.

Model Diplomacy, CFR's National Security Council simulation program, aims to teach students about the issues, institutions, and processes that determine how American foreign policy is made and to reinforce the fundamentals of a liberal arts education, including critical thinking and reading, effective verbal and written communication, collaboration, and problem-solving. Since the January 2016 launch of Model Diplomacy, more than 25,000 students and instructors at more than 1,500 institutions in the United States and ninety-seven other countries have registered to use the product and its fourteen hypothetical but realistic cases, which range from a government collapse in Venezuela to a cyber clash with China. Model Diplomacy is currently used in universities, community colleges, and high schools across the country.

CFR also serves as a forum for educators and students to interact with CFR experts and one another to discuss a broad range of issues in foreign policy and international relations. This academic year, more than 150 universities and high schools participated in the Academic Conference Call series, a biweekly teleconferenced discussion between students and a CFR expert. Calls covered India's growing global influence, the economic benefits of women's participation in the workforce, and the future of U.S. involvement in Iraq.

The annual Higher Education Working Group in February brought more than sixty heads of colleges and universities to CFR for sessions on the future of the U.S. workforce, U.S. and East Asian responses to North Korea, and freedom of speech on campus. In April, educators from more than a hundred public, private, and community colleges gathered for the seventh annual College and University Educators Workshop. Sessions and discussion groups addressed global governance, dealing with a nuclear North Korea, combating disinformation, teaching with CFR and *Foreign Affairs* resources, and bringing global issues into the classroom.



Left: Assistant Professor of History at the University of Akron Oghenetaja “Toja” Okoh, Director of the Master of Arts in Intelligence and Security Studies and Associate Professor of Political Science at Augusta University Craig Albert, and Adjunct Lecturer at the University of North Carolina, Greensboro, and Rowan-Cabarrus Community College Karen Lynden speak at the College and University Educators Workshop.

Below: World101 is a digital library of multimedia explainers focusing on the fundamental concepts of international relations and American foreign policy. This particular module is on climate change.

World101

Understand how the world works—the issues, the forces, the actors, and how they interact to influence events that affect you.

INFOGRAPHIC

The Paris Agreement

Study the background, structure, and significance of the glob...

VIDEO 2:53

Climate Change and the Coffee Industry

Observe how climate change can affect the livelihoods of entire populations.

SUMMARY

Why Scientists Are Watching Greenland

Understand the vast and varied effects of climate change.

Primary Source Energy Consumption in 2016

Click on each country for information about its energy use

The Greenhouse Effect

- 1 The sun's radiation travels toward the earth.
- 2 About half is reflected or absorbed by clouds and the atmosphere.
- 3 The rest reaches the earth, where it is absorbed by oceans and land.
- 4 The earth also releases heat back toward space.
- 5 Some of this heat passes directly through the atmosphere.
- 6 But most of it is captured and retained by greenhouse gases.

World101

Outreach

RELIGION AND FOREIGN POLICY PROGRAM

Since 2006, CFR's Religion and Foreign Policy program has provided a unique forum to examine issues at the nexus of religion and U.S. foreign policy. The initiative aims to involve members of the religious community in foreign policy discussions, given the tremendous influence they have through weekly sermons, service trips, and educating the next generation of spiritual leaders.

This year, the program held roundtables and conference calls on timely issues including Venezuela's humanitarian crisis, religious freedom and religious engagement in U.S. diplomacy, the two-hundredth anniversary of the Baha'i faith, women and faith-based activism, peace-building in the Middle East, and the challenges of building interreligious communities.

In May, the twelfth annual Religion and Foreign Policy Workshop brought together more than 120 congregational and lay leaders, religion scholars, and representatives of faith-based organizations from thirty-seven religious traditions for discussions on religious literacy, global religious demography, religion and society in Russia, and religion and conflict in Southeast Asia.

WASHINGTON OUTREACH

CFR's Congress and U.S. Foreign Policy program aims to connect the work of the Council with members of Congress, their staffs, and executive branch officials. The program serves as an essential source of independent, nonpartisan analysis to inform the direction of U.S. foreign policy. It also offers a forum where policymakers from both sides of the aisle can come together for reasoned discussions on foreign policy issues.

This year, CFR fellows were called to testify before Congress fourteen times, and the program held more than 250 roundtables and briefings for members of Congress and their staffs. CFR fellows and staff have also been a resource for the executive branch, briefing officials from the Departments of State, Defense, and the Treasury; the executive office of the president and the National Security Council; the office of the vice president; and the National Intelligence Council.

In November, CFR launched a new program, cohosted with former Representative Vin Weber and former Senate Majority Leader Tom Daschle that brings together representatives and senators for an in-depth examination of a critical foreign policy issue. Discussions this year focused on North Korea, global flash points, and the Saudi-Iranian rivalry.

In addition, members of the Congressional Foreign Policy Study Group, a selective program for senior-level congressional staff, traveled to New York in September to meet with CFR and *Foreign Affairs* experts.

This year, the Religion and Foreign Policy Workshop brought together more than 120 religious leaders, scholars, and representatives from thirty-seven religious traditions.



Top: Students attend CFR's "Back to School" event on globalization.

Bottom: Executive Director of the Interfaith Center of New York Chloe Breyer and American Jewish World Service Global Ambassador Ruth W. Messinger converse at the Religion and Foreign Policy Workshop.

CFR Digital

CFR.org continues to be a leading source of timely analysis of critical foreign policy issues. The website's most popular pieces of content are backgrounders, which introduce readers to important topics ranging from the U.S. national debt to Brexit. New backgrounders produced this year help explain the relationship between cryptocurrencies and national security, trade dispute settlement mechanisms, U.S. corporate tax reform, and the demographics of the U.S. military, among other issues. The website also offers fifteen blogs authored by senior fellows, interviews, expert briefs, digital interactives, and numerous other resources.

In October, CFR.org's multimedia InfoGuide on deforestation in the Amazon won a News & Documentary Emmy Award, the fourth Emmy that CFR has won. A new InfoGuide on modern slavery launched in January. The long-form feature offers an immersive look at the roots of a problem afflicting more than forty million people, and includes up-close testimonials of victims from Haiti to North Korea. The guide drew praise from leading human rights officials at the United Nations and across nongovernmental organizations.

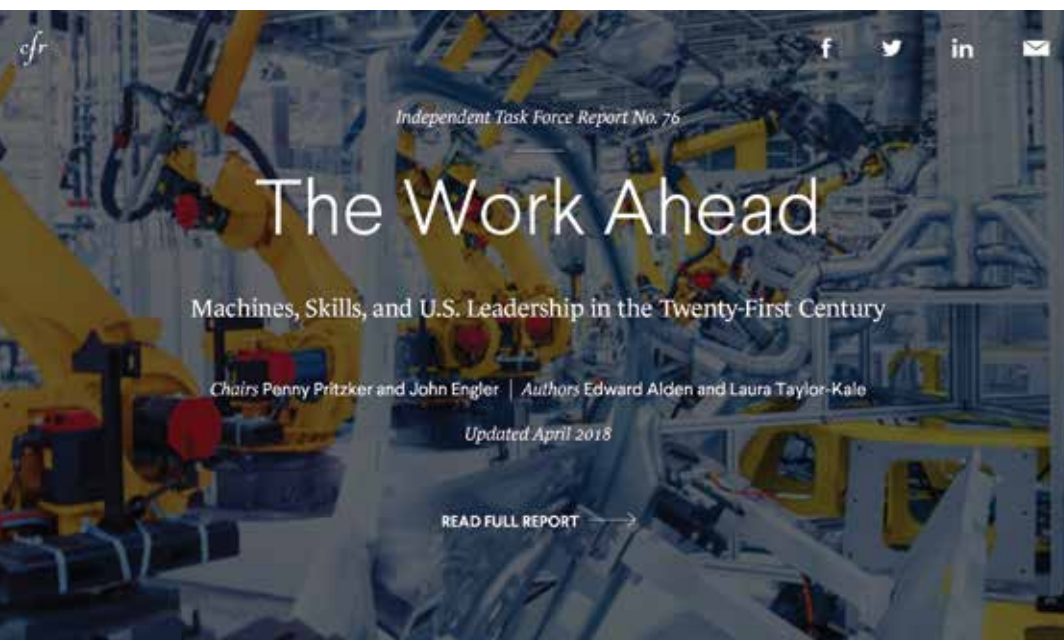
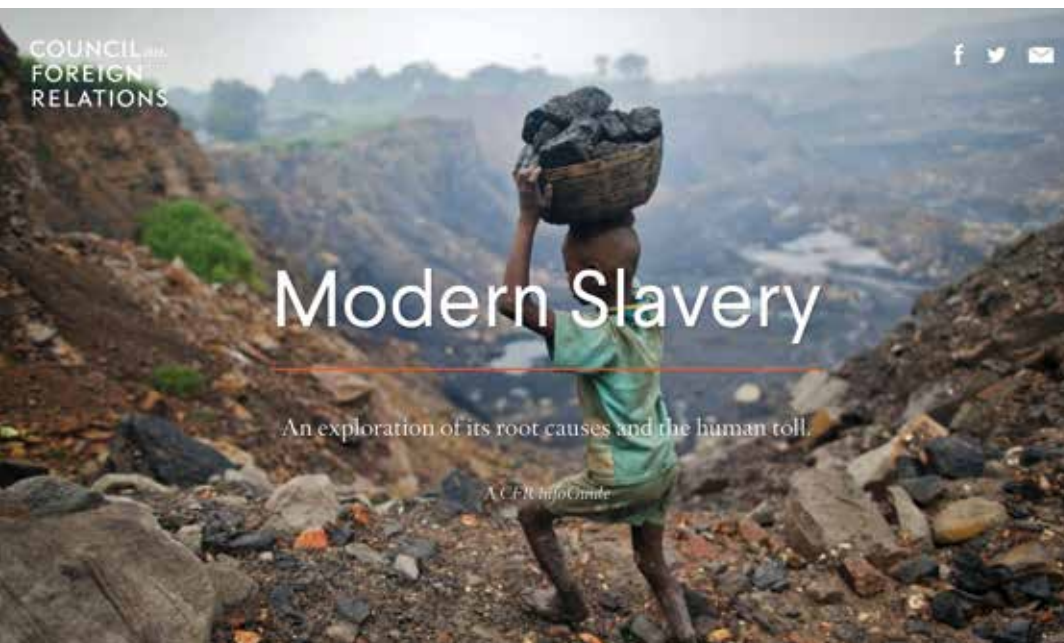
In another online interactive report produced this year, "Women's Participation in Peace Processes," the Women and Foreign Policy program explores women's roles in major peace agreements from 1990 to the present. The data shows that although women's participation in peace processes significantly improves their likelihood of success, women's representation has lagged. "The Changing Demographics of Global Health," by Thomas J. Bollyky, senior fellow for global health, economics, and development, reveals that population growth and aging are fueling a significant rise in noncommunicable diseases in poor countries that are ill prepared to handle them. The interactive forecasts that in 2040 the burden of noncommunicable diseases in Bangladesh, Ethiopia, and Myanmar will be roughly the same as in rich nations such as the United States and Great Britain.

In addition to the website, CFR maintains a significant presence on social media, broadcasting livestreams of CFR meetings and reaching its hundreds of thousands of followers on Facebook, Twitter, YouTube, Instagram, and LinkedIn.

Facing page top: A new InfoGuide explores the causes and consequences of modern-day slavery.

Facing page bottom: The interactive digital version of CFR's Independent Task Force Report *The Work Ahead* features videos, data visualizations, and a quiz to show the impact of accelerating technological change on the U.S. workforce.

CFR.org's multimedia InfoGuide on deforestation in the Amazon won a News & Documentary Emmy Award, the fourth Emmy that CFR has won.



Foreign Affairs



Foreign Affairs Editor Gideon Rose

Over the course of the past year, *Foreign Affairs* has tried to rise to the challenge of living in interesting times, continuing its mission by providing a broad range of first-rate content to large audiences across multiple publishing platforms.

The main theme of the year's coverage has been the Donald J. Trump administration's efforts to reorient American foreign policy and how they have fared. The July/August 2017 issue led with a package on where things stood after a turbulent spring, featuring articles by Richard Haass and Elliott Abrams, and the lead package in September/October showcased the reactions of U.S. allies. The March/April 2018 issue assessed matters at the one-year mark, including pieces by Eliot Cohen, Jake Sullivan, Sarah Margon, Barry Posen, and Adam Posen; the May/June issue enlisted Walter Russell Mead, Yuen Yuen Ang, and others to put the Trump phenomenon in historical and comparative perspective.

At the same time, we have maintained our regular analysis of important issues and events, trying to direct attention to "America's Forgotten Wars" around the globe (the subject of the November/December 2017 lead package), the dynamics and contours of globalization (with articles by Fred Hu and Michael Spence, Susan Lund and Laura Tyson, and others), and subjects from development and human rights to energy and cybersecurity. We also stretched ourselves intellectually with explorations of how nations deal with the evils of their pasts (the lead package of January/February 2018) and the opportunities and risks of new technologies in gene editing (a secondary package in May/June, featuring an interview with Jennifer Doudna and an article by Bill Gates).

All the while, several hundred original articles on ForeignAffairs.com covered breaking events and fast-changing issues from the ethnic cleansing of the Rohingya in Myanmar, to the turbulence across the Middle East, to the Korean summit, and more. Ebooks published in the off months of the print publication cycle covered Russia, financial geopolitics, North Korea, climate policy, India's seventieth anniversary, and collected highlights of 2017.

Foreign Affairs has a strong online audience, garnering an average of 1.6 million monthly page views and holding 1.35 million Facebook fans and more than 655,000 Twitter followers. Total circulation is holding steady at just over two hundred thousand. In January, *Foreign Affairs* embarked on its first foreign tour, a new initiative designed to connect the magazine to its readers abroad and expand its audience through live events. In partnership with four leading European think tanks—Chatham House, the European Council on Foreign Relations, the French Institute for International and Strategic Affairs, and the Royal Institute for International Relations—we held events in London, Paris, Brussels, and Berlin. Last September, a record number of schools participated in our Graduate School Forum, which allows educators to reach our highly coveted audience through print, online, and live events. Feedback from advertisers was quite positive, and we look to build on this success in coming years. Finally, despite a challenging newsstand environment for

the entire magazine industry, *Foreign Affairs* has been increasing our distribution in high-performing outlets like Whole Foods.

Organizationally, meanwhile, a great deal has been happening behind the scenes as we have integrated all operations of *Foreign Affairs* into a single department to increase efficiency and facilitate nimble responses to the rapidly evolving digital environment. The entire magazine staff is now physically located together in beautifully renovated offices on the third floor of the Harold Pratt House.

Finally, the past year saw a number of significant personnel changes at the magazine, including the departure of Managing Editor Jonathan Tepperman, Deputy Managing Editor Kathryn Salam, and Director of Product Anique Halliday, all of whom have been crucial in our success over recent years, as well the arrival of Executive Editor Daniel Kurtz-Phelan, Chief Revenue Officer Stephanie Solomon, and Director of Product Ricky Ferrer. That the magazine has managed to survive and thrive amid all these shifts is in large measure due to the extraordinary service of Mia Higgins, who after a year and a half as interim publisher is returning to her full-time position as CFR's general counsel. Mia has been a dynamic leader during a time of transition and a crucial architect of the magazine's new course, and we cannot thank her enough for her hard work, passion, and vision.

Gideon Rose
Editor, Foreign Affairs

*In January,
Foreign Affairs
embarked on its
first foreign tour.*

Below: Senior Fellow at the Carnegie Endowment for International Peace Jake Sullivan, Washington Director of Human Rights Watch Sarah Margon, and Foreign Affairs Executive Editor and author of The China Mission Daniel Kurtz-Phelan address the audience at the March/April 2018 Foreign Affairs issue launch in Washington, DC.



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Juan Carlos Zarate

* Term member

† Ex officio

2018 Board Election and Appointments

The Council's By-Laws provide for a Board consisting of thirty-five Directors (plus the President, ex officio), divided into five classes of seven Directors. Each class serves for a term of five years. Per the Council's By-Laws as revised by the Board of Directors in February 2015, each class of Directors is elected by the membership at large, who vote on a slate of candidates via an up-or-down vote.

Directors with terms expiring on June 30, 2018, were Zoë Baird, Alan S. Blinder, Nicholas Burns, Laurence D. Fink, J. Tomilson Hill, Shirley Ann Jackson, and Ruth Porat.

The Nominating and Governance Committee was composed of Mary McInnis Boies (chair), David G. Bradley, Sylvia Mathews Burwell, Jonathan E. Colby, Kim Gordon Davis, Jose W. Fernandez, Marlene Hess, Susan Hockfield, Jon Liebman, Jami Miscik, Pamela S. Passman, Ruth Porat, Kimberly Querrey, Emily Rafferty, Stanley S. Shuman, and James G. Stavridis. The Nominating and Governance Committee met on March 2, 2018, to consider the pool of names suggested by Council members for the election slate. Mindful of its mandate to consider "the need for diversity with regard to age, sex, race, geographical representation, and professional background," the Nominating and Governance Committee developed the following slate of nominees for the Class of 2023: Kenneth I. Chenault, Laurence D. Fink, Stephen C. Freidheim, Margaret (Peggy) Hamburg, Charles Phillips, Cecilia Elena Rouse, and Frances Fragos Townsend. A ballot was sent to all Council members on May 1, 2018.

The Annual Meeting, at which votes would be cast for the election, was held on May 31, 2018. At the meeting, 1,695 members participated in person or by proxy, fulfilling the quorum required by By-Law V. Seventy-eight members included write-in suggestions of candidates the Nominating and Governance Committee should consider for the 2019 election. The members approved the slate of candidates with 96 percent of voters in favor of the slate, and the seven Directors on the slate were elected to the Class of 2023, with terms beginning on July 1, 2018.

Historical Roster of Directors and Officers

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

John E. Bryson	1992–2002	Richard E. Salomon	2003–2013,	David M. Cote	2016–
Kenneth W. Dam	1992–2001		2014–2017	William H. McRaven	2016–
Maurice R. Greenberg	1992–2002,	Anne-Marie Slaughter	2003–2009	Janet A. Napolitano	2016–
	2004–2009	Madeleine K. Albright	2004–2014	Ash Carter	2017–
Karen N. Horn	1992–95	Richard N. Foster	2004–2009	James P. Gorman	2017–
James R. Houghton	1992–96	Joseph S. Nye Jr.	2004–2013	Laurene Powell Jobs	2017–
Charlayne Hunter-Gault	1992–98	Fareed Zakaria	2004–2014,	Kenneth I. Chenault	2018–
Donna E. Shalala	1992–93		2017–	Stephen C. Freidheim	2018–
Paul A. Allaire	1993–2002	Peter Ackerman	2005–2015	Margaret (Peggy)	
Robert E. Allen	1993–96	Charlene Barshefsky	2005–2010	Hamburg	2018–
Richard N. Cooper	1993–94	Stephen W. Bosworth	2005–2009	Charles Phillips	2018–
E. Gerald Corrigan	1993–95	Tom Brokaw	2005–2015	Cecilia Elena Rouse	2018–
Alton Frye	1993	David M. Rubenstein	2005–	Frances Fragos	
Leslie H. Gelb	1993–2001,	Frank J. Caufield	2006–2010	Townsend	2018–
	2002–2003	Ann M. Fudge	2006–2016		
Rita E. Hauser	1993–97	Alberto Ibargüen	2006–2013	<i>CHAIRMEN OF THE BOARD</i>	
Theodore C. Sorensen	1993–2004	Henry R. Kravis	2006–2012	Russell C. Leffingwell	1946–53
Garrick Utley	1993–2003	James W. Owens	2006–2014	John J. McCloy	1953–70
Carla A. Hills	1994–2017	Colin M. Powell	2006–2016	David Rockefeller	1970–85
Helene L. Kaplan	1994–96	Christine Todd		Peter G. Peterson	1985–2007
Frank G. Zarb	1994–96	Whitman	2006–2016	Carla A. Hills	
Robert B. Zoellick	1994–2001	Sylvia Mathews Burwell	2007–2013,	(Co-Chairman)	2007–2017
Les Aspin	1995		2017–	Robert E. Rubin	
Mario L. Baeza	1995–2001	Stephen Friedman	2007–2017	(Co-Chairman)	2007–2017
Peggy Dulany	1995–2003	Jami Miscik	2007–	David M. Rubenstein	2017–
Jessica P. Einhorn	1995–2005	Alan S. Blinder	2008–2018		
Louis V. Gerstner Jr.	1995–2005	J. Tomilson Hill	2008–2018	<i>CHAIRMEN EMERITI</i>	
Hannah Holborn Gray	1995–98	Shirley Ann Jackson	2008–2018	Peter G. Peterson	2007–2018
William J. McDonough	1995–2004	George Rupp	2008–2013	Carla A. Hills	2017–
George J. Mitchell	1995–2005	David G. Bradley	2009–	Robert E. Rubin	2017–
Frank Savage	1995–2002	Donna J. Hrinak	2009–		
George Soros	1995–2004	Penny S. Pritzker	2009–2013	<i>HONORARY CHAIRMEN</i>	
Lee Cullum	1996–2006	Frederick W. Smith	2009–2014	John J. McCloy	1970–1989
Vincent A. Mai	1997–2003	John P. Abizaid	2010–	David Rockefeller	1985–2017
Warren B. Rudman	1997–2005	Mary McInnis Boies	2010–		
Laura D'Andrea Tyson	1997–2007	Pamela Brooks Gann	2010–2015	<i>VICE CHAIRMEN</i>	
Roone Arledge	1998–2002	Thomas H. Glocer	2011–2016	<i>OF THE BOARD</i>	
Martin S. Feldstein	1998–2008,	Eduardo J. Padrón	2011–	Grayson Kirk	1971–73
	2009–2015	Peter B. Henry	2012–2017	Cyrus R. Vance	1973–76,
Bette Bao Lord	1998–2003	Muhtar Kent	2012–2014		1985–87
Michael H. Moskow	1998–2008	Margaret G. Warner	2012–	Douglas Dillon	1976–78
Diane Sawyer	1998–99	Zoë Baird	2013–2018	Carroll L. Wilson	1978–79
John Deutch	1999–2004	Nicholas Burns	2013–2018	Warren Christopher	1987–91
Robert E. Rubin	2000–2017	Steven A. Denning	2013–	Harold Brown	1991–92
Andrew Young	2000–2005	Laurence D. Fink	2013–	B. R. Inman	1992–93
Henry S. Bienen	2001–2011	Ruth Porat	2013–2018	Jeane J. Kirkpatrick	1993–94
Kenneth M. Duberstein	2001–2012	Blair Effron	2014–	Maurice R. Greenberg	1994–2002
Joan E. Spero	2001–2011	Susan Hockfield	2014–	Carla A. Hills	2001–2007
Vin Weber	2001–2011,	John Paulson	2014–	William J. McDonough	2002–2003
	2012–	James G. Stavridis	2014–	Robert E. Rubin	2003–2007
Fouad Ajami	2002–2012	Daniel H. Yergin	2014–	Richard E. Salomon	2007–2013
Jeffrey L. Bewkes	2002–2006	Timothy F. Geithner	2015–	David M. Rubenstein	2012–2017
Ronald L. Olson	2002–2010	Stephen J. Hadley	2015–	Blair Effron	2017–
Thomas R. Pickering	2002–2007	James Manyika	2015–	Jami Miscik	2017–
Helene D. Gayle	2003–2008	Richard L. Plepler	2015–		
Richard N. Haass	2003–	Tony Coles	2016–		

HONORARY VICE CHAIRMAN

Maurice R. Greenberg 2002–

PRESIDENTS

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

PRESIDENT EMERITUS

Leslie H. Gelb 2003–

HONORARY PRESIDENTS

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

*EXECUTIVE**VICE PRESIDENTS*

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

SENIOR VICE PRESIDENTS

Alton Frye 1993–98
 Kenneth H. Keller 1993–95
 Larry L. Fabian 1994–95
 Michael P. Peters 1995–2002
 Paula J. Dobriansky 2001
 Charles G. Boyd 2001–2002
 David Kellogg 2002–2010
 Janice L. Murray 2002–2009
 James M. Lindsay 2009–

VICE PRESIDENTS

Paul D. Cravath 1921–33
 Norman H. Davis 1933–36
 Edwin F. Gay 1933–40
 Frank L. Polk 1940–43
 Russell C. Leffingwell 1943–44
 Allen W. Dulles 1944–46
 Isaiah Bowman 1945–49
 David Rockefeller 1950–70
 Henry M. Wriston 1950–51
 Frank Altschul 1951–71

Devereux C. Josephs 1951–52
 David W. MacEachron 1972–74
 John Temple Swing 1972–86
 Alton Frye 1987–93
 William H. Gleysteen Jr. 1987–89
 John A. Millington 1987–96
 Margaret Osmer-McQuade 1987–93
 Nicholas X. Rizopoulos 1989–94
 Karen M. Sughrue 1993–98
 Ethan B. Kapstein 1995–96
 Abraham F. Lowenthal 1995–2005
 Janice L. Murray 1995–2002
 David J. Vidal 1995–97
 Frederick C. Broda 1996–97
 Kenneth R. Maxwell 1996
 Paula J. Dobriansky 1997–2001
 Gary C. Hufbauer 1997–98
 David Kellogg 1997–2002
 Lawrence J. Korb 1998–2002
 Anne R. Luzzatto 1998–2005
 Elise Carlson Lewis 1999–2008
 Irina A. Faskianos 2002–
 Robert C. Orr 2002–2003
 James M. Lindsay 2003–2006
 Lisa Shields 2003–
 Nancy E. Roman 2004–2007
 Nancy D. Bodurtha 2005–
 Suzanne E. Helm 2005–
 Gary Samore 2006–2009
 Kay King 2007–2011
 L. Camille Massey 2008–2014
 Jan Mowder Hughes 2010–
 Caroline Netchvolodoff 2015–
 Shannon K. O'Neil 2018–

EXECUTIVE DIRECTORS

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

SECRETARIES

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

HONORARY SECRETARY

Frank Altschul 1972–81

TREASURERS

Edwin F. Gay 1921–33
 Whitney H. Shepardson 1933–42
 Clarence E. Hunter 1942–51
 Devereux C. Josephs 1951–52
 Elliott V. Bell 1952–64
 Gabriel Hauge 1964–81
 Peter G. Peterson 1981–85
 C. Peter McColough 1985–87
 Lewis T. Preston 1987–88
 James E. Burke 1988–89
 David Woodbridge 1989–94
 Janice L. Murray 1994–2009
 Kenneth Castiglia 2010–2011
 Keith Olson 2012–

*EDITORS OF**FOREIGN AFFAIRS*

Archibald Cary
 Coolidge 1922–28
 Hamilton Fish
 Armstrong 1928–72
 William P. Bundy 1972–84
 William G. Hyland 1984–92
 James F. Hoge Jr. 1992–2010
 Gideon Rose 2010–

* Pro tempore

Membership

MEMBERSHIP

The Council on Foreign Relations is first and foremost a membership organization. CFR members are prominent individuals representing a wide variety of fields and backgrounds. With more than five thousand members, the institution's ranks include top government officials, scholars, business leaders, journalists, lawyers, educators, religious leaders, and nonprofit professionals. The membership is composed of those residing in the greater New York and Washington, DC, areas, with a plurality based around the United States and abroad.

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

STEPHEN M. KELLEN TERM MEMBER PROGRAM

The Stephen M. Kellen Term Member Program, established in 1970 to cultivate the next generation of foreign policy leaders, encourages promising young women and men from diverse backgrounds to engage in a sustained conversation on international affairs and U.S. foreign policy. Each year, a new class of term members between the ages of thirty and thirty-six is elected to serve a fixed 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 nearly fifty years ago, and the number of term members is indexed at up to 18 percent of the total CFR membership.

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

APPLYING FOR MEMBERSHIP

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

ELIGIBILITY REQUIREMENTS

- Candidates for membership must be nominated in writing by a current CFR member and seconded by three to four other individuals. To be considered for term membership, candidates must be nominated by a current CFR member and seconded by two to three other individuals.
- Membership is restricted to U.S. citizens (native born or naturalized) and permanent residents who have applied to become citizens. If foreign born, a candidate must submit a statement that he or she has been naturalized or is a permanent resident who has made formal application for citizenship.
- Candidates for term membership must be between the ages of thirty and thirty-six on January 1 of the year in which they apply.
- 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.

TO APPLY

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

- full name
- title and affiliation
- date of birth
- citizenship status (see Eligibility Requirements)
- type of membership for which the candidate is applying
- date(s) 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/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 candidates for membership.

Candidates are responsible for securing their nominators and seconders. The roster of members is regularly updated online. 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.

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.

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.

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:

	<i>APPLICATION DEADLINE</i>	<i>NOTIFICATION</i>
Membership	March 1	late June
	November 1	late February
Term Membership	January 3	late June

APPLICATION REACTIVATION REQUIREMENTS

A candidate who is not elected in any given application round will have his or her file held over, and all application materials including nominating and seconding letters will remain on file for ten years. The candidate may reactivate a previous application if that file is within ten years of the current application round.

To reactivate an application, the candidate 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 submit an updated CV using the online application, specifying any significant changes since the previous application. Although the original nominating and subsequent seconding letters will be included in the reactivated application, the candidate must secure a minimum of one and 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 new seconding letters come from current CFR members, though it is strongly recommended. Previous letter writers may provide new letters only when new content is included.

If a membership candidate is not elected in two consecutive application rounds, the candidate is precluded from applying for three years. If a term membership candidate is not elected in two consecutive application rounds, the candidate is precluded from applying for one year. However, the one-year hold period is waived if a candidate would be ineligible to reapply due to the term membership 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

Between July 2017 and June 2018, CFR membership grew by 0.16 percent, from 5,095 to 5,103 members. Member records are maintained by CFR at 58 East 68th Street, New York, NY 10065.

	<i>NUMBER OF MEMBERS</i>	<i>PERCENTAGE OF MEMBERSHIP</i>
Location		
National	1,980	38
New York Area	1,610	32
Washington, DC, Area	1,513	30
Total	5,103	100
Industry		
Education	1,107	22
Nonprofit and International Organizations	999	20
Financial Institutions	768	15
Law and Consulting	689	13
Government	457	9
Media and News Services	319	6
Commerce	161	3
Information Technology	112	2
Medicine and Health Care	39	1
Energy and Power	37	1
Other	415	8
Total	5,103	100

Membership Roster

A

Aaron, David L.
 Abbot, Charles S.
 Abbot, Laura Winthrop
 Abboud, A. Robert
 Abboud, Labeeb M.
 Abell, Keith W.
 Abercrombie-Winstanley, Gina K.
 Abernethy, Robert John
 Abizaid, Christine
 Abizaid, John P.
 Aboelnaga Kanaan, Mona
 Abraham, David Stephen
 Abramowitz, Michael J.
 Abrams, Elliott
 Abrams, Michael P.
 Abrams, Samuel J.
 Abrams, Stacey Y.
 Abrams, William M.
 Abuaf, Niso
 Aburdene, Odeh F.
 Ackerman, Elliot L.*
 Ackerman, Peter
 Ackerson, Alana Aldag
 Adams, Gordon M.
 Adams, Jacqueline
 Adams, Marjorie A.
 Adams, Michael F.
 Adams, Timothy Dees
 Adams-Ender, Clara L.
 Addison, Linda L.
 Addonizio, Elizabeth
 Adelman, Carol C.
 Adelman, David
 Adkerson, Richard C.
 Adler, Allen R.
 Adler, Nate
 Adler, Stephen J.
 Aggarwal, Vinod K.
 Aghi, Mukesh

* Elected to membership in 2018.

† Elected to a five-year term membership in 2018.

Note: Membership shown as of July 1, 2018.

Agostinelli, Robert F.
 Aguh, Chike
 Aguiar, Eric
 Agus, David B.
 Ahern, Stephanie R.
 Ahlers, Werner F.
 Ahmed, Fahim
 Ahmed, Qanta A.
 Ahmed, Salman S.
 Ahn, Daniel P.
 Ahuja, Jasmeet K.†
 Ahuja, Sanjiv
 Ailabouni, Rosa M.
 Aiyer, Vikrum Dave
 Akhter, Afreen
 Albright, Alice P.
 Albright, Madeleine K.
 Alderman, Michael H.
 Alexander, John R.
 Alexander, Lewis S.
 Alexander, Margo N.
 Alford, Ginous "Gigi"
 Alford, William P.
 Ali, Samar S.
 Allen, Ben
 Allen, Danielle
 Allen, J. Michael III
 Allen, Jodie T.
 Allen, John R.
 Allen, Marc
 Allen, Richard V.
 Allen, Ronald L.
 Allen, Thad W.
 Allibhoy, Faheen*
 Allison, Graham
 Almond, Michael A.
 Alonzo, Anne L.
 Alper, Andrew Michael
 Alter, Jonathan H.
 Alter, Karen J.
 Alterman, Jon B.
 Altman, Alexandra
 Altman, Drew
 Altman, Elizabeth J.
 Altman, Roger C.
 Altman, William C.
 Altshuler, David

Alvarez, Jose E.
 Alverà, Marco
 Alving, Amy E.
 Alvo, Vickie
 Amdetsion, Fasil
 Amdur, Stephen B.
 Amine, James L.
 Amirfar, Catherine
 Amiri, Rina
 Amir-Mokri, Cyrus
 Amos, Deborah Susan
 Amr, Hady A.
 Andelman, David A.
 Anders, Michael Thomas*
 Andersen, Elizabeth
 Anderson, Craig B.
 Anderson, Desaix
 Anderson, Gloria B.
 Anderson, Kristen Soltis
 Anderson, Lisa
 Anderson, Paul F.
 Anderson, Ryan K.
 Anderson, Wendy R.
 Andreas, Terry Lynn
 Andrews, Bruce H.
 Andrews, Michael A.
 Andrus, Jon Kim
 Angelson, Mark A.
 Ansour, M. Michael
 Anthony, John Duke
 Aossey, Nancy A.
 Aponte, Mari Carmen
 Appenteng, Felicia
 Appiah, Kwame Anthony
 Applebaum, Anne E.
 Aquila, Francis J.
 Arbess, Daniel J.
 Archuleta, Brandon 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.

Arnold, Jenna
 Aron, Adam Maximilian
 Aronson, Bernard W.
 Aronson, Jonathan David
 Arredondo, Fabiola R.*
 Arsenian, Deana
 Arsht, Adrienne
 Art, Robert J.
 Arthurs, Alberta
 Artigiani, Carole
 Asgard, Ramin
 Ashooh, Jessica P.
 Assousa, George E.
 Athreya, Bama
 Atkins, Betsy S.
 Atkinson, Caroline
 Atkinson, Holly G.
 Atwood, J. Brian
 Auer, James E.
 Auerbach, Paul S.
 Aufhauser, David D.
 Auguste, Byron Gerald
 Augustine, Norman R.
 Auletta, Ken
 Auspitz, Josiah Lee
 Austin, Jonathan T.
 Austin, Lloyd J. III
 Ausubel, Jesse H.
 Avedon, John F.
 Aviel, Sara Margalit
 Awuah, Patrick G. Jr.
 Axelrod, Robert M.
 Ayers, H. Brandt
 Ayón, David R.
 Ayres, Alyssa
 Ayyar, Balan Rama
 Azim, Khalid

B

Babaa, Suhad†
 Babbitt, Eileen F.
 Babbitt, Harriet C.
 Babej, Peter
 Bacchus, James L.
 Bader, Christine
 Baer, Donald A.
 Baer, Lauren Elizabeth

Baer, Merritt Rachel†
 Bagley, Bruce M.
 Bagley, Elizabeth Frawley
 Bailey, Ronald Lewis
 Bailey, Ted
 Bain, Christina Archer
 Bains, Leslie E.
 Bair, Robert Scott
 Baird, Peter W.
 Baird, Zoë
 Baker, Arnold B.
 Baker, Audrey H.
 Baker, James A. III
 Baker, James H.
 Baker, John R.
 Baker, Pauline Halpern
 Baker, Sasha N.
 Baker, Stewart A.
 Baker, Thurbert E.
 Bakstansky, Peter
 Balaram, Ravi A.
 Balaran, Paul
 Baldwin, David A.
 Baldwin, Sherman
 Baldwin Moody, Carol
 Bales, Carter F.
 Bali, Asli Ummuhan*
 Balick, Ken
 Baliles, Gerald L.
 Ballou-Aares, Daniella
 Balstad, Roberta
 Band, Laurence M.
 Banga, Ajaypal Singh
 Bansal, Preeti D.
 Banwo, Adedayo A.
 Barany, Zoltan
 Barbour, Haley
 Bard, David
 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.
 Barron, Thomas
 MacDonald†
 Barry, John L.
 Barry, Lisa B.
 Barry, Thomas Corcoran
 Barshay, Jill
 Barshefsky, Charlene
 Bartiromo, Maria S.
 Bartlett, Daniel Lawrence
 Bartlett, Joseph W.
 Bartlett, Richard Allan
 Bartlett, Timothy J.
 Bartley, Edith Lynn
 Bartsch, David A.
 Barzegar, Abbas
 Barzilay, Jonathan
 Basnight, Elisa M.
 Basora, Adrian A.
 Bass, Gary
 Bass, Peter E.
 Bass, Warren
 Bassey, Ekpeme Mfon
 Bassler, Christopher Colby†
 Basu, Joy
 Batkin, Alan R.
 Battaglia, Charles C.
 Batungbacal, Ariel G.
 Bausano, M. Barry
 Bayh, Evan
 Bayrasli, Elmira
 Bazilian, Morgan D.*
 Beaghley, Sina Marie
 Beale, Courtney Allison
 Bean, Frank D.
 Bearg, Nancy J.
 Beattie, Richard I.
 Beatty, Warren
 Bechtel, Brendan P.
 Beck, Douglas A.
 Becker, Elizabeth H.
 Becker, Jordan
 Becker, Paul
 Beckler, David Z.
 Beckmann, David
 Bednarz, Damian M.
 Bedrosian, Gregory R.
 Beeman, Richard E.
 Behringer, Michael P.
 Beim, David O.
 Beim, Nicholas F.
 Beinecke, Candace K.
 Beinecke, Frances G.
 Bekavac, Nancy Yavor
 Belfer, Robert A.
 Belk, Peter I.

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, Abigail S.
 Bell-Rose, Stephanie K.
 Bender, Lawrence
 Benedict, Kennette M.
 Benioff, Marc Russell
 Bennett, Andrew Owen
 Bennett, Christina A.
 Benson, Lucy Wilson
 Ben-Yehuda, Jenna Hoffman
 Bera, Ami*
 Berbrick, Walter†
 Bereuter, Douglas K.
 Berg, Lukas Benjamin
 Bergen, Peter Lampert
 Berger, Joshua Adam
 Berger, Suzanne
 Bergeron, Douglas
 Bergeron, Louis Paul
 Berggruen, Nicolas
 Bergsten, C. Fred
 Berkley, Seth F.
 Berkowitz, Bruce
 Berkowitz, Howard P.
 Berlin, Derek
 Berlin, Jennifer S.
 Berman, Howard L.
 Berman, Jonathan E.
 Berman, Wayne L.
 Bernard, Kenneth W.
 Berndt, John E.
 Bernstein, David Scott
 Bernstein, Jarrod
 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.
 Beschloss, Afsaneh M.
 Beshar, Peter J.
 Bessent, Scott
 Besser, Richard E.
 Bestani, Robert M.

Bestor, Theodore C.
 Betts, Richard K.
 Beutner, Austin M.
 Bewkes, Jeffrey
 Beyzavi, Kian
 Bhabha, Jacqueline
 Bhala, Raj
 Bharadwaj, Nikhil†
 Bhidé, Amar V.
 Bhutani, Ashish*
 Bialkin, Kenneth J.
 Bialos, Jeffrey P.
 Bibbins Sedaca,
 Nicole Marice
 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.
 Bigio, Jamille
 Biglari, Hamid
 Bilbao, Tomas A.
 Billingsley, Lucy C.
 Bilmes, Linda J.
 Bindenagel, James D.
 Bingle, Michael J.
 Binkley, Nicholas Burns
 Binnendijk, Hans
 Binns, Allison Ruth
 Bird, Annie R.†
 Birdsall, Nancy
 Bisat, Amer
 Bishop, Andrew Denison†
 Bissell, Richard E.
 Bizhko, Anatoliy
 Blachly, Rebecca Linder
 Black, Benjamin E.
 Black, Cathleen P.
 Black, Leon D.
 Black, Stanley Warren III
 Blacker, Coit D.
 Blackwell, J. Kenneth
 Blackwill, Robert D.
 Blair, Oni Kay
 Blake, Michael†
 Blanc, Jarrett N.*
 Blane, Alexis
 Blank, Jonah
 Blank, Stephen
 Blankfein, Lloyd C.
 Blavatnik, Len
 Blechman, Barry M.

* Elected to membership in 2018.

† Elected to a five-year term membership in 2018.

Bleich, Jeffrey L.	Boschwitz, Rudy	Brigham, Lawson W.	Brysk, Alison*
Bleier, Edward	Bosson, Brock†	Brill, Steven D.	Bryson, John E.
Blendon, Robert Jay	Botts, John C.	Brilliant, Larry	Brzezinski, Mark F.
Blinder, Alan S.	Bouazza, Katia*	Brilliant, Myron A.	Brzezinski, Mika
Blinken, Alan John	Boufford, Jo Ivey	Brimmer, Esther Diane	Buaron, Roberto
Blinken, Antony J.	Bouis, Antonina W.	Brinker, Nancy Goodman	Buchman, Mark Edward
Blinken, Donald	Boulware-Miller, Kay	Brinkley, Douglas G.	Buchwald, Mike
Bloch, Julia Chang	Bourkoff, Aryeh B.	Brinkley, Paul A.	Bucknam, Mark A.
Bloom, Evan T.	Boustany, Charles W. Jr.	Brinsfield, Kathryn	Budinger, William
Bloomberg, Michael R.	Bouton, Marshall M.	Britell, Jenne K.	Bueno de Mesquita, Bruce
Bloomgarden, Kathy	Bovin, Denis A.	Britt, David V.B.	Buffett, Howard Warren
Blum, Adam Cardozo	Bower, Eve	Broad, Molly Corbett	Buffone, Steven
Blum, Richard C.	Bower, Joseph Lyon	Broad, Robin	Bullock, Mary Brown
Blumenthal, Sidney S.	Bower, Whitney	Broadbent, Meredith M.	Bumpas, Stuart Maryman
Blumenthal, W. Michael	Bowles, Erskine B.	Brock, Steven Vernon	Bunzel, Jeffrey H.
Blumling, Mark	Bown, Chad P.	Broda, Frederick C.	Bunzel, Theodore Hopkins†
Blumrosen, Alexander B.	boyd, danah	Broder-Fingert, Jacob I.	Burand, Deborah K.
Blyth, Mark M.	Boyer, Spencer Phipps	Broderick, Mac L.	Burch, Tory
Bob, Daniel E.	Bracken, Paul	Brody, Christopher W.	Burden, Amanda
Bobbitt, Philip Chase	Bradbury, Darcy E.	Brody, Kenneth D.	Burgess, John A.
Bodansky, Daniel M.	Braddock, Richard S.	Brokaw, Tom	Burnett, Edward W.
Bodea, Andy S.	Bradley, Bill	Bronfman, Edgar Jr.	Burns, Nicholas
Bodine, Barbara K.	Bradley, David G.	Bronner, Ethan S.	Burns, William J.
Bodine-Baron,	Bradley, Elizabeth H.*	Bronson, Rachel	Burris, Hannah Fishlen†
Elizabeth Anne	Brady, Linda Parrish	Brooke, Kyla L.	Burroughs, Nikole
Boeka, Ryan L.	Brady, Nicholas F.	Brookins, Carole L.	Burrows, Mathew
Bohigian, David S.*	Brady, Rose	Brooks, Leo A. Jr.	Burt, Andrew
Bohlen, Avis T.	Brainard, Lael	Brooks, Vincent K.*	Burt, Richard R.
Bohn, John A.	Brake, Benjamin T.	Brosens, Frank P.	Burwell, Sylvia Mathews
Boies, David	Branch, Daniel H.	Brothers, L. Reginald Jr.*	Busby, Joshua W.
Boies, Mary McInnis	Brand, Jacques E.	Brower, Brooke Andrew	Bush, Barbara P.
Bolden, Ché*	Brandt, Jessica	Brower, Charles N.	Bush, Mary K.
Bollinger, Lee C.	Branscomb, Lewis M.	Brown, Alice L.	Bush, Richard Clarence III
Bolton, Emily S.	Branson, Louise	Brown, Bartram S.	Bussey, John C.
Bolton, John Q.†	Braswell, Kimberly	Brown, Binta Niambi	Butler, Paul W.
Bondurant, Amy L.	Brauchli, Marcus W.	Brown, Carroll	Butler, Samuel C.
Boniadi, Nazanin	Braunschvig, David	Brown, Delaney†	Butler, William J.
Bonime-Blanc, Andrea	Brautigam, Deborah A.	Brown, Frederic Joseph	Buultjens, Ralph
Bonner, Robert C.	Bray, David Alec	Brown, Harold	Buyske, Gail
Bonney, J. Dennis	Brazeal, Aurelia E.	Brown, John Preston	Byrne, Barbara
Book, Kevin Daniel	Breck, Henry R.	Brown, Katherine A.	Byrne, Patrick M.
Bookman, Zachary F.	Breed, Henry Eltinge III	Brown, Kathleen	Byrnes, Maureen K.
Boorstin, Robert O.	Brehm, Ward	Brown, Kevin M.*	
Booth, Carter	Bremer, Louis William	Brown, Leon Carl	C
Bordoff, Jason Eric	Bremer, L. Paul III	Brown, Michael E.	Cabrera, Ángel
Boren, David L.	Bremmer, Ian A.	Brown, Seyom	Cáceres, Diane Alleva
Borene, Andrew M.	Brennan, Jessica Hoffman*	Brown, Tina	Caesar, Camille M.
Borgerson, Scott G.	Breslauer, George William	Browning, David S.	Caggins, Myles Barry III*
Borghard, Erica D.	Brett, Patrick Joseph	Brown Weiss, Edith	Cahill, Kevin M.
Borio, Luciana Lopes	Brewer, John D.	Bruce, Judith	Cahill, William R.
Bork, Ellen	Breyer, Chloe A.	Brun, Leslie A.	Cahn, Jonathan D.
Born, Dana Helen	Breyer, Jim	Brune, Nancy E.	Cal, Nerea M.†
	Breyer, Stephen G.	Bryan, Greyson L.	Calabia, Dawn Tennant
	Bridgett-Jones, Sundaa Ayo	Bryant, Michael E.	Calabia, F. Christopher
	Briger, Peter L. Jr.	Bryant, Ralph C.	Calabresi, Massimo F.T.
	Brigety, Reuben Earl II	Brylski, Pamela	Calder, Kent Eyring

* Elected to membership in 2018.

† Elected to a five-year term membership in 2018.

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.
 Callaway, David W.
 Callen, Michael A.
 Calleo, David Patrick
 Calvo-Platero, Mario
 Cameron, Elizabeth E.
 Camilleri, Michael John
 Cammack, Perry A.
 Camp, Roderic Ai
 Campbell, Carolyn
 Margaret
 Campbell, Colin G.
 Campbell, Elizabeth C.
 Campbell, F. Gregory
 Campbell, Jason H.
 Campbell, John
 Campbell, Joshua S.
 Campbell, Kurt M.
 Campbell, Thomas J.
 Camuñez, Michael C.
 Canavan, Terence Chris
 Cannon, Sarah R.
 Canton, Mikki
 Cantrill, Libby Davis*
 Caperton, William
 Gaston III
 Cappello, Alexander L.
 Cappello, Juan Carlos
 Cappello, Michael
 Capus, Stephen A.
 Caputo, David A.
 Caputo, Lisa M.
 Carbonell, Néstor T.
 Cárdenas, José A.
 Cari, Joseph A. Jr.
 Carithers, Charles A.
 Carlisle, Michael V.
 Carlson, Scott A.
 Carmichael, William D.
 Carnahan, John Russell
 Carnesale, Albert
 Carpenter, Scott
 Carpenter, Seth B.*
 Carpenter, Ted Galen
 Carr, John W.

Carrington, Walter C.
 Carroll, Clinton A.*
 Carroll, Jessica Lyn†
 Carroll, J. Speed
 Carroll, Megan E.
 Carruth, Reba Anne
 Carson, Charles William Jr.
 Carson, Johnnie
 Carson, Russell L.
 Cart, Alexandra Peterson
 Carter, Ash
 Carter, Hillary Hager†
 Carter, James Earl
 Carter, James H.
 Carter, Mark Andrew
 Cartier, Elizabeth
 Cartwright, James P. II
 Caruso-Cabrera, Michelle
 Casella, Sam H.
 Casellas, Gilbert F.
 Cashin, Charles L. III
 Cashin, Stephen D.
 Casper, Gerhard
 Cassel, Douglass W. Jr.
 Cassell, Gail H.
 Castelli, Joseph Matthew†
 Cate, Fred H.
 Cattarulla, Elliot R.
 Caufield, Frank J.
 Caulfield, Matthew P.
 Cavanagh, Michael J.
 Cavanagh, Richard Edward
 Cavanaugh, Carey
 C. deBaca, Luis
 Cedar, Andrew Newman
 Cervantes, Samuel Anthony
 Cha, Victor D.
 Chacón, Arnold A.
 Chadda, Maya
 Chae, Michael
 Chambers, Anne Cox
 Chambers, Kristin N.
 Chambers, Tiffani
 Chan, Gerald L.
 Chan, Hui Wen
 Chan, Melissa
 Chan, Ronnie C.
 Chan, Sewell*
 Chan, Yam Ki
 Chandra, Amit
 Chang, David C.
 Chang, Gareth C.C.
 Chang, Joyce
 Chang, Juju
 Chanin, Clifford
 Chanis, Jonathan A.

Chao, Angela A.
 Chao, Elaine L.
 Chapin, Edith C.
 Charap, Samuel*
 Charles, Robert Bruce
 Charney, Craig R.
 Charnovitz, Steve
 Chartener, Robert
 Chase, Anthony R.
 Chatterjee, Purnendu
 Chaves, Robert J.
 Chavez, Rebecca Bill
 Chayes, Antonia Handler
 Cheatwood, Jon Patrick
 Checki, Terrence J.
 Chemali, Hagar Hajjar
 Chen, Cameron Ray
 Chen, John S.
 Chen, Kimball C.
 Chen, Lincoln C.
 Chenault, Kenneth I.
 Cheney, Richard B.
 Cheney, Stephen A.
 Cheney-Peters, Scott
 Douglas
 Chenoweth, Erica
 Cherian, Saj
 Chesler, Ellen
 Cheston, Sheila C.
 Chiarelli, Peter W.
 Chickering, A. Lawrence
 Chira, Susan D.
 Choffnes, Eileen R.
 Choi, Audrey
 Choi, Grace Ann†
 Chollet, Derek H.
 Chopivsky, Alexa
 Chorev, Matan†
 Choucri, Nazli
 Chowdhury, Imran G.
 Chretien, Jean-Paul
 Christensen, Guillermo
 Santiago
 Christensen, Stanley F.
 Christensen, Thomas J.
 Christenson, Michael James
 Christianson, Geryld B.
 Christman, Daniel William
 Christopher, Mark A.
 Chui, Michael*
 Churchill, Bruce B.
 Ciarabella, Eric†
 Cigarroa, Francisco G.*
 Cirincione, Joe
 Clancy, Erin J.
 Clapp, Priscilla A.

Clarida, Richard H.
 Clark, J. H. Cullum
 Clark, John Stephen Jr.
 Clark, Kristofer L.
 Clark, Mark Edmond
 Clark, Mayree C.
 Clark, Ronald J.
 Clark, Wesley K.
 Clarke, Donald C.
 Clarke, Teresa Hillary
 Clauser, Michael A.†
 Claussen, Eileen B.
 Clay, Tiffany A.
 Clement, Peter A.
 Cleveland, Peter Matthews
 Clifford, Mark Lambert
 Clinton, Chelsea*
 Clinton, William Jefferson
 Cloherty, Patricia M.
 Cloonan, Edward T.
 Clooney, George
 Coatsworth, John H.
 Cobb, Charles E. Jr.
 Cobb, Sue McCourt
 Coben, Lawrence S.
 Cochran, Barbara S.
 Coffey, C. Shelby III
 Cohan, William David
 Cohen, Abby Joseph
 Cohen, Andrew
 Cohen, Ariel
 Cohen, Benjamin J.
 Cohen, Betsy
 Cohen, David S.*
 Cohen, Eliot A.
 Cohen, Herman J.
 Cohen, Jerome Alan
 Cohen, Joel E.
 Cohen, Michael David
 Cohen, Richard M.
 Cohen, Roberta Jane
 Cohen, Stephen S.
 Cohen, Warren I.
 Cohen, William S.
 Colby, Elbridge A.
 Colby, Jonathan E.
 Cole, Jonathan R.
 Coleman, Flynn M.†
 Coleman, Isobel
 Coleman, Lewis W.
 Coles, Julius E.
 Coles, Tony
 Coll, Alberto R.
 Collins, Jay
 Collins, Joseph J.
 Collins, Liam Switzer

* Elected to membership in 2018.

† Elected to a five-year term membership in 2018.

Collins, Mark M. Jr.
 Collins, Nancy Walbridge
 Collins, Susan M.
 Collins, Timothy C.
 Collins, Wayne Dale
 Colodny, Mark
 Colwell, Rita R.
 Comstock, Barbara
 Comstock, Philip E. Jr.
 Conaton, Erin C.*
 Conde, Cesar R.
 Conde, Enrique Augusto
 Cone, Sydney M. III
 Conley, Dalton
 Conley, Jill G.
 Connors, Leila Anne
 Connolly, Gerald E.
 Connor, John T. Jr.
 Considine, Jill M.
 Constable, Pamela
 Conti-Brown, Peter M.
 Contreras, Pat
 Cook, Akunna E.
 Cook, Charles
 Cook, Chaveso
 Cook, Frances D.
 Cook, Gary M.
 Cook, Lisa D.
 Cook, Steven A.
 Cooke, Goodwin
 Cooke, John F.
 Cookman, Colin†
 Cooley, Thomas F.
 Coon, Jane Abell
 Cooney, Joan Ganz
 Cooper, Ann K.
 Cooper, Courtney E.†
 Cooper, John Milton Jr.
 Cooper, Kathleen B.
 Cooper, Richard N.
 Cooper, Scott A.*
 Copelin, Edward Clark
 Corcoran, Andrea M.
 Corcoran, Carole A.
 Cordell, Kristen A.
 Cornell, Henry
 Corrales, Javier*
 Cortez, Christopher
 Cosgrove, Elliot J.
 Costanza, Phyllis
 Kurlander*
 Costello, Patrick

Cote, David M.
 Cott, Suzanne
 Cotter, William R.
 Couric, Katherine A.
 Courington, Karen
 Elizabeth
 Courtney, Morgan Lee†
 Courtney, William
 Cousens, Elizabeth M.
 Cowal, Sally Grooms
 Cowan, Geoffrey
 Cowell, Janet
 Cowgill, Bradford Lee Jr.†
 Cowhey, Peter F.
 Cox, Berry R.
 Cox, Edward F.
 Cox, Howard E. Jr.
 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.
 Cribiore, Alberto
 Crippen, Dan L.
 Crittenden, Ann
 Crocker, Bathsheba N.
 Crocker, Chester A.
 Crocker, Ryan C.
 Croft, Helima L.
 Cromwell, Adelaide
 McGuinn
 Cronin, Audrey Kurth
 Cronin, Kevin E.
 Cross, Devon G.
 Cross, June V.
 Cross, Mai'a K. Davis
 Cross, Sam Y.
 Crossette, Barbara
 Crovitz, L. Gordon
 Crow, Michael M.
 Crowley, Monica Elizabeth
 Crown, Lester
 Cruise, Daniel
 Crumpton, Henry A.
 Cruz, Ginger M.
 Crystal, Lester M.
 Cuéllar, Mariano-Florentino
 Cuffe, Selena Senora

Cukier, Kenneth N.
 Culberson, Stephanie M.
 Culhane, Michael J.
 Cullum, Lee
 Culora, Thomas J.
 Cumming, Alfred
 Cumming, Christine M.
 Cummings, Alexander B. Jr.
 Cunningham, James B.
 Cunningham, Nelson W.
 Curran, Christopher
 Patrick†
 Curry, Ravenel B. III
 Curtis, Charles B.
 Curtis, Gerald L.
 Cusack, Jacob†
 Cutler, Walter L.
 Cutshaw, Kenneth Andrew
 Cutter, W. Bowman
 Cyr, Arthur I.

D

Daalder, Ivo H.
 Dabbar, Paul M.*
 Dach, Leslie
 Dady, Teresa Gail
 Dahm, Evelyn Pignatari
 Dailey, Brian D.
 Dakolias, Constantine M.
 Dal Bello, Michael Anthony
 Dale, Catherine
 Dale, Nan
 Daley, William M.
 Dalio, Ray
 Dallara, Charles H.
 Dalley, George Albert
 Dallmeyer, Dorinda G.
 Dalton, James E.
 Dalton, Roy Bale III
 Daly, Sarah Zukerman
 Dam, Kenneth W.
 Dam, Marcia Wachs
 D'Amato, Alfonse M.
 Damrosch, Lori Fisler
 Danan, Liora
 Danforth, William H.
 Daniel, Donald C.F.
 Daniel, D. Ronald
 Daniels, Laura
 Danilovich, John J.
 Danin, Robert
 Danner, Mark D.
 Dantiki, Sumon S.
 Das, Chandrima G.R.
 Daschle, Thomas Andrew
 DaSilva, Russell J.

Daulaire, Nils M.
 Dave, Mona
 Davenport, Kelsey
 David, Jack
 Davidson, Janine A.
 Davidson, Peter W.
 Davis, Christina L.
 Davis, Florence A.
 Davis, Geoffrey Clark
 Davis, Jacquelyn K.
 Davis, Jerome
 Davis, Kim Gordon
 Davis, Lynn E.
 Davis, Marion Thomas
 Davis, Nathaniel Benjamin
 Davis, Rick
 Davis, Stephen B.
 Davis, Susan M.
 Davis, William Keith
 Davison, Kristina Perkin
 Davis-Packard, Kent
 Elizabeth
 Dawson, Christine L.
 Dawson Carr, Marion M.
 Day, Arthur R.
 Dean, Robert W.
 Dear, Alice M.
 Debevoise, Eli Whitney II
 Debs, Richard A.
 DeBusk, F. Amanda
 DeCotis, Deborah A.
 Decyk, Roxanne J.
 Deering, Casey Lee
 Deffenbaugh, Ralston H. Jr.
 DeGioia, John J.
 de Habsburgo, Inmaculada
 Deift, Abby
 de la Cruz, Carlos M. Sr.
 DeLaMater, Robert G.
 Delaney, Kevin J.
 de Lasa, Jose M.
 DeLaurentis, Jeffrey
 del Castillo, Graciana
 De Leon, Jordana M.
 Del Rosso, Stephen J.
 Delury, John
 de Ménil, George
 de Menil, Joy Alexandra
 de Ménil, Lois Pattison
 Deming, Rust Macpherson
 Dempsey, Jason K.
 Deng, Francis M.
 Denham, Robert E.
 Denison, Robert J.
 Denmark, Abraham M.*
 Denning, Steven A.

* Elected to membership in 2018.

† Elected to a five-year term membership in 2018.

Dennis, Everette E.	Diuk, Nadia	Driskill, Matthew Taylor	Edel, Charles Nicholas
Denoon, David B.H.	Djerejian, Edward P.	Drobnick, Richard Lee	Edelman, Marian Wright
Denton, Hazel	Dobbins, James F.	Drozdiak, William M.	Edelman, R. David
Dentzer, Susan	Dobriansky, Paula J.	Drucker, Joy E.	Edelman, Richard Winston
Deogun, Nikhil*	Doctoroff, Daniel L.	Drucker, Richard A.	Edington, Mark D.W.
DePoy, Phil E.	Dodd, Christopher J.	Druckman, Michael R.	Edley, Christopher Jr.
Dergham, Raghida	Doebele, Justin W.	Druyan, Ann	Edwards, George C. III
de Rothschild, Lynn Forester	Doggart, Courtney	Duberstein, Kenneth M.	Edwards, Howard L.
Derrick, James V. Jr.	Doggett, Martha Lyn	Dubik, James Michael	Edwards, Lloyd Robert
Derryck, Vivian Lowery	Doi, Ayako	DuBois, Maurice A.	Edwards, Mickey
Desai, Mihir	Doley, Harold E. Jr.	Dubovi, Talia	Edwards, Robert H.
Desai, Padma	Domencic, Christopher	Duckenfield, David A. III	Edwards, Robert H. Jr.
Desai, Rohit M.	Justin	Duddy, Patrick Dennis	Effron, Blair
Desai, Vishakha N.	Domínguez, Agustín	Dudley, William C.	Efros, Laura L.
Desch, Michael C.	Ernesto	Duelfer, Charles A.	Eggers, Thomas E.
DeShazer, MacArthur Sr.	Dominguez, Jorge I.	Dueñas, Vincent A.†	Ehrenkranz, Joel S.
DeSouza, Patrick J.	Domm, Patti	Duersten, Althea L.	Eikenberry, Karl W.
Destler, I. M.	Donahoe, Eileen	Duff, Jean F.	Einaudi, Luigi Roberto
de Swaan, JC	Chamberlain	Duff, Patricia Michelle	Einhorn, Jessica P.
DeTrani, Joseph R.	Donahue, Lisa Joan	Duffey, Joseph D.	Einhorn, Robert J.
Deutch, John	Donahue, Thomas R.	Duffie, David A.	Eisendrath, Charles R.
Deutch, Shelley	Donaldson, Peter J.	Duffy, Gloria Charmian	Eisenstat, Yael Dionne*
Devine, C. Maury	Donaldson, Robert H.	Duffy, James H.	Eisner, Jane R.
Devine, John J.	Donaldson, William H.	DuGan, Gordon F.	Eiss, Camille
Devine, Thomas J.	Donath, Christian R.	Duggan, Tim	Eizenstat, Stuart E.
Devlin, Matthew	Donato, Katharine M.*	Dulá, Sonia L.	El Beih, Mohamed
De Vos, Christian Michael	Donehoo, Stephen C.	Dulany, Peggy	El-Erian, Mohamed A.
de Vries, Rimmer	Donfried, Karen Erika	Dunbar, Charles F.	Elgin-Cossart, Mary E.
Dewar, Patrick Matthew	Dong, Nelson G.	Duncan, Charles William Jr.	Elias, Christopher J.
DeYoung, Karen J.	Donilon, Thomas E.	Duncan, Graham A.	El Koubi, Jason R.
Diamond, Larry J.	Donohue, Laura K.	Dunigan, Patrick Andrew	Ellenbogen, Andrew
Diamond, Michael W.	Donohue, Thomas J. Sr.	Dunlap, James R.	Elliott, Dorinda
Diamond, Robert E.	Doran, Charles F.	Dunn, Lewis A.	Elliott, Inger McCabe
Diaz, Anthony J.	Doran, Michael Scott	Dunn, Michael M.	Ellis, Mark S.
DiCarlo, Rosemary A.	Dory, Amanda Jean	Dunne, Dianna	Ellis, Patricia
Dickey, Christopher S.	Doshi, Raj Ramesh	Dur, Philip A.	Ellis, Rodney
Dicks, Norman D.	Doty, Grant R.	Durkin, Patrick J.	Ellison, Keith
Dickson-Horton, Valerie L.	Dougan, Diana Lady	Dutt, Mallika	El-Shazli, Heba F.
Didion, Joan	Dougherty, James P.	Dworkin, Douglas A.	Elson, Edward Elliott
Diehl, Jackson K.	Dougherty, Jill M.	Dyer, James W.	Ely-Raphel, Nancy Halliday
Dieleman, Joseph L.	Dougherty, Tara Murphy	Dylan, Jesse	Emanuel, Ezekiel Jonathan
di Giovanni, Janine	Douglas, Michael	Dynan, Karen	Emerson, John B.
Dilenschneider, Robert L.	Douglass, Loren Robert	Dyrud, Peter J.	Emmert, Mark A.
DiMartino, Rita	Dowling, John Nicholas	Dyson, Esther	Engel, Eliot L.
Dimon, Jamie	Downie, Richard D.		Engel, Richard
Dine, Thomas A.	Doyle, Kathleen M.	<i>E</i>	Engelberg, Stephen
Dinerstein, Robert C.	Doyle, Michael W.	Easterly, Jen	Engelbert, Catherine
Dinkins, David N.	Doyle, Noreen	Eastman, John Lindner	Ensley, Kristopher†
DiPerna, Paula	Dozier, Kimberly	Eberhart, Ralph E.	Ensor, David B.
DiResta, Renee†	Draper, William H. III	Eberstadt, Nicholas	Entwistle, L. Brooks
Dirks, Nicholas Bernard	Drayton, William	Eccles, Peter R.*	Epstein, Joshua M.
Distlerath, Linda M.	Dreier, David T.	Echols, Marsha A.	Erb, Guy F.
	Drew, Elizabeth	Economy, Elizabeth C.	Erb, Richard D.
	Dreyfuss, Joel	Ecton, Donna R.	Erbsen, Claude E.
	Dreyfuss, Richard S.	Eddleman, Linda Hiniker	Ercklentz, Alexander T.
	Drezner, Daniel W.	Eddy, Randolph P. III	Erdmann, Andrew P.N.

* Elected to membership in 2018.

† Elected to a five-year term membership in 2018.

Erdoes, Mary Callahan
 Erdoes, Philip*
 Erickson, Dane A.
 Erikson, Daniel P.
 Erkan, Hafize Gaye*
 Ervin, Clark K.
 Esfandiari, Haleh
 Esper, Mark T.
 Esser, Victoria
 Esserman, Susan G.
 Esty, Dan C.
 Etzioni, Amitai
 Evans, Gail H.
 Evans, Harold Matthew
 Evans, Peter C.

F

Fabian, Christopher K.
 Factor, Mallory
 Fair, C. Christine
 Fairman, David M.
 Fajans-Turner, Vanessa
 Falco, Mathea
 Falk, James N.
 Falk, Pamela S.
 Falk, Richard A.
 Falkenrath, Richard A.
 Fallon, Robert E.
 Fallon, William J.
 Fallows, James
 Fanitzi, Christina A.
 Fanton, Jonathan Foster
 Faraci, John V. Jr.
 Farer, Tom J.
 Farkas, Evelyn N.
 Farman-Farmaian,
 Alexander M.
 Farmer, John Paul
 Farra, Nadia†
 Farrar, Jay C.
 Farrell, Diana
 Farrell, Henry
 Farrell, Maureen Elizabeth†
 Faskianos, Irina A.
 Favors, Jeohn Salone
 Fawaz, Leila
 Faye, Michael L.
 Fazili, Sameera
 Fearon, James D.
 Feehan, Daniel
 Feigenbaum, Evan A.
 Feinberg, Mark B.

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† Elected to a five-year term membership in 2018.

Feiner, Ava S.
 Feinstein, Dianne
 Feinstein, Lee A.
 Feissel, Gustave
 Feist, Samuel H.
 Feith, Douglas J.
 Felbab-Brown, Vanda
 Feldman, Alexander C.
 Feldman, Daniel F.
 Feldman, Mark B.
 Feldstein, Martin S.
 Felton, Wanda
 Fenton, David
 Fenzel, Michael R.
 Ferguson, Ayaan
 Ferguson, Brian
 Ferguson, Charles H.
 Ferguson, Iris Anneva†
 Ferguson, Roger W. Jr.
 Ferguson, Tim W.
 Fernandes, Benjamin J.
 Fernandez, Jose W.
 Fernandez, Katherine
 Berglund
 Ferrari, Bernard Thomas
 Ferraro, Matthew Francis
 Ferré, Helen Aguirre
 Ferré, Maurice A.
 Ferré Ramirez, Antonio Luis
 Ferrell, Lisa Carolyn
 Fesharaki, Fereidun
 Fessenden, Hart
 Fetter, Steve
 Feuer, Sarah J.
 Fick, Nathaniel Charles
 Fiedler, Jeffrey L.
 Fields, Bertram H.
 Fields, Craig I.
 Fife, Eugene V.
 Fikes, Deborah
 Findakly, Hani K.
 Finder, Joseph Alan
 Findlay, Cameron
 Finelli, Francis A.
 Finer, Jonathan J.*
 Fink, Laurence D.
 Fink, Sheri L.
 Finkelstein, Lawrence S.
 Finley, Mark
 Finn, Edwin A. Jr.
 Finnemore, Martha
 Finney, Nathan K.
 Finucane, Anne M.
 Firestone, Charles M.
 Firestone, Thomas Alan*
 Fisch, Mark

Fischer, Stanley
 Fischer Martin, Betsy
 Fisher, Drosten Andrew
 Fisher, Julie Ann
 Fisher, Peter R.
 Fisher, Richard W.
 Fisher, Todd A.
 Fishlow, Albert
 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.
 Flaxman, Seth
 Fleischaker, Nathan
 Andrew†
 Fleischmann, Alan
 Hierónymus
 Fleming, Gregory James
 Fletcher, Denise K.
 Fletcher, Phillip Douglas
 Flournoy, Michèle A.
 Fly, Jamie M.
 Flynn, Carol Rollie
 Flynn, George J.
 Flynn, Mary Laurence
 Flynn, Stephen E.
 Fn'Piere, Patrick John
 Foggo, James G. III
 Fogleman, Ronald R.
 Foley, S. Robert Jr.
 Foley, Thomas C.
 Folliard, Daniel E.
 Folsom, George Anderson
 Fonstad, Jennifer
 Fontaine, Richard H. Jr.
 Fontana, David
 Foote, William Fulbright
 Forbes, Kristin J.
 Ford, Celeste V.
 Ford, Christopher A.
 Ford, Harold E. Jr.
 Ford, Katie
 Ford, Paul B. Jr.
 Ford, William E. III
 Fore, Henrietta Holsman
 Foresman, Bob
 Foroohar, Rana A.
 Forrester, Jason William
 Forsythe, Rosemarie
 Fosler, Gail D.

Foster, Brenda Lei
 Foster, Charles C.
 Foster, Jeffrey Alan
 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.
 Freedman, Jacob M.
 Freeman, Bennett
 Freeman, Constance J.
 Freidheim, Cyrus F.
 Freidheim, Scott J.
 Freidheim, Stephen C.
 Freire, Maria C.
 Frett, Latanya Mapp
 Freyer, Dana H.
 Fribourg, Paul J.
 Fried, Linda P.
 Friedberg, Aaron Louis
 Friedberg, Barry S.
 Frieden, Thomas R.
 Friedman, Alexander
 Stephen
 Friedman, Bart
 Friedman, Benjamin M.
 Friedman, Fredrica S.
 Friedman, Jordana D.
 Friedman, Robert Andrew
 Friedman, Stephen
 Friedman, Stephen J.
 Friedman, Thomas L.
 Friedman, Zachary Adam
 Friedrich, Matthew W.
 Frieman, Wendy

Friend, Alice Hunt
 Friend, Theodore W.
 Frimpong, Naana A.
 Frist, William H.
 Froman, Michael B.G.
 Frost, Ellen L.
 Fry, Earl H.
 Fry, Suzanne Elizabeth*
 Frye, Alton
 Frye, Timothy Michael
 Fu, Xiqu
 Fudge, Ann M.
 Fuhrmann, Matthew
 Fukushima, Glen S.
 Fukuyama, Francis
 Fulgham, Alonzo L.
 Fuller, William P.
 Fultz, Bradley N.
 Fung, Mark T.
 Fung, Victor K.
 Furlaud, Richard Mortimer
 Furman, Gail A.
 Furman, Jason
 Fussell, Christopher L.
 Futter, Ellen V.

G

Gabbard, Tulsi
 Gacek, Stanley Arthur
 Gaddis, John Lewis
 Gadiesh, Orit
 Gaer, Felice D.
 Gaghan, Stephen W.
 Gaines, James R.
 Galbraith, James K.
 Galbraith, Peter W.
 Galeti, Russell P. Jr.
 Galic, Mirna
 Gallagher, John Patrick
 Gallagher, Kelly Sims
 Gallagher, Leigh
 Gallo, Rommel Antonio
 Gallogly, Mark T.
 Gallucci, Robert L.
 Galvis, Sergio J.
 Ganguly, Sumit
 Gann, Pamela Brooks
 Gannon, John C.
 Ganoe, Charles S.
 Garber, Larry A.
 Garcetti, Eric
 Garcia, Fabian T.

Garcia, Megan Elizabeth
 Gard, Robert G. Jr.
 Gardels, Nathan P.
 Gardner, Anthony Luzzatto
 Gardner, Nina Luzzatto
 Gardner, Richard N.
 Garment, Suzanne R.
 Garnett, Sherman
 Garrett, Geoffrey M.
 Garrett, Laurie
 Garriott de Cayeux, Laetitia*
 Garten, Jeffrey E.
 Gartin, Joseph W.*
 Garwin, Richard L.
 Garza, Antonio
 Gates, Henry Louis Jr.
 Gates, Robert M.
 Gati, Toby Trister
 Gatlin, Timothy D.*
 Gaudiani, Claire L.
 Gause, F. Gregory III
 Gavin, Francis J.
 Gavin, Michelle D.
 Gavrilis, James A.
 Gay, Catherine
 Gayle, Helene D.
 Gedan, Benjamin N.
 Gedmin, V. Jeffrey
 Geier, Philip O.
 Geithner, Timothy F.
 Gelb, Bruce S.
 Gelb, Leslie H.
 Gellert, Michael E.
 Gellman, Barton
 Gell-Mann, Murray
 Gelpert, Anna
 Geltzer, Joshua A.
 Genachowski, Julius
 Genser, Jared
 George, Robert P.
 Georgescu, Peter Andrew
 Gephardt, Richard A.
 Gerami, Leili
 Gerber, Burton L.
 Gerber, Louis
 Gerber, Sander
 Geren, Preston M. Jr.
 Gergen, David R.
 Gerhart, Gail M.
 Gerrol, Rachel
 Gerschel, Patrick A.
 Gerson, Allan
 Gerson, Elliot F.
 Gerson, Ralph J.
 Gerstein, Daniel M.

Gerstein, Sarah Michelle†
 Gerstell, Glenn S.
 Getz, Arlene
 Gevelber, Lisa*
 Gewirtz, Paul David
 Geyer, Georgie Anne
 Gfoeller, Joachim Jr.
 Gfoeller, Michael
 Gfoeller, Tatiana C.
 Ghadiali, Aysha
 Ghaemi, Hadi
 Ghetti, Adam
 Gholz, Charles Eugene
 Ghorri, Faisal
 Ghosh, Bobby
 Giacomo, Carol Ann
 Giambastiani, Ed Jr.
 Gibson, Recardo A.
 Giffen, James Henry
 Giffin, Gordon D.
 Gil, Andrés Valerio
 Gilbert, G.S. Beckwith
 Gilbert, Jackson B.
 Gilbert, Nili E.M.
 Gilbert, Steven J.
 Gill, Bates
 Gillette, Michael James
 Gillis, Ryan M.
 Gilmore, James S. III
 Gilmore, Richard
 Gimpel Shaukat, Lois
 Ginsberg, Gary L.
 Ginsburg, Jane C.
 Ginsburg, Ruth Bader
 Givhan, Walter D.
 Gjeltén, Thomas G.
 Gladstone, Jane*
 Glaser, Bonnie S.
 Glauber, Robert R.
 Gleicher, Nathaniel J.
 Glennon, Michael J.
 Gleysteen, Peter
 Glickman, Daniel R.
 Glin, C. D. Jr.*
 Globerman, Norma
 Glocer, Thomas H.
 Gluck, Carol
 Gluck, Frederick W.
 Glueck, Jeffrey S.
 Glynn, Jason J.
 Godwin, Peter
 Goeltz, Richard Karl
 Gohar, Kian
 Goins, Charlynn
 Goins, Neal R.
 Goldberg, Nicholas

Goldberg, Ronnie L.
 Goldbrenner, Rachel Anne
 Goldfield, Harold P.
 Goldfield, Jacob D.
 Goldfine, Simon R.
 Goldgeier, James M.
 Goldin, Harrison J.
 Goldman, Amy
 Rauenhorst*
 Goldman, Charles N.
 Goldman, Guido
 Goldman, Neal D.
 Goldman, Zachary K.
 Goldmark, Peter C. Jr.
 Goldsmith, Jack
 Landman III
 Goldsmith, Russell D.
 Goldstein, Brooke Meredith
 Goldstein, Gordon M.
 Goldstein, Jeffrey A.
 Goldstein, Judith S.
 Goldstone, Jack A.
 Goldstone, Thomas E.*
 Goldwyn, David L.
 Golhar, Shawn P.M.
 Golob, Paul D.
 Golston, Allan C.
 Gomory, Ralph E.
 Gompert, David C.
 Goncharenko, Kirill
 González, Alessandra L.
 Gonzalez, Emilio Tomas
 Goodman, Allan E.
 Goodman, Herbert I.
 Goodman, John B.
 Goodman, Mary Beth
 Goodman, Matthew P.
 Goodman, Nancy F.
 Goodman, Ryan
 Goodman, Sherri W.
 Gopaul, Natasha K.†
 Gordon, Grant M.†
 Gordon, John A.
 Gordon, Michael R.
 Gordon, Philip H.
 Gordon-Hagerty, Lisa E.
 Gordon-Reed, Annette
 Gorelick, Jamie S.
 Gorman, James P.
 Gorodyansky, David†
 Gorordo, L. Felice
 Gottdiener, Noah
 Gottemoeller, Rose E.
 Gottfried, Kurt
 Gottlieb, Michael J.
 Gottsegen, Peter M.

* Elected to membership in 2018.

† Elected to a five-year term membership in 2018.

Goujon, Reva
 Gould, Cheryl
 Gould, Peter G.
 Gourevitch, Peter A.
 Grace, Lola Nashashibi
 Grady, Robert E.
 Graff, Henry Franklin
 Graham, Bob
 Graham, Thomas Edward
 Graham, Thomas Jr.
 Graham, Thomas W.
 Granger, Kay
 Granoff, Michael D.
 Grant, Heidi Honecker
 Grant, James D.
 Grant, Katie†
 Graves, Christopher J.
 Gray, C. Boyden
 Gray, Hanna Holborn
 Gray-Little, Bernadette
 Greathead, R. Scott
 Greco, Richard Jr.
 Green, Carl J.
 Green, Eric F.
 Green, Jerrold D.
 Green, Michael J.
 Green, Robert Shane
 Green, Viviana López
 Greenberg, Arthur N.
 Greenberg, David
 Greenberg, Evan G.
 Greenberg, Jeffrey W.
 Greenberg, Karen J.
 Greenberg, Lawrence Scott
 Greenberg, Maurice R.
 Greenberg, Sanford D.
 Greenblatt, Jonathan A.*
 Greene, Megan E.*
 Greene, Wade
 Greenspan, Alan
 Greenstein, Alex D.
 Greenwald, G. Jonathan
 Greenway, Hugh D.S.
 Green-Weiskel, Lucia
 Gregg, Donald P.
 Gregorian, Vartan
 Gregson, Wallace C. Jr.
 Grenier, Robert L.
 Grenier, Stephen M.
 Gresh, Geoffrey F.
 Grespin, Whitney†
 Griego, Linda

Grier, Kelly*
 Griffin, Andrea C.
 Griffin, Derrick L.
 Grimes, William W.
 Grinsell, Scott
 Grissom, Janet Mullins
 Gronvall, Gigi Kwik
 Grose, Peter
 Gross, David A.
 Gross, Martin J.
 Gross, Patrick W.
 Grossman, Gene M.
 Grossman, Marc
 Grove, Paul C.
 Gruppo, David M.
 Gudwin, Ella R.
 Guengerich, Galen J.
 Guenov, Tressa S.
 Guest-Bakker, Janelle R.
 Guff, Andrew J.
 Gund, Agnes
 Gundlach, Andrew S.
 Gupta, Sanjay K.
 Gupta, Vin†
 Gupte, Pranay
 Gura, David Austin
 Gurganus, Julia Smith*
 Gutow, Steve
 Gwertzman, Bernard M.
 Gyari, Lodi Gyaltzen

H

Haas, Mimi L.
 Haass, Richard N.
 Habib, Cyrus
 Hachigian, Nina L.
 Haddon, Dayle
 Hadley, Stephen J.
 Haecker, Joshua James
 Hafner, Joseph A. Jr.
 Hagel, Chuck
 Hagen, Katherine A.
 Haggard, Stephan
 Hahn, Natalie D.
 Hailston, Earl B.
 Hajari, Nisid J.
 Hajjar, David Phillip
 Hake, James D.
 Hale, Christopher "Kip"
 Hale, Lyric Hughes
 Haley, Brian Joseph
 Hall, C. Barrows
 Hall, John P.
 Hall, Kathryn A.
 Hall, Kathryn Walt
 Hallen, Jay

Halper, James D.
 Halperin, David R.
 Halperin, Morton H.
 Haltzel, Michael H.
 Ham, Carter F.
 Hamburg, David A.
 Hamburg, Margaret (Peggy)
 Hamel, Michael A.
 Hamilton, Charles V.
 Hamilton, Daniel
 Hamilton, Hugh Gerard Jr.
 Hamilton, John Maxwell
 Hamilton, Lee H.
 Hamilton, Maxwell J.
 Hamilton, Stevie Bernard Jr.
 Hammer, Craig S.
 Hammer, Michael A.
 Hammerbacher, Jeff†
 Hammerle, Matthew
 Hammonds, D. Holly
 Hampson, Rebecca Neale†
 Hamre, John J.
 Hancock, Ellen
 Hand, Lloyd N.
 Hand, Scott M.
 Handelman, Stephen
 Hanft, Noah
 Hannah, Mark Princi
 Hansberger, Jason T.
 Hansen, Miles Christian†
 Hanson, Gordon H.
 Hanson, Stephanie
 Hantz, Giselle P.
 Hantzopoulos, Paraskeve
 Haq, Nayyera†
 Hardin, Edward J.
 Hardin, Katherine A.
 Harding, Deborah A.
 Harding, Harry
 Hardman, Hilliard
 Hardman, John B.
 Hardman, John Boisfeuillet
 Hardt, Heidi†
 Hargrove, John Lawrence
 Hariharan, Hari N.
 Hariharan, Tara
 Haring, Melinda
 Harkin, Emilie
 Harlan, Joshua D.
 Harland, Christopher
 Munro
 Harley, Jeffrey Allan
 Harlow, D. Brooke
 Harman, Jane
 Harmon, Deborah L.
 Harmon, James A.

Harney, Alexandra Erin
 Harnisch, Christopher K.
 Harold, Jacob
 Harpel, James W.
 Harper, Conrad K.
 Harrell, Peter Evans
 Harrington, Maureen Ann
 Harris, Adrienne A.
 Harris, David A.
 Harris, Gail B.*
 Harris, Harry B. Jr.*
 Harris, Joshua J.
 Harris, Karen
 Harris, Kathryn Szeliga
 Harris, Martha Caldwell
 Harris, Maya L.
 Harris, Milancy Danielle†
 Harris, Tobias†
 Harrison, Corey Lawrence
 Harrison, Hope M.
 Harrison, Kathryn Ann†
 Harrison, Robert S.*
 Harrison, William B. Jr.
 Hart, Clifford Awtrey Jr.
 Hart, Gary
 Hart, Robert C.
 Hart, Todd Christopher
 Hartig, Luke R.
 Hartley, Jane D.
 Hartley, Scott E.
 Harwell, F. Lane
 Harwood, Asch
 Haseltine, William Alan
 Hashemi, Noosheen
 Hass, Ryan L.
 Hathaway, Oona A.
 Hathaway, Robert M.
 Hau, Sandor
 Hauge, John Resor
 Hauser, Rita E.
 Hauser, William Locke
 Havell, Theresa A.
 Hawkins, Ashton
 Hawkins, Neil C.
 Hawley, F. William
 Hayden, Lindsay
 Hayden, Michael V.
 Hayes, Jeff W.
 Hayes, Margaret Daly
 Hayes, Michael Edward
 Haykel, Bernard A.
 Haynes, Lukas Harrison
 Haynes, Ulric Jr.
 Hays, Laurie
 Hayward, Thomas B.
 Hazlehurst, Annie

* Elected to membership in 2018.

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Healey, Kerry Murphy
 Healey, Sean M.
 Healy, Thomas P.
 Heaney, Andrew P.
 Heck, Charles B.
 Heck, Sarah King
 Hecker, Siegfried S.
 Heckman, Leila
 Hedstrom, Mitchell W.
 Heep-Richter, Barbara D.
 Heer, Paul
 Heginbotham, Stanley J.
 Hehir, J. Bryan
 Heim, Jacob L.
 Heimann, John G.
 Heimbald, Charles A. Jr.
 Heimert, Lara*
 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
 Helgersen, John L.
 Heller, Bridgette P.
 Heller, Brittan
 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.
 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.
 Hensman, Chris D.
 Heppner, Donald Gray Jr.
 Herberger, Roy A. Jr.
 Herbst, Jeffrey I.
 Hermann, Charles F.

Hernandez, Cristina C.†
 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.
 Herzstein, Jessica
 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
 Hickenlooper, Robin Pringle
 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, Alice Chamberlayne
 Hill, Christopher R.
 Hill, Fiona
 Hill, James T.
 Hill, Janine W.
 Hill, Jonah Force†
 Hill, Joseph C.
 Hill, J. Tomilson
 Hill, Pamela
 Hill, Raymond D.
 Hill, Shephard William
 Hill, Thomas Matthew
 Hillen, John
 Hillman, Jennifer Anne
 Hills, Carla A.
 Hiltz, William O.
 Himmelberger, Liesl K.
 Hindery, Leo J. Jr.
 Hinerfeld, Ruth
 Hines, Rachel
 Hinman, Katie
 Hioureas, Christina G.

Hirsch, John L.
 Hirschhorn, Abigail M.
 Hirsh, Michael P.
 Hitz, Frederick P.
 Hoagland, Jim
 Hobson, H. Lee
 Hobson, Mellody*
 Hochberg, Fred Philip
 Hockfield, Susan
 Hodes, Matthew
 Hodges, Eliot I.
 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, Auren
 Hoffman, Bruce
 Hoffman, Reid
 Hogan, Jeffrey N.
 Hoge, James F. Jr.
 Hoge, Warren
 Hoguet, George Roberts
 Holcomb, Scott
 Holden, John L.
 Holdren, John P.
 Holewinski, Sarah Theresa
 Holford, Mandë N.
 Holgate, Laura S.H.
 Hollick, Ann Lorraine
 Holliday, Joseph L.
 Holliday, Stuart W.
 Hollifield, James Frank
 Holloway, Dwight F. Jr.
 Holmes, Henry Allen
 Holmes, Kim R.
 Holmes, Kylie Joy
 Holmes, La'Shanda Renee
 Holmes, Stephen T.
 Holmgren, Brett Michael
 Holt, Blaine D.
 Holtschneider, Dennis H.
 Holtzman, Elizabeth
 Holum, John D.
 Homawoo, Jean-Claude E.
 Hooda, Sheila
 Hooker, Richard D. Jr.
 Hope, Judith Richards
 Hope, Richard O.
 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.
 Houck, James W.
 House, Karen Elliott
 Howard, A. E. Dick
 Howard, Christopher
 Bernard
 Howard, Hugh Wyman III*
 Howard, John L.
 Howard, LeAnne Noelani
 Howard, Lyndsay C.
 Howard, M. William Jr.
 Howe, Niloofar Razi
 Howell, Ernest M.
 Howson, Nicholas Calcina
 Hrinak, Donna J.
 Hruby, Aubrey
 Hrynkow, Sharon H.
 Hsia, Tim†
 Hu, Elise
 Huang, Cindy Y.
 Huang, Eugene J.
 Huang, Yanzhong*
 Hubbard, Allan B.
 Hubbard, R. Glenn
 Huber, Richard L.
 Hudson, Manley O. Jr.
 Hudson, Michael C.
 Hudson, Valerie M.
 Huebner, David
 Huebner, Lee W.
 Huey, John W. Jr.
 Huey Evans, Gay J.
 Hufbauer, Gary C.
 Hughes, Christopher
 Hughes, Karen P.
 Hughes, Lynn N.
 Hughes, R. John
 Hull, Edmund J.
 Hulsman, John C.
 Hultman, Tamela
 Hultquist, Timothy A.
 Hume, Cameron R.
 Hume, Christopher G. IV
 Hume, Ellen H.
 Hummer-Tuttle, Maria
 Hund-Mejean, Martina*
 Hunt, David A.
 Hunt, Kathleen E.
 Hunt, Swanee

* Elected to membership in 2018.

† Elected to a five-year term membership in 2018.

Hunter, Robert E.
 Hunter, Shireen T.
 Hunter, Thomas O.
 Hunter, William Curt
 Huntington, Patricia
 Skinner
 Hurd, Joseph K. III
 Hurford, Jennifer†
 Hurlock, Matthew H.
 Hurowitz, Richard A.
 Hurst, Robert J.
 Hurwitz, Sol
 Husain, Amir*
 Huszar, Andrew C.
 Hutchings, Robert L.
 Hutchins, Glenn H.
 Huyck, Philip M.
 Hwang, Sandra
 Hyatt, Joel Z.
 Hyde, Dana J.
 Hyde, Susan D.
 Hyland, Richard
 Hyman, Allen I.

I

Ibargüen, Alberto
 Ibrahim, Mounir Edward†
 Ignatius, Adi
 Ignatius, David R.
 Ijaz, Mansoor
 Ikenberry, G. John
 Immergut, Mel M.
 Inboden, William Charles III
 Indelicato, Vincent
 Inderfurth, Karl F.
 Indyk, Martin S.
 Ingber, Melissa
 Inman, Bobby R.
 Iqbal, Naiel†
 Irvin, Patricia L.
 Isaacs, Maxine
 Isaacson, Walter S.
 Iseman, Frederick J.
 Isenberg, Steven L.
 Isham, Christopher
 Iskenderian, Mary Ellen
 Ispahani Bartos, Mahnaz
 Istel, Sarah Ann†
 Istel, Yves-André
 Istrabadi, Feisal Amin
 Rasoul
 Itoh, William H.

* Elected to membership in 2018.

† Elected to a five-year term membership in 2018.

J

Jabber, Paul
 Jackelen, Henry R.
 Jacklin, Nancy P.
 Jackson, Bruce Pitcairn
 Jackson, Jesse L. Sr.
 Jackson, Rose A.
 Jackson, Sarah
 Jackson, Shirley Ann
 Jacobs, Kenneth
 Jacobs, Lawrence A.
 Jacobson, Katie H.
 Jacobson, Mark R.
 Jacobson, Roberta S.
 Jacobstein, Eric Alan
 Jacoby, Charles H. Jr.
 Jaffe, Amy Myers
 Jaffe, Eric
 Jamal, Amaney A.
 James, Francis
 Jamshidi, Maryam
 Janaro, Jeffrey Gerard†
 Janes, Jackson
 Janis, Mark Weston
 Janklow, Morton L.
 Janow, Merit E.
 Jao, Richard C.
 Jaquette, Jane S.
 Jarvis, Nancy A.
 Jasanoff, Sheila Sen
 Jaslow, Allison H.†
 Jayanti, Anuradha T.
 Jebb, Cindy R.
 Jeddy, Aly Sheezar
 Jefferis, Jennifer L.
 Jeffery, Reuben III
 Jeffrey, James Franklin
 Jehl, Douglas
 Jenevein, E. Patrick III
 Jervis, Robert
 Jett, Dennis C.
 Jezmir, Alla
 Jimenez, Marguerite Rose
 Joeck, Neil
 John, Eric G.
 Johns, Raymond E. Jr.
 Johnson, Alex T.†
 Johnson, Brett
 Johnson, David E.
 Johnson, Eric L.
 Johnson, James A.
 Johnson, James E.
 Johnson, Jay L.
 Johnson, Jeh Charles
 Johnson, Jeremy M.
 Johnson, Jerry Lavell

Johnson, Karen H.
 Johnson, Larry D.
 Johnson, Michelle D.
 Johnson, Richard C.
 Johnson, Robbin S.
 Johnson, Robert W. IV
 Johnson, Suzanne Nora
 Johnson, Tana
 Johnson, Thomas Stephen
 Johnson, Willene A.
 Johnson, Wyatt Thomas
 Johnston, Seth A.
 Jolie, Angelina
 Jones, Adam
 Jones, Adam James†
 Jones, Alan Kent
 Jones, Alex S.
 Jones, Anita K.
 Jones, Benjamin F.
 Jones, David L.
 Jones, Gina Ortiz
 Jones, James R.
 Jones, John B. Jr.
 Jones, Kerri-Ann
 Jones, Stuart E.*
 Joost, Peter Martin
 Jordan, Boris Alexis
 Jordan, Eason
 Jordan, Katherine Kranz
 Jordan, Robert W.
 Jordan, Vernon E. Jr.
 Jorisch, Avi
 Joseph, Richard A.
 Josephson, John H.*
 Joskow, Paul L.
 Joulwan, George A.
 Judge, Barbara Thomas
 Jumper, John P.
 Junz, Helen B.
 Juster, Kenneth I.

K

Kabir, Naureen N.
 Kaczmarek, Matthew
 Dean†
 Kaden, David M.
 Kaden, Lewis B.
 Kadlec, Robert P.
 Kahan, Alexandra Leah†
 Kahl, Colin H.
 Kahler, Miles
 Kahn, Jeffrey S.
 Kahn, Joseph F.
 Kahn, Thomas S.
 Kaiser, Miranda Margaret
 Kakaes, Konstantin Paul

Kalaris, Thomas Llewellyn
 Kalb, Marvin
 Kalicki, Jan H.
 Kalir, Erez C.
 Kalmbach, Charles F.
 Kalvaria, Leon*
 Kamanda, Olivier†
 Kamarck, Elaine C.
 Kamin, David
 Kaminski, Ryan†
 Kamsky, Virginia Ann
 Kanak, Donald P.
 Kandra, Robert A.
 Kanet, Roger E.
 Kang, C. S. Eliot
 Kang, Jane
 Kaniki, Mbago
 Kansteiner, Walter H. III
 Kanter, Rosabeth Moss
 Kantor, Laurence G.
 Kantor, Mickey
 Kaplan, Ann F.
 Kaplan, Eben I.
 Kaplan, Mark N.
 Kaplan, Oliver
 Kaplan, Richard N.
 Kaplan, Stephen S.
 Kaplan, Thomas S.
 Kapnick, Scott Bancroft
 Kapoor, Vikas
 Kapp, Robert A.
 Kapstein, Ethan B.
 Karabell, Zachary
 Karafa, Lenore J.
 Karalekas, Anne
 Karamanian, Susan L.
 Karatnycky, Adrian
 Karatz, Bruce E.
 Kardon, Isaac B.
 Karesh, William B.
 Karim, Sabrina Monuza†
 Karl, Jonathan David
 Karl, Terry Lynn
 Karlin, Mara E.
 Karns, Margaret P.
 Karp, Jonathan D.
 Karsner, Andy
 Kasdin, Robert
 Kass, Stephen L.
 Kassalow, Jordan S.
 Kassinger, Theodore W.
 Kassof, Allen H.
 Kasten, Robert W.
 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, Joan*
 Kaufman, Robert R.
 Kavanagh, Jennifer Erin†
 Kavoukjian, Michael E.
 Kay, Kira
 Kaye, Charles R.
 Kaye, Dalia Dassa
 Kaye, David A.
 Kayyem, Juliette N.
 Kaza, Avinash
 Kea, Charlotte G.
 Kean, Thomas H.
 Keating, Catherine M.
 Keck, Elizabeth Ellen
 Keen, Purl Ken
 Keene, Lonnie
 Keene, Tom
 Keidan, Jonathan
 Keith, James R.
 Keke, John W.
 Kelemen, R. Daniel
 Kelleher, Catherine
 McArdle
 Keller, Kenneth H.
 Kellerman, Barbara L.
 Kelley, Kenneth J.
 Kelley, Kevin H.
 Kellner, Peter Bicknell
 Kellogg, David
 Kelly, Alfred F. Jr.
 Kelly, Arthur L.
 Kelly, Francis J.
 Kelly, James P.
 Kelly, Jeffrey
 Kelly, Jocelyn T.D.
 Kelly, Megan Selmon†
 Kelly, Raymond W.
 Kelman, Herbert C.
 Kelman, Jody Metzenbaum
 Kelvington, Michael R.
 Kemble, Eugenia
 Kemp, Geoffrey
 Kempe, Frederick S.
 Kempler, Lee S.
 Kempner, Maximilian W.

Kendall, Alexandra†
 Kendall, Frank III
 Kenna, Katherine Corley
 Kennan, Christopher J.
 Kennedy, Craig
 Kennedy, David W.
 Kennedy, Edward Jr.
 Kennedy, Mark R.
 Kent, Andrew
 Kent, Jo Ling
 Kent, Muhtar
 Kent, Philip I.
 Keny-Guyer, Neal
 Keohane, Georgia Levenson
 Keohane, Nannerl O.
 Keohane, Robert O.
 Kerlikowske, R. Gil Jr.
 Kerr, Ann Zwicker
 Kerrey, Bob
 Kerry, Cameron F.
 Kerry, John F.
 Kerry, Peggy
 Kerry, Vanessa Bradford
 Kessler, Glenn Andrew
 Kessler, Jeffrey Ian
 Kessler, Martha Neff
 Kester, W. Carl
 Ketcham, Janet W.
 Keys, Arthur B. Jr.
 Keyserling, Dan
 Khaishgi, Mohammedulla
 Khalilzad, Zalmay M.
 Khan, Amjad Mahmood
 Khan, Moushumi*
 Khan, Noorain F.
 Khandelwal, Amit K.
 Kharraz, Oliver*
 Khator, Renu
 Khrushcheva, Nina L.
 Khuri, Nicola N.
 Kian, Sina
 Kier, Jaclyn Anne†
 Kiernan, Robert Edward III
 Kim, Andrew Byong-Soo
 Kim, Hanya Marie
 Kim, Jongsun A.
 Kim, Spencer H.
 Kim, Sukhan
 Kimball, William F.
 Kimmitt, Mark T.
 Kimmitt, Robert M.
 Kim-Wait, Younghee
 Michelle
 Kinane, William Patrick
 King, Charles E.
 King, Elizabeth Lee

King, Kay
 King, Robert R.
 King, Susan Robinson
 Kingston, Darin†
 Kingston, Timothy M.
 Kinsella, Kevin J.
 Kipper, Judith
 Kirchhoff, Christopher M.*
 Kirchick, James R.
 Kireopoulos, Antonios
 Steve
 Kiriakou, Heather
 Katherine
 Kirkland, Richard I.
 Kirkpatrick, J. David
 Kirkpatrick, Melanie M.
 Kishkovsky, Leonid
 Kishore, Sandeep P.
 Kissel, Mary*
 Kissinger, Henry A.
 Kitching, Brian Michael
 Kitfield, James
 Kittrie, Orde F.
 Kizer, Karin L.
 Klaber, Andrew David*
 Klaber, Jackie
 Klajn, Tamara
 Klarman, Seth A.
 Klein, Edward
 Klein, George
 Klein, Jacques Paul
 Klein, Jason
 Klein, Joel I.
 Klein, Jonathan David
 Klein, Joseph A.
 Kleine-Ahlbrandt,
 Stephanie T.
 Kleinfeld, Klaus
 Klevorick, Caitlin B.
 Kliman, Daniel M.
 Klitzman, Robert Lloyd
 Klobuchar, Amy J.
 Klotz, Frank G.
 Klurfeld, James M.
 Knapp, Albert Bruce
 Knapp, Steven
 Knee, Jonathan A.
 Knell, Gary E.
 Knight, Edward S.
 Knight, Jessie J. Jr.
 Koellner, Laurette T.
 Koff, Wayne Chester*
 Kofmehl, Scott E.
 Kogan, Richard Jay
 Koh, Jay L.
 Kohler, Jeffrey B.

Kohn, Donald L.
 Kojac, Jeffrey
 Kojima, J. Christopher
 Kokas, Aynne
 Kolb, Charles E.M.
 Kolbe, Jim
 Kolker, Jimmy
 Kolodziej, Edward A.
 Koltai, Steven R.
 Komisar, Lucy
 Kommareddi, Madhuri
 Konzelmann, Joseph
 Koola, Jinu M.
 Koonin, Steven E.
 Korb, Lawrence J.
 Kordestani, Gisel
 Kornbluh, Karen
 Kornblum, John C.
 Kornblut, Anne E.*
 Korngold, Jonathan C.
 Kostiw, Michael Vincent
 Kotecha, Mahesh K.
 Kotler, Steven
 Kourakos, William
 Kovner, Bruce S.
 Koziol, Peter
 Kraiem, Rubén
 Kramer, Douglas J.
 Kramer, J. Reed
 Kramer, Jane
 Kramer, Michael
 Kramer, Orin S.
 Kramer, Steven Philip
 Kranz, Thomas F.
 Kraska, James
 Krasner, Stephen D.
 Krasno, Richard M.
 Krauss, Clifford
 Kravis, Henry R.
 Kravis, Marie-Josée
 Kreek, Mary Jeanne
 Krepinevich, Andrew F. Jr.
 Krepon, Michael
 Kreps, Sarah Elizabeth
 Kriegel, Jay L.
 Krikorian, Victoria Reznik
 Krilla, Jeffrey R.
 Kristof, Nicholas D.
 Kroeger, Kate M.
 Kroenig, Matthew
 Kronman, Anthony
 Townsend
 Krueger, Anne O.
 Krulak, Charles Chandler
 Ku, Charlotte
 Kubarych, Roger M.

* Elected to membership in 2018.

† Elected to a five-year term membership in 2018.

Kuehnast, Kathleen R.
 Kuenstner, Nancy Jo
 Kull, Steven G.
 Kulla, Justin†
 Kullman, Ellen Jamison
 Kumar, Akshaya†
 Kumar, Anil
 Kumar, Maria Teresa
 Kumar, Nisha
 Kumar, Raj Udiaver
 Kumar-Sinha, Punita
 Kunce, Lucas Tyree
 Kuniholm, Bruce Robellet
 Kunstadter, Geraldine S.
 Kupchan, Charles A.
 Kupchan, Clifford A.
 Kurth, James R.
 Kurtz-Phelan, Daniel
 Kuryk, Hildy
 Kushen, Robert A.
 Kuta, Matthew James†
 Kwoh, Stewart

L

Labott, Elise
 Labowitz, Sarah
 Ladd, Edward
 Lader, Philip
 Ladner, Drew J.
 LaFleur, Vinca
 Lagomasino, Maria Elena
 Lagon, Mark P.
 Lai, Victoria†
 Laipson, Ellen
 Lake, Douglas Thomas Jr.
 Lalka, Robert Tice
 LaMarche, Gara
 Lamb, Denis
 Lambert, Brett B.
 Lambeth, Benjamin S.
 Lamb-Hale, Nicole Yvette
 Lamont, Ned
 Lampton, David M.
 Land, Richard D.
 Landau, George W.
 Lander, Eric S.
 Landler, Mark Aurel
 Landow, Charles
 Lane, Charles M.
 Lane, David J.
 Lane, Randall Arthur
 Lane, Robert W.

* Elected to membership in 2018.

† Elected to a five-year term membership in 2018.

Laney, James T.
 Lang, Lucy Jane†
 Langlois, Robert James
 LaPalombara, Joseph
 Lapham, Lewis H.
 Lardy, Nicholas R.
 Lariviere, Richard W.
 Larkin, Sean P.
 Larrabee, F. Stephen
 Larsen, Randall J.
 Larson, Ellie K.
 Larson, Luke S.
 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.
 Laurence, Jonathan A.
 Laurenti, Jeffrey
 Lautenbach, Ned C.
 Lavelle, Kathryn C.
 Lavizzo-Mourey, Risa
 La Vorgna, Marc V.
 Lawrence, Robert Z.
 Lawson, Eugene K.
 Lawson, Hugh
 Lawson, Sandra Guylay
 Layne, Christopher
 Lazarow, Alexandre F.
 Lazarus, Shelly B.
 Le, Jeffrey Duong
 Leach, James A.
 Leach, Richard Alan
 Leader-Chivee, Lauren*
 Leaman, J. Welby
 LeClerc, Paul
 Lee, Ellana
 Lee, Isaac
 Lee, Jeffrey Kai-Leung
 Lee, Jennifer Stuart
 Lee, Jonathan Lippman
 Lee, Nancy
 Lee, Thea Mei
 Leebron, David W.
 Leedom-Ackerman, Joanne
 Leeds, Jeffrey T.
 Leeds, Roger S.
 Lee-Kung, Dinah
 Leet, Kenneth H.M.
 Leffall, LaSalle D. III
 Legro, Jeffrey W.

Legvold, Robert
 Lehman, John F.
 Lehman, Ronald Frank Jr.
 Lehner, Peter H.
 Lehr, Deborah M.
 Lehrer, Jim
 Lehrman, Thomas D.
 Leibowitz, Shelley B.
 Leidholdt, Dorchon A.
 Leiter, Michael E.
 Leland, Marc E.
 Lemack, Carie A.
 Lemery, Jay*
 Lemkin, Bruce Stuart
 Lemle, J. Stuart
 Le Mon, Christopher J.
 Lempert, Robert J.
 Lenfest, Harold F.
 Lenihan, Ashley Anne
 Thomas
 Lennon, Alexander T.J.
 Lennox, William J. Jr.
 Lenzen, Louis C.
 LeoGrande, William M.
 Leonard, Jennifer A.*
 Leonard, Robert T.
 Leopold, Evelyn R.
 Lesch, Ann Mosely
 Leslie, John W. Jr.
 Lesser, Eric Philip†
 Lesser, Ian O.
 Lessin, Jessica E.
 Lettre, Marcel J. II
 Levensohn, Pascal N.
 Leverett, Flynt L.
 Levi, Michael A.
 Levi, William R.
 Levin, Herbert
 Levin, John A.
 Levin, Michael Stuart
 Levin, Richard C.
 Levine, Mel
 Levine, Susan B.
 Levinsohn, James A.
 Levinson, Marc
 Levitan, Aida T.
 Levitsky, Jonathan E.
 Levitt, Arthur Jr.
 Levitt, Matthew A.
 Levy, Alex Halpern†
 Levy, Jay A.
 Levy, Mickey D.
 Levy, Miriam
 Levy, Reynold
 Lew, Jacob J.
 Lewis, Charlie D.

Lewis, Earl
 Lewis, Eric L.
 Lewis, Maureen A.
 Lewis, Peter M.
 Lewis, Stephen R. Jr.
 Lewis, W. Walker
 Lewy, Glen S.
 Li, Cheng
 Li, Lu
 Liasson, Mara*
 Libby, I. Lewis Jr.
 Liberi, Dawn
 Lichtenstein, Cynthia
 Crawford
 Liddell, Christopher P.
 Lieber, James E.
 Lieber, Robert J.
 Lieberman, Joseph I.
 Lieberman, Michael Morris
 Lieberman, Nancy A.
 Lieberthal, Keith L.
 Lieberthal, Kenneth G.
 Liebman, Jon Roy
 Liebowitz, Jessica K.
 Lienau, Odette
 Lifton, Robert K.
 Light, Timothy
 Lighthizer, Robert E.
 Lincoln, Edward J.
 Lindberg, Tod
 Lindborg, Nancy Elizabeth
 Linden, Josephine
 Lindsay, Beverly
 Lindsay, James M.
 Linen, Jonathan S.
 Link, Troland S.
 Lipman, Gustave K.
 Lipman, Ira A.
 Lipman, Joanne
 Lipper, Kenneth
 Lippey, Brian C.
 Lipsitz, Rochelle J.
 Lipsky, John Phillip
 Lipsky, Joshua S.†
 Lipsky, Seth
 Liser, Florizelle B.
 Litan, Robert E.
 Little, David
 Littlefield, Elizabeth L.
 Littlefield, Nathan A.
 Litwak, Robert S.
 Liu, Betty W.
 Liu, Eric P.
 Liu, Yawei
 Livingston, Robert Gerald
 Locke, Richard M.

Lockhart, Dennis P.
 Lodal, Jan M.
 Lodge, George Cabot
 Loeb, Daniel S.
 Logan, Francis D.
 Logevall, Fredrik
 Lombardi, Clark B.
 Lombardo, Allison Kate
 London, Herbert I.
 Lonergan, Shawn W.
 Long, Mary Beth
 Long, William J.
 Longmuir, Shelley A.
 Longstreth, Bevis
 Lopatin, Andrew
 Lopez, Marco A. Jr.
 Loranger, Donald Eugene
 Lorber, Eric B.
 Lord, Bette Bao
 Lord, Kristin M.
 Lord, Winston
 Lorentzen, Oivind III
 Lorimer, Linda Koch
 Loskota, Brie Jeannette
 Lotrionte, Catherine B.
 Louie, Gilman G.
 Louis, William Roger
 Lourie, Linda S.
 Loury, Glenn Cartman
 Love, Ted*
 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, Xiaobo
 Lubin, Nancy
 Lubman, Stanley B.
 Luck, Edward C.
 Ludwig, Terri Lynn
 Luers, Amy
 Luers, Wendy W.
 Luers, William H.
 Luke, John A. Jr.
 Lumley-Hall, René
 Lund, Susan

Lundeberg, Greta
 Lundqvist, Bertil
 Lundstrom, Mark
 Luntz, Frank*
 Lustick, Ian S.
 Lustig, Matthew J.
 Lute, Douglas E.
 Lute, Jane Holl
 Luttwak, Edward N.
 Lux, Marshall
 Luyten, Derek
 Luzzatto, Anne R.
 Lyman, Princeton N.
 Lynch, Thomas F. III
 Lyne, Susan Markham
 Lynk, Myles V.
 Lynn, Joshua Benjamin
 Nadelman
 Lynton, Michael M.
 Lyon, David
 Lyon, David W.
 Lyons, James E.
 Lyons, Richard Kent

M

Ma, Adrianna C.
 Ma, Melissa J.*
 Maasbach, Nancy Yao
 Mabrey, Michael
 Mabry, Marcus B.
 Mabus, Raymond E.
 MacCormack, Charles
 Frederick
 MacDonald, Bruce Walter
 MacDougal, Gary E.
 MacDougall, Ewan John
 MacFarquhar, Rory
 Alexander
 Mack, Consuelo Cotter
 Mackay, Leo Sidney Jr.
 Mackevich, Eileen R.
 MacWilliams, John J.
 Maffei, Greg
 Maguire, John David
 Mahaney, Patrick J. Jr.
 Maher, Evan C.
 Mahnken, Thomas G.
 Mahoney, Paul G.
 Mahoney, Thomas H. IV
 Mai, Vincent A.
 Maier, Charles S.
 Makinson, Carolyn
 Mako, William P.
 Makovsky, David
 Malcomson, Scott
 Malek, Frederic V.

Malik, Arslan
 Malik, Omeed
 Mallamo, Jenny Lu†
 Mallery, David W.
 Mallery, Richard
 Mallett, Robert L.
 Mallow, Betsy
 Malmgren, K. Philippa
 Malmstrom, Erik Edward
 Maloney, Carolyn B.
 Maloney, Jason D.
 Malpass, David R.
 Mamdani, Mahmoud A.
 Manca, Marie Antoinette
 Mancinelli, Thomas J.
 Mancuso, Mario
 Mandelbaum, Michael
 Manela, Erez
 Maniatis, Gregory A.
 Mann, James H.
 Mann, Michael D.
 Mann, Thomas E.
 Mannina, Michael Angelo
 Mansoor, Peter R.
 Manuel, Anja
 Manyika, James
 Marcelo, Sheila Lirio*
 Marchick, David M.
 Marcom, John E. Jr.
 Marcus, David*
 Marcuse, Joshua
 Mares, David Richard
 Maricle, Genevieve E.
 Marin, Michael L.
 Mariner, Joanne
 Mariotti, Steve J.
 Maritz, Philip Francis
 Mark, Hans M.
 Mark-Jusbasche, Rebecca P.
 Marks, Paul A.
 Marlin, Alice Tepper
 Marquet, Louis David
 Marquis, Susan L.
 Marr, Phebe A.
 Marron, Donald B.
 Marsh, Tom F.
 Marshall, Ana W.
 Marshall, Andrew W.
 Marshall, Dale Rogers
 Marshall, F. Ray
 Marshall, Katherine
 Marshall, Zachary Blake
 Marteau Emerson,
 Kimberly K.
 Marten, Kimberly Joy
 Martin, Daniel Richard

Martin, Kelsey N.
 Martin, Lynn Morley
 Martin, R. Brad*
 Martin, Susan F.
 Martin, William F.
 Martinez, David Robert
 Peters
 Martinez, Roman IV
 Martin-Rayo, Francisco
 Marton, Kati I.
 Mas, Jorge
 Masiello, Elizabeth
 Masin, Michael T.
 Masloski, Andrew C.
 Masri, Safwan Malek*
 Massey, Camille
 Massey, Walter E.
 Massimino, Elisa C.
 Mast, Brian J.
 Mast, Jeffrey Barclay
 Mastanduno, Michael
 Masters, Carlton A.
 Masters, Jonathan R.
 Mastro, Oriana Skylar†
 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.
 Matsui, Kathy
 Matsukata, Naotaka
 Matthews, Barbara C.
 Mattox, Gale A.
 Matzke, Richard H.
 Mauro, Paul
 Maxwell, Ann Titiev*
 Maxwell, Kenneth R.
 May, Peter W.
 Mayer, Claudette
 Mayer, Jason D.
 Mayer, William Emilio
 Mayorkas, Alejandro N.
 Mazur, Jay
 McAfee, William Gage
 McAllister, Singleton B.
 McAndrews, Brendan J.
 McAuliffe, Jamie
 McAuliffe, Jane Dammen
 McCaffrey, Barry R.
 McCain, John S. III
 McCall, Brian
 McCann, Edward F. Jr.
 McCarron, Suzanne

* Elected to membership in 2018.

† Elected to a five-year term membership in 2018.

McCarter, John W. Jr.	McLaughlin, John E.	Menon, Jaykumar A.	Miller, William Green
McCarthy, James P.	McLean, Mora L.	Menschel, Robert B.	Miller, William J.A.
McCarthy, Kathleen D.	McLean, Sheila Avrin	Mentor, Joel Y.	Miller, William Scott Jr.
McCarthy, Terence Arthur	McManus, Doyle	Merisotis, Jamie P.	Milliken, James B.
McCaul, Elizabeth	McMaster, Herbert R.	Merkel, Claire Sechler	Mills, Bradford
McCaw, Craig O.	McNairy, Margaret	Merkel, David A.	Mills, Karen Gordon
McCaw, Susan R.	Leighton	Meron, Theodor	Mills, Susan Linda
McChrystal, Stanley A.	McNamara, Dennis L.	Merow, John E.	Milner, Helen V.
McClendon, Karen Anne	McNamara, Thomas E.	Merszei, Zoltan	Milrod, Donna
McClure, Robert L.	McNamer, Bruce W.	Mesdag, Willem	Minschew, Kathryn
McClymont, Mary E.	McNaugher, Thomas L.	Meselson, Matthew S.	Mintz, Daniel R.
McConnell, Dan Joseph Jr.	McNulty, William Barker III	Meserve, Richard A.	Mirchandani, Bhakti Vasanti
McCord, Michael Brendan†	McPeak, Merrill A.	Mesfin, Mahlet Naomi	Mirrer, Louise
McCormack, Elizabeth J.	McPherson, M. Peter	Messina, James A.	Miscik, Jami
McCormack, Richard	McQuade, Lawrence C.	Mestre, Eduardo Goar	Mishkin, Alexander V.
Thomas Fox	McRaven, William H.	Mestres, Ricardo A. Jr.	Misko, Sean A.
McCormick, David H.	McRobbie, Michael A.	Metcalf, Gilbert E.*	Mitch, Ian Scott
McCoy, Debbie	McWade, Jessica C.	Metzl, Jamie Frederic	Mitchell, Andrea
McCoy, Jennifer L.	Meacham, Carl E.	Meyer, Joel T.	Mitchell, Arthur M. III
McCracken, Andrew B.	Meacham, Jon	Meyer, Karl E.	Mitchell, George J.
McCue, Susan	Mead, Dana G.	Meyer, Laurence H.	Mitchell, Marc
McCurdy, Dave K.	Mead, E. Scott	Meyer, Michael Ryder	Mitchell, Patricia E.
McDermott, Jim	Mead, Walter Russell	Meyers, Hannah Elka	Mitre, Jim
McDevitt, Sean	Meadows, Jeanne Terry	Meyerstein, Ariel	Mize, David M.
McDonald, Alonzo L.	Mears, Alexander Hopkins	Michelson, Evan S.	Mizel, Larry A.
McDonald, Erroll	Mearsheimer, John J.	Mickiewicz, Ellen	Mochizuki, Kiichi
McDonald, Gabrielle Kirk	Medavoy, Mike	Mikell, Gwendolyn	Modlin, James M. Jr.
McDonald, Tom	Medawar, Adrienne	Miko, Benjamin A.†	Mody, Seema
McFadden, Cynthia*	Medeiros, Evan S.	Milestone, Judith B.	Moe, Sherwood G.
McFarland, Kathleen Troia	Medina, Kathryn B.	Millard, Robert B.	Mohamed, Saira
McFarlane, Jennifer A.	Medina, Monica P.	Miller, Aaron David	Mohammed, Arshad Azizali
McFarlane, Robert C.	Medish, Mark Christian	Miller, Aaron Weidner	Mohandas, Siddharth
McFate, Montgomery*	Meeker, Mary	Miller, Alisa	Mohseni, Payam
McFaul, Michael A.	Meeks, James Joseph	Miller, Amber D.	Mohyeldin, Ayman
McGarr, Cappy R.	Meers, Sharon I.	Miller, Anthony Murray	Molano, Walter Thomas
McGeehin, Joseph David	Meertens, Michelle A.	Miller, Blair E.	Monaco, Lisa O.
McGlynn, Margaret Grace	Meese, Michael J.	Miller, Brian A.	Monahan, John
McGowan, Alan H.	Mehlman, Kenneth B.	Miller, Charles Russell	Mondale, Walter F.
McGregor, James Louis	Mehra, Sanjeev K.	Miller, Christopher D.	Moniz, Ernest J.
McHale, Judith A.	Mehreteab, Ghebre Selassie	Miller, Christopher R.†	Montanez, Benjamin A.
McHenry, Donald F.	Mehta, Ved	Miller, David Charles Jr.	Montelongo, Michael
McIntire, John C.*	Meigs, Montgomery C.	Miller, Franklin C.	Montgomery, Harold H.
McIntosh, Sean Justin	Meijer, Hendrik G.	Miller Glass, Debra Lynn	Montgomery, Mark C.
McKay, Roland D.†	Meiman Hock, Kellie	Miller, Heidi G.	Montgomery, Molly
McKean, David	Meissner, Doris M.	Miller, Jacqueline*	Montgomery, Parker G.
McKenney, Morgan	Melby, Eric D.K.	Miller, James N. Jr.	Moock, Joyce Lewinger
McKeon, Elizabeth A.	Melton, Carol A.	Miller, Judith	Moody, Jim
McKibben, Tracy B.	Melwani, Anish	Miller, Justin R.	Moody, William S.
McKiernan, Cáitrínn	Melwani, Prakash A.	Miller, Ken	Moon, Lisa
McLarty, Thomas F. III	Mendelson, Sarah E.	Miller, Leland R.	Moore, Brandon David
McLaughlin, Charles	Mendelson-Forman,	Miller, Linda B.	Moore, Crystal Nicole†
James IV	Johanna Sebastian	Miller, Marjorie	Moore, John J. Jr.
	Mendillo, Jane L.	Miller, Matthew L.	Moore, John M.
	Mendlovitz, Saul H.	Miller, Paul J.	Moore, John Norton
	Mendonca, Lenny	Miller, Scott L.	Moore, Julia A.
	Mendoza, Roberto G.	Miller, Thomas J.	Moore, Scott

* Elected to membership in 2018.

† Elected to a five-year term membership in 2018.

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.
Morgan, Daniel S.
Morgan, Leigh
Morgan, Richard O.W.
Morial, Marc
Morin, Jamie Michael
Morningstar, Richard L.
Morris, Anna Marisa
Morris, Charles R.
Morris, Frederic A.
Morris, Jane Mosbacher
Morris, Nate
Morris-Eck, Bailey
Morrison, J. Stephen
Morrison, Trevor W.
Morrissey, Arthur C.
Morse, Edward L.
Morse, Kenneth P.
Morse, Stephen S.
Mortimer, David H.
Mosbacher, Robert A. Jr.
Moseley, T. Michael
Moser, Joel H.
Moses, Alfred H.
Mosettig, Michael David
Moskow, Michael H.
Moss, Ambler H. Jr.
Moss, Jeff
Moss, Todd J.
Mossman, James
Motley, Joel W.
Motulsky, Daniel T.
Mouat, Lucia
Moulton, Seth
Mounk, Yascha†
Mourshed, Mona*
Moyer, Homer E. Jr.
Mudd, Daniel H.
Mudd, Margaret F.
Mukhopadhyay, Dipali
Mulberger, Virginia A.
Mulford, David C.

Mullen, Kimberly
Mullen, Michael G.
Muller, Edward R.
Mundie, Craig James
Munroe, Alexandra
Kneeland
Munsch, Stuart B.
Munter, Cameron*
Murase, Emily Moto
Murdeswar, Sid
Murdock, Dero
Murphy, Clarke
Murphy, Ewell E. Jr.
Murphy, Micah D.
Murphy, Richard W.
Murphy, Sean P.
Murphy, Timothy Henry
Murray, Alan S.
Murray, Christopher J.L.
Murray, Douglas J.
Murray, Ian P.
Murray, Janice L.
Murray, Lori Esposito
Murray, Robert J.
Musalem, Alberto G.
Musham, Bettye Martin
Musiitwa, Jacqueline Muna
Muthiah, Radha
Mutua, Makau W.
Muzinich, Justin G.
Myers, Margaret
Myers, Micah S.
Myers, Richard B.
Myerson, Roger B.
Myerson, Toby S.
Myrow, Stephen A.

N

Nachman, David Eli
Nacht, Michael
Nadiri, M. Ishaq
Naftalis, Benjamin
Nagl, John A.
Nagler, Eli Andrew
Nagorski, Andrew
Nagorski, Thomas G.
Naím, Moisés
Naimark-Rowe,
Benjamin R.†
Nájera, Peter F.
Najmi, Rosita
Nakhleh, Emile A.
Napoli, Matthew Clark
Napolitano, Janet A.
Narang, Neil
Narasimhan, Laxman

Nash, William L.
Nasr, Vali R.
Natali, Denise
Nathan, James A.
Nathan, Scott A.
Nathanson, Marc B.
Nathoo, Raffiq A.
Nau, Henry R.
Navab, Alexander
Nazarian, Sharon Soraya
Neal, Jeffrey C.
Neal, Stephen L.
Nealer, Kevin G.
Nederlander, Robert Jr.
Negroponte, Diana Villiers
Negroponte, John D.
Neier, Aryeh
Neinast, Trista†
Nelson, Abigail*
Nelson, Alyse
Nelson, Ana Janaina P.†
Nelson, Anne
Nelson, Richard D.
Nelson, Robert L. Jr.
Nelson, Stephen C.
Nelson, Thomas C.
Nephew, Richard M.
Nesbit, Lynn
Neuger, Win J.
Neuman, Stephanie G.
Neureiter, Norman P.
Nevels, James Edwin
Newberg, Esther R.
Newcomb, Nancy S.
Newell, John F. III
Newman, Charlotte L.
Newman, Jay H.
Newman, Pamela J.
Newman, Pauline
Newman, Peter K.
Newman, Priscilla A.
Newman, Richard T.
Newton, M. Diana Helweg
Nicas, Charles†
Nicholas, N. J. Jr.
Nichols, Christopher M.
Nichols, Rodney W.
Nicholson, Jan
Nides, Thomas R.
Niehuss, John M.
Niehuss, Rosemary Neaheer
Nielsen, Suzanne Christine
Nilsson, Keith R.
Nilsson, Kenneth A.
Nimetz, Matthew
Nimr, Amer N.

Ninan, Reena
Nitze, William A.
Niu, X. Rick
Noam, Eli M.
Nolan, Janne Emilie
Nolan, Leigh Elizabeth
Noland, Marcus
Nolte, William M.
Nonacs, Eric Steven
Noonan, Peggy
Noorani, Ali R.
Norman, William S.
Norquist, Grover Glenn
Northup, Nancy
Norton, Augustus Richard
Norton, Burke Fremont
Norton, Eleanor Holmes
Norville, Deborah
Nossel, Suzanne F.
Noto, Lucio A.
Novack, Lynne Dominick
Novogratz, Jacqueline
Novotny, Thomas E.
Noyes, Alexander H.
Nuechterlein, Jeffrey D.
Nunn, Michelle
Nunn, Sam
Nussbaum, Bruce
Nuzum, Henry G.
Nwogu, Nneoma V.
Nye, J. Benjamin H.
Nye, Joseph S. Jr.
Nyheim, Erik A.

O

Obey, David R.
Obiora, Leslye Amede
O'Brien, James C.
O'Brien, Justus J.
O'Brien, Morgan J. III
Ocampo, Juan
Ocomy, Marcia D.
Ochoa-Brillembourg, Hilda
O'Cleireacain, Carol
O'Connor, Eileen M.
O'Connor, Nuala
Odeen, Philip A.
Odell, John S.
Odland, Stephen A.
Odom, Mark W.
Odum, Marvin E. III
Offenheiser, Raymond C. Jr.
Offit, Morris W.
O'Flaherty, J. Daniel
Ogunro, Adekanbi Kayode
Oh, Kongdan

* Elected to membership in 2018.

† Elected to a five-year term membership in 2018.

O'Hanlon, Michael
 O'Hearn, Katherine I.
 Ojito, Mirta
 O'Keefe, Ashley L.
 Okegbe, Tishina Charnell†
 Okobi, Ebelechukwu
 Adaeze
 Olayan, Hutham S.
 O'Leary, Brendan
 Olidort, Jacob
 Olivan, Javier*
 Oliver, April A.
 Oliver, John L. III
 Oliver, Jove R.
 Olivera, Armando J.
 Ollivant, Douglas A.
 Olson, Jane T.
 Olson, Kimberly G.
 Olson, Lyndon L. Jr.
 Olson, Ronald L.
 O'Malley, Cormac K.H.
 Omestad, Thomas E.
 O'Neil, Kathleen A.
 O'Neil, Michael J.
 O'Neil, Shannon K.
 O'Neill, Brian Deveraux
 Onek, Joseph N.
 Onger, Nyagaka
 Oppenheim, Jeffrey Thomas
 Oppenheimer, Andres M.
 Oppenheimer, Michael F.
 O'Prey, Kevin P.
 Ordway, John M.
 Orentlicher, Diane
 Orlins, Stephen A.
 Ornstein, Norman J.
 O'Rourke, Patrick J.
 Orr, Robert C.
 Orrenius, Pia M.
 Orszag, Peter R.
 Ortiz, Michael R.
 Osborn, John E.
 Osborne, Richard de J.
 Osius, Margaret Elizabeth
 Osmer McQuade, Margaret
 Osnos, Peter L.W.
 Osnos, Susan Sherer
 Osterholm, Michael T.
 O'Sullivan, Meghan L.
 Otero, Maria
 O'Toole, Tara Jeanne
 Ovitz, Michael S.

Owens, James W.
 Owens, William A.
 Oxman, Bernard H.
 Oxman, Stephen A.
 Oye, Kenneth A.

P
 Paal, Douglas Haines
 Paasch, Christian R.
 Pachios, Harold C.
 Packard, George R.
 Padilla, Matthew S.J.
 Padrón, Eduardo J.
 Page, Carter W.
 Paine, D. Thompson
 Paine, George C. Jr.
 Paisner, Bruce Lawrence
 Pakula, Hannah C.
 Paliwal, Suyash G.
 Palmer, Matthew A.
 Palmisano, Samuel J.
 Pandith, Farah Anwar
 Pandolfe, Frank C. Jr.
 Papa, Anthony Adam
 Papagianis, Christopher
 Paperin, Stewart J.
 Parasiliti, Andrew
 Pardee, Scott E.
 Pardes, Herbert
 Pardew, James W.
 Parekh, Deven J.
 Parekh, Sanjay
 Parent, Louise M.
 Paris, Jonathan
 Parker, C. Allen
 Parker, Elizabeth Rindskopf
 Parker, Jay M.
 Parker, Ned
 Parker, Penny L.
 Parker, William James III
 Parkinson, Roger P.
 Parks, Michael Christopher
 Parnell, Sean
 Parrino, Roger Sr.
 Parsky, Gerald L.
 Parsons, Richard D.
 Pascoe, B. Lynn
 Pascual, Carlos E.
 Passer, Juliette M.
 Passman, Pamela S.
 Pate, R. Hewitt
 Patel, Ebrahim S.
 Patel, Mira
 Patel, Nikhil I.
 Patil, DJ
 Patrick, Hugh T.

Patrick, Patricia M.
 Patrick, Stewart M.
 Patricof, Alan Joel
 Patricof, Susan E.
 Patrikis, Ernest T.
 Patron, Michelle N.
 Patterson, Patricia M.
 Patterson, Rebecca
 Patterson, Rebecca Damm
 Patterson, Richard North
 Pattiz, Norman J.
 Patton, James H. III*
 Paul, Douglas L.
 Paul, Pamela
 Paul, Roland A.
 Paulson, Henry M. Jr.
 Paulson, John
 Paulus, Judith K.
 Paumgarten, Nicholas
 Biddle
 Paxson, Christina H.
 Peacock, Anne F.
 Pearlman, Adam R.
 Pearlstine, Norman
 Pearson, Thomas L.
 Pearson, Timothy R.
 Pearson, W. Robert
 Pederson, Rena M.
 Pelletreau, Robert H. Jr.
 Peña, Federico F.
 Peñalver, Eduardo M.
 Pence, Eliot
 Penn, Mark Jeffrey
 Perella, Joseph R.
 Perelman, Jonathan Sondik
 Perez, Antonio F.
 Perez, David
 Perez, Luis J.
 Perez, Richard
 Pérez-Stable, Marifeli
 Perkin, Linda J.
 Perkins, Edward J.
 Perkins, Roswell B.
 Perlik, Kerney Margaret
 Scott†
 Perlman, Janice Elaine
 Perlmutter, Barbara S.
 Perlmutter, Louis
 Permesly, Jennifer L.
 Perritt, Henry H. Jr.
 Perry, June Carter
 Perry, Robert C.
 Perry, William J.
 Person, Robert
 Peters, Mary Ann
 Peters, Michael P.

Petersen, Mathew Scott
 Peterson, Holly
 Peterson, Michael A.
 Petraeus, David H.
 Petree, Richard W. Jr.
 Petri, Thomas E.
 Pettibone, Peter J.
 Petty, John R.
 Peyronnin, Joe
 Pfaltzgraff, Robert L. Jr.
 Pfeiffer, Jane Cahill
 Pfeiffer, Leon K.
 Pfeiffer, Steven B.
 Phan, Dang Tan
 Pharr, Susan J.
 Phelps, Edmund S.
 Phillion, Suzanne K.
 Phillips, Cecil M.
 Phillips, Charles E. Jr.
 Phillips, David L.
 Phillips, Gretchen A.
 Phillips, Jeanne L.
 Phillips, Robert Macon III
 Pica Karp, Maria
 Pickering, Thomas R.
 Piedra, Alberto M. Jr.
 Pierce, John vanden Heuvel
 Pierce, Ponchitta
 Piercy, Jan
 Pierre, Andrew J.
 Pietrzak, A. Robert*
 Pifer, Steven K.
 Pigott, Charles M.
 Pike, John E.
 Pilgrim, Kathryn
 Pillar, Paul R.
 Pillsbury, Marnie S.
 Pillsbury, Michael
 Pincus, Walter H.
 Pineda, Patricia S.
 Pipes, Daniel
 Pitroda, Salil S.
 Pitts, Joe W. III
 Pizzarello, Louis D.
 Platt, Alan A.
 Platt, Alexander H.
 Platt, Kobi
 Platt, Nicholas
 Plattner, Marc F.
 Platts, James T.
 Plepler, Richard L.
 Plotkin, Mark Elliott
 Plutzik, Jonathan
 Poats, Rutherford M.
 Pocalyko, Michael Nicholas
 Podesta, Mae

* Elected to membership in 2018.

† Elected to a five-year term membership in 2018.

Podhoretz, John
 Pogue, Richard W.
 Poizner, Stephen L.
 Pokempner, Dinah R.
 Polan, Mary Lake
 Pollack, Gerald A.
 Pollack, Jonathan D.
 Pollack, Kenneth Michael
 Pollard, Neal A.
 Pollock, Gregory S.
 Pollock, Jeffrey
 Polovets, Stan
 Polyakova, Alina
 Pond, Elizabeth
 Poneman, Daniel Bruce
 Pool-Eckert, Marquita J.
 Popadiuk, Roman
 Popat, Pranav Pravin
 Popken, Colleen Elisabeth
 Popkin, Anne B.
 Popp, John G.
 Porat, Ruth
 Porreca, Nicole Anne
 Porter, Damon Shelby
 Porter, Patrick Keith*
 Portes, Richard
 Porzecanski, Arturo C.
 Posen, Adam S.
 Posen, Barry R.
 Poskanzer, Steven G.*
 Posner, Michael
 Poste, George H.
 Postol, Theodore A.
 Potter, William C.
 Pottinger, Matthew F.
 Powell, Colin L.
 Powell, Dina Habib
 Powell, Jerome H.
 Powell, Richard C. Jr.
 Powell Jobs, Laurene
 Powers, Averill L.
 Powers, Timothy E.
 Pozen, Robert C.
 Prabhu, Radhika†
 Pradhan, Alka
 Prah Ruger, Jennifer
 Pranger, Robert J.
 Prasad, Mukesh
 Prasso, Sheridan
 Preble, Christopher A.
 Prescott, Jeffrey
 Press, William H.

Pressler, Larry
 Pressman, Evan D.
 Preston, Stephen W.
 Price, Daniel M.
 Price, Edward Chase†
 Price, Jonathon David
 Price, Steven
 Priest, William W. Jr.
 Prieto, Daniel B. III
 Prince, Charles O. III
 Prince, Matthew
 Pritzker, Penny S.
 Pritzker, Thomas J.
 Prueher, Joseph Wilson
 Pruzan, Robert A.
 Pryce, Jeffrey F.
 Psaki, Jennifer R.
 Puchala, Donald James
 Puckett, Robert H.
 Pulling, Edward L.
 Pulling, Thomas L.
 Purcell, Susan Kaufman
 Pursley, Robert E.
 Putnam, Robert D.
 Pyle, Kenneth B.

Q

Qamar, Sabahat
 Quainton, Anthony C.E.
 Quam, Lois E.
 Quarcoo, Ashley Juliette
 Quartel, Robert Jr.
 Quelch, John Anthony
 Querrey, Kimberly Kay
 Quigley, Kevin F.F.
 Quigley, Scott Needham
 Quinn, Jane Bryant

R

Raab, Jennifer J.
 Rabb, Bruce
 Rabb, Intisar*
 Rabin, Stuart J.
 Rachelson, David B.
 Radia, Kirit M.
 Radsch, Courtney Covey
 Radtke, Robert W.
 Rafferty, Emily Kernan
 Rahman, Anika
 Raider, Jeffrey Jacob
 Raimondo, Gina
 Raines, Franklin D.
 Ramakrishna, Kilaparti
 Ramamurthy, Pradeep
 Raman, Sujit
 Ramer, Bruce M.

Ramirez, Lilia L.
 Ramnath, Leela
 Ramos, Dorian Jacqueline
 Ramos, Pilar S.
 Rampini, Federico
 Ramsey, W. Russell
 Randall, Lisa
 Randolph, R. Sean
 Randt, Clark T. Jr.
 Rankin, Clyde E. III
 Raphel, Robin Lynn
 Rappaport, Alan
 Rascoff, Samuel James
 Rather, Dan
 Ratnesar, Romesh M.
 Rattner, Steven L.
 Rattray, Gregory John
 Rauch, Rudolph S.
 Rauf, Feisal Abdul
 Rauhut, Michael Winfred
 Raul, Alan Charles
 Raum, Mary Beth*
 Raustiala, Kal
 Ravenal, Earl C.
 Ravich, Samantha F.
 Ravitch, Richard
 Ravjani, Abbas R.†
 Rawlings, Jonathan Jellis
 Rayburn, Joel D. Sr.
 Raymond, David A.
 Raymond, Douglas A.
 Raymond, Lee R.
 Reade, Claire E.
 Realuyo, Celina B.
 Rebolledo, Iván C.
 Reckford, Jonathan T.M.
 Redden, Kaleb J.
 Rediker, Douglas Alan
 Reed, Jack
 Reed, Lucy Ferguson
 Reese, William Sears
 Reeves, Samuel Jesse
 Regens, James L.
 Reichert, William M.
 Reid, Rob
 Reif, Leo Rafael
 Reiling, Peter A.
 Reilly, Saskia Shane
 Reilly, William K.
 Reimer, Dennis Joe
 Reimers, Fernando Miguel
 Reinhart, Carmen M.
 Reinhart, Vincent
 Reinharz, Jehuda
 Reisman, William Michael
 Reiss, Mitchell B.

Reitz, Jessica K.
 Remington, Thomas F.
 Remnick, David J.
 Renier, Jessica J.
 Rennie, Milbrey
 Renuart, Victor Eugene Jr.
 Reppert, John C.
 Resnicoff, Arnold E.
 Ressel, Teresa M.
 Revere, Evans J.R.
 Revesz, Richard L.
 Reynolds, Justin
 Reynoso, Julissa
 Rhee, Ceron†
 Rhee, Jane†
 Rhinesmith, Stephen H.
 Rhodes, William R.
 Ricardel, Mira R.
 Riccardi, Steven
 Rice, Condoleezza
 Rice, Donald S.
 Rice, Joseph Lee III
 Rice, Matthew James
 Rice, Susan E.
 Rich, Michael D.
 Rich, William G.
 Richard, Anne C.
 Richards, Brenan Diane†
 Richards, Nicholas S.
 Richards, Paul G.
 Richardson, Frank E.
 Richardson, Henry J. III
 Richardson, John M.
 Richardson, William B.
 Richardson, Yolonda C.
 Richburg, Keith B.
 Richter, Anthony
 Richter, Michael P.
 Riddell, Malcolm
 Ridgway, Rozanne L.
 Riedl, Rachel Beatty
 Rieff, David
 Rielly, John E.
 Rieschel, Gary E.
 Riffat, Imran
 Riffat, Mustafa S.†
 Rifkind, Robert S.
 Rinehart, Brooke
 Riordan, Michael L.
 Riotta, Giovanni
 Rishikof, Harvey
 Ritch, John B. III
 Ritter, Gretchen
 Rivkin, David B. Jr.
 Rivkin, David W.
 Rivlin, Alice M.

* Elected to membership in 2018.

† Elected to a five-year term membership in 2018.

Rizk, Nayla M.
 Roach, Stephen S.
 Robb, Charles S.
 Robbins, Carla Anne
 Robbins, Elizabeth Jane
 Robbins, Jeremy
 Robbins, Rachel F.
 Robert, Stephen
 Roberts, Bradley H.
 Roberts, Carter S.
 Robertson, Charles K.
 Robertson, Thomas
 Robinson, Barbara Paul
 Robinson, Chase F.
 Robinson, David Z.
 Robinson, Davis R.
 Robinson, Eric L.
 Robinson, James D. III
 Robinson, Janet L.
 Robinson, Linda
 Robinson, Mark J.
 Robinson, Pearl T.
 Robison, Olin C.
 Rocha, V. Manuel
 Roche, James G.
 Rockefeller, David Jr.
 Rockefeller, John D. IV
 Rockefeller, Mark L.
 Rockefeller, Nicholas
 Rockefeller, Steven C.
 Rockefeller, Susan Cohn
 Rockefeller, Valerie
 Rockett, Jason Mitchell
 Rockwell, Hays H.
 Rockwell, Keith McElroy
 Rodin, Judith
 Rodriguez, Eric
 Rodriguez, Rita M.
 Roedy, Bill
 Roett, Riordan III
 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
 Rojas, Julio
 Roman, Lisa
 Roman, Nancy Ellen

Romanowski, Alina L.
 Romer, Paul
 Romero, Philip Joseph
 Romero-Barcelo, Carlos A.
 Rometty, Virginia M.
 Romig, Alton D. Jr.
 Roosevelt, Theodore IV
 Roper, William Bruce Jr.
 Rose, Charles Peete Jr.
 Rose, Daniel
 Rose, Elihu
 Rose, Gideon
 Rose, Jonathan F.P.
 Rose, Joseph B.
 Rose, Marshall
 Rosecrance, Richard
 Rosen, Amy M.
 Rosen, Daniel H.
 Rosen, Gary
 Rosen, Jack
 Rosen, Jeffrey A.
 Rosen, Robert L.
 Rosenbach, Eric*
 Rosenberg, Mark B.
 Rosenberg, Zeda F.
 Rosenberger, Laura M.
 Rosenblatt, Lionel A.
 Rosenblatt, Peter R.
 Rosenblum, Mort L.
 Rosenfeld, Gerald
 Rosenfield, Patricia L.
 Rosenkranz, Robert
 Rosensweig, Jeffrey A.
 Rosenthal, Andrew M.
 Rosenthal, Joel H.
 Rosenthal, Lesley
 Friedman*
 Rosenthal, Mitchell S.
 Rosenwald, E. John Jr.
 Rosenwald, Nina
 Rosenzweig, Robert M.
 Rosett, Claudia
 Rose-Wood, Alyson
 Rosner, Jeremy D.
 Rosovsky, Henry
 Ross, Christopher W.S.
 Ross, Dennis B.
 Ross, Gary N.
 Ross, Rachel Posner†
 Ross, Robert S.
 Rossabi, Morris
 Rosso, David J.
 Rossotti, Charles O.
 Rostow, Nicholas
 Rotberg, Robert I.
 Rotenberg, Marc

Roth, Kenneth
 Roth, Stanley O.
 Roth-Douquet, Kathryn G.
 Rothkopf, David Jochanan
 Rotman, Robin Mercedes†
 Rottenberg, Linda D.
 Roubini, Nouriel
 Roughead, Gary
 Rouse, Cecilia Elena
 Route, Ronald A.
 Rovine, Arthur W.
 Roy, J. Stapleton
 Rubenstein, David M.
 Rubenstein, Leonard S.
 Rubin, Arthur Mark
 Rubin, Barnett R.
 Rubin, Gretchen C.
 Rubin, James P.
 Rubin, Nancy H.
 Rubin, Nilmini Gunaratne
 Rubin, Robert E.
 Rubin, Trudy S.
 Rudder, Philip C.
 Rudin, William C.
 Ruenitz, Robert M.
 Ruggie, John G.
 Rugh, William A.
 Rumer, Eugene B.
 Runde, Daniel FitzGerald
 Runge, Carlisle Ford
 Rupp, George
 Russel, Daniel R.
 Russell, Bradley S.
 Ruttenberg, Eric M.*
 Ryan, Evan M.
 Ryan, John T. III
 Ryan, Jordan Dimock
 Ryan, Kevin P.
 Ryan, Mary (Missy) C.
 Ryan, Patrick G. Jr.
 Ryan, Patrick Kevin
 Ryu, Rexon Y.

 S
 Saab, Bilal Y.
 Sabet, Kevin A.
 Sabonis-Helf, Theresa
 Sachs, Jeffrey D.
 Sacks, Paul M.
 Sadat, Leila Nadya
 Saddler, Latham G. III
 Sadowska, Maggie
 Saeed, Ahmed M.
 Sagan, Scott D.
 Saghri, Faraj
 Saifee, Maryum Fatima

Sakoian, Carol Knuth
 Salacuse, Jeswald William
 Saladrigas, Carlos A.*
 Salazar, Ana Maria
 Salem, George R.
 Salomon, David R.
 Salomon, Richard E.
 Salzman, Anthony David
 Samore, Gary
 Samper, Cristián T.
 Samuels, Barbara Christie II
 Samuels, Leslie Bernard
 Samuels, Richard J.
 Samuelson, Heather
 Sanchez, Francisco J.
 Sanchez, Miguel Antonio
 Sanchez, Orlando
 Sandalow, David
 Sandberg, Sheryl K.
 Sander, Alison B.
 Sanders, Barry A.
 Sanderson, Steven E.
 Sands, Amy
 Sanger, David E.
 Sanghvi, Sunil
 Sanneh, Lamin
 Sanner, Beth E.*
 Sapiro, Miriam
 Sapp Mancini, Angela
 Sarafan, Lily†
 Sargeant, Stephen Thomas
 Sarotte, Mary Elise
 Sass, Christina*
 Sasser, James R.
 Satcher, David
 Satchit, Vidya
 Satkalmi, Ravi
 Satloff, Robert B.
 Satter, Muneer A.
 Savitt, Jill A.
 Savoy, Conor M.
 Sawoski, Mark
 Sawyer, Diane
 Sawyers, Charles L.
 Saxton-Ruiz, James-Michael
 Sayers, David Eric
 Scaramucci, Anthony
 Scarborough, Darryl
 Scarborough, Joe
 Schacht, Henry B.
 Schadlow, Nadia
 Schaefer, Ahren Joseph
 Schaffer, Teresita C.
 Schake, Kori
 Schapiro, Mary
 Scharre, Paul David

* Elected to membership in 2018.

† Elected to a five-year term membership in 2018.

Schearer, S. Bruce	Schuker, Jill A.	Sexton, John E.	Shlaes, Amity Ruth
Schecter, Jerrold L.	Schulhof, Michael Peter	Seymour, Frances J.	Shoemaker, Christopher C.
Schecter, Kate S.	Schulman, Daniel*	Shackelford, Scott James	Shribman, David M.
Scheffer, David J.	Schultz, Tammy S.	Shafer, D. Michael	Shriram, Kavitarak
Schell, Orville Hickok	Schumacher-Matos, Edward	Shafer, Jeffrey R.	Ramanujam
Schell, Theodore H.	Schwab, George D.	Shah, Neil Buddy†	Shriver, Donald W. Jr.
Scher, Adam Anthony	Schwab, Susan Carroll	Shah, Raj	Shriver, Timothy P.
Scher, Peter L.	Schwalbe, Nina Rebecca	Shaheen, Brett	Shulman, Colette
Schick, Thomas	Schwartz, Bernard L.	Shalala, Donna E.	Shultz, George P.
Schieffer, Bob L.	Schwartz, Daniel Ian	Shambaugh, David	Shultz, Susan Kent Fried
Schiffrin, Nick	Schwartz, Eric Paul	Shanker, Thomas Daniel	Shuman, David
Schifter, Richard	Schwartz, Eric*	Shapiro, Andrew J.	Shuman, Stanley S.
Schiller, Vivian L.	Schwartz, Jonathan D.*	Shapiro, Ian	Sick, Gary G.
Schleiff, Henry S.	Schwartz, Kathryn A.	Shapiro, Isaac	Siddiqui, Islam A.
Schlein, Michael Edward	Schwartz, Mattathias	Shaplen, Jason T.	Sidhu, Dawinder S.
Schlesinger, David Adam	Schwartz, Norton A.	Sharma, Deven	Siegal, Bippy M.
Schlesinger, Jacob M.	Schwartz, Peter	Sharp, Adam Mikael	Siegal, Brian D.
Schlesinger, Leonard A.	Schwarz, Adam	Sharp, Daniel A.	Siegel, Hanna L.
Schlesinger, Stephen C.	Schwarz, Jeremiah	Shattuck, John	Siegel, Kenneth I.
Schlosser, Herbert S.	William Jr.	Shaw, David E.	Siegel, Seth M.
Schlosstein, Ralph L.	Schwarzman, Stephen A.	Sheard, Paul James*	Siegel, William D.
Schmemmann, Anya	Schwebel, Stephen M.	Sheehan, Kevin Patrick	Sieglman, Henry
Schmemmann, Serge	Schwemlein, James C.	Sheen, Edward	Sigal, Leon V.
Schmerin, Daniel E.	Sciolino, Elaine F.	Sheeran, Josette M.	Sigelman, Joseph M.
Schmidle, Robert E. Jr.	Sciubba, Jennifer D.	Sheets, Nathan	Sikkink, Kathryn A.
Schmidt, Benno Jr.	Sciutto, James E.	Sheffield, Jill W.	Silber, Laura J.
Schmidt, Eric	Scott, Jeannine B.	Sheils, Siobhan M.	Silber, Mitchell D.
Schmitt, Eric P.	Scott, Robert A.	Shell, Jason D.†	Silberman, Laurence H.
Schmitt, Michael N.	Scowcroft, Brent	Shelley, Louise I.	Silberman, Robert S.
Schmitz, Harold H.*	Scully, Timothy R.	Shelp, Ronald Kent	Silberstein, Alan M.
Schmoke, Kurt L.	Sears, Jonathan E.	Shelton, Joanna Reed	Silkenat, James R.
Schnabel, Rockwell A.	Seaton, Edward L.	Shelton-Colby, Sally A.	Silliman, Douglas Alan*
Schneider, Jan	Seaton, James B. III	Shenai, Neil Kamalakar†	Silver, Adam
Schneider, William	Sebelius, Ned	Shenk, George H.	Silver, Allison
Schneider, William Jr.	Segal, Nathan†	Shepard, Stephen B.	Silver, Daniel B.
Schneidman, Witney Wright	Segal, Susan Louise	Shepardson, Robert	Silver, Mariko*
Schneier, Arthur	Seib, Gerald F.	Thomas	Silverberg, Daniel I.
Schnetzer, Amanda W.	Seibold, Frederick C. Jr.	Shepherd, J. Michael	Silverberg, Kristen L.
Schnitzer, Alan	Seiple, Chris	Sheriff, Alan R.	Silverman, Josh
Schoen, Douglas E.	Sekulow, Eugene A.	Sherman, Wendy R.	Silvers, Robert
Schoenholtz, Kermit L.	Selby, Norman C.	Sherr, Lynn B.	Simakovsky, Mark D.
Schortzmann, Craig J.	Selig, Stefan M.	Sherwood, Benjamin B.	Simes, Dimitri K.
Schrage, Elliot J.	Seligmann, Peter	Sherwood-Randall,	Simkowitz, Daniel A.
Schrage, Steven Patrick	Selin, Ivan	Elizabeth	Simmons, Adele Smith
Schramm, Carl J.	Sellitto, Michael	Sheynberg, Raisa	Simmons, Katherine
Schrank, Delphine	Semetko, Holli A.	Shields, Brendan P.*	Wickard Drake
Schreiber, Brian T.	Semmel, Ralph David*	Shields, Joanna	Simmons, P. J.
Schroeder, Christopher	Sender, Henny	Shields, Lisa Katherine	Simmons, Ruth J.
Matthew	Sengupta, Somini*	Shiffman, Gary M.	Simon, David A.
Schroeter, Lisa M.	Sennett, Richard	Shifter, Michael E.	Simon, Denis Fred
Schubert, Richard Francis	Senseney, Céline	Shimony, Catherine Lieber	Simon, Hugh V. Jr.
Schuepbach, Martin A.	Serchuk, Vance F.	Shinn, James J.	Simon, Joel
	Servan-Schreiber, Pascaline	Shinseki, Eric	Simpson, Erin M.
	Sesno, Frank W.	Shiple, Walter V.	Sims, Calvin G.
	Sestanovich, Stephen R.	Shirk, Susan L.	Singh, Alex†
	Setrakian, Lara*	Shirzad, Faryar	Singh, Ashika

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Singh, Jaspaal	Smith, Martin	Spengler, Laurie Jean	Stern, Walter P.
Singh, Prabhjot	Smith, Melanie M.	Spero, Joan E.	Sternberg, Seymour
Singh, Simran Jeet	Smith, Michael B.	Spero, Joshua B.	Sterner, Michael E.
Singham, Shanker A.	Smith, Michelle Marie	Speyer, Jerry I.	Stetson, Anne
Singleton, Lincoln Cameron	Smith, Peter Hopkinson	Spiegel, Daniel L.	Stevens, Charles R.
Sinha, Nidhi	Smith, R. Jeffrey	Spiegel, John W.	Stevens, James W.
Sinha, Sylvana Q.*	Smith, Richard M.	Spiegel, Julia	Stevens, Paul Schott
Sisk, Mark S.	Smith, Robert Frederick*	Spielvogel, Carl	Stevens, Robert J.
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Sitrick, James Baker	Smith, Stephen G.	Spies, Katherine L.	Stewart, Camille A.
Skelton, DJ	Smith, Taiya M.	Spindle, Bill	Stewart, C. Evan
Skinner, Kiron Kanina	Smith, Thomas Sidney Jr.*	Spindler, J. Andrew	Stewart, Donald M.
Sklarew, Jennifer Friedman	Smith, Tony	Spoerri, Marlene Simone	Stewart, Jamie B. Jr.
Skol, Michael	Smith, Valerie Ann	Spoon, Alan	Stewart, Meghan Elizabeth
Skolnikoff, Eugene B.	Snowe, Olympia J.	Sridhar, Aparna	Stiehm, Judith Hicks
Skora, Alexander J.	Snyder, Jed C.	Srinivasan, Sujatha	Stiglitz, Joseph E.
Skorka, Melissa	Snyder, Richard E.	Aravinda	Stiles, Deborah F.
Skorton, David J.	Snyder, Timothy D.	Stahl, Lesley R.	Stith, Charles R.
Slackman, Michael E.	Sobel, Clifford M.	Staley, Jes	Stith, Kate
Slade, David R.	Sobel, Richard Paul	Stam, Allan C. III	Stobaugh, Robert B.
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Slaughter, Anne-Marie	Soderberg, Nancy E.	Stamas, Stephen	Stoga, Alan J.
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Slaughter, Richard A.	Sokol, Steven E.	Stanger, Allison Katherine	Stone, Randall W.
Slavin, Barbara	Sokoler, Jennifer B.	Stanislaw, Joseph A.	Stonesifer, Patricia Q.
Slawson, Paul S.	Sokolski, Henry D.	Stanley, Deirdre	Stong, Elizabeth S.
Sloane, Ann Brownell	Solis, Lorna	Starrs, Ann M.	Storch, Thomas H.†
Sloane, Howard G.	Solnick, Steven L.	Stautberg, Susan S.*	Streeb, Gordon L.
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Slocombe, Walter B.	Solomon, Anne G.K.	Stavropoulos, Daphne Zoe	Strianese, Michael T.
Small, Andres	Solomon, Ian H.*	Stebbins, Paul H.	Strmecki, Marin J.
Small, Andrew	Solomon, Joshua N.	Stecher, Esta Eiger	Strock, James
Small, Lawrence M.	Solomon, Peter J.	Steiger, Paul E.	Stromseth, Jane E.
Smalley, Kathleen	Sondheimer, Rachel	Stein, Elliot	Stromseth, Jonathan R.
Smart, Christopher W.	Milstein	Stein, Eric	Strossen, Nadine
Smeall, Christopher	Sonenshine, H. Marshall	Steinberg, James B.	Stuart, Scott M.
Smidt, Jonathan D.	Sonenshine, Tara Diane	Steinberg, Mark R.	Studzinski, John J.
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Smith, Mariah Carol	Speckhard, Daniel V.	Stern, Jessica E.	Sundiata, Ibrahim K.
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 Tzuo, Tien

U

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 Upton, Michelle
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 Ussery, Terdema L. II
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V

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 van Dam, Katelyn
 Marie-Geary†
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 van der Vink, Gregory E.
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 Vega, Yvette Ellen
 Veit, Carol Michele

Veit, Lawrence A.
 Velshi, Ali
 Venables, Philip John
 Vendley, William F.
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 Verleger, Philip K. Jr.
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 Vidugiris, Vaida
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 Viehe, Ariella Rue
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 Viets, Richard Noyes
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 Villasenor, John
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 Visser, Catherine Rivkin†
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 Vitale, David J.
 Vitarelli, Anthony
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 Vogel, Ezra F.
 Vogel, Matthew*
 Vogelgesang, Sandy Louise
 Vogelsson, Jay M.
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 Volk, Stephen R.
 von Eckartsberg, Gayle Rose
 von Lipsey, Roderick K.
 Vradenburg, George III
 Vuono, Carl E.

W
 Wachner, Linda J.
 Wachtel, Andrew Baruch
 Wachtel, Howard A.
 Wadsworth Darby, Mary
 Wager, Todd K.
 Waggoner, Robert C.
 Wagner, Caroline S.
 Wagner, Dan†
 Wagner, Rachael Anne
 Wahba, Marcelle M.
 Wainstein, Kenneth L.
 Wais, Marshall I. Jr.
 Wait, Jarett F.
 Wala, Raha
 Wald, Russell Cameron
 Waldron, Arthur
 Waldron, John E. II
 Wales, Jane M.
 Walker, Darren
 Walker, Jenonne
 Walker, John Kent
 Walker, John L.
 Walker, Joshua W.
 Walker, Nancy J.
 Wall, Christopher R.
 Wallace, Charity N.*
 Wallace, Robert F.
 Wallace, Roger Windham
 Wallace, Steven Charles
 Wallach, Evan Jonathan
 Wallach, Kenneth L.
 Wallander, Celeste Ann
 Wallerstein, Mitchel B.
 Wallich, Christine I.
 Wall Spitzer, Silda Alice
 Walsh, Elizabeth Erin
 Walsh, Ian K.
 Walsh, Matthew P.
 Walsh, Michaela
 Walsh, Patrick M.
 Walt, Stephen M.
 Walter, Barbara F.
 Walther-Puri, Andrea M.
 Walton, Anthony John
 Walton, R. Keith
 Waltz, Adam
 Wang, Alex Li-Teh
 Wang, Fei-Ling
 Ward, Katherine T.
 Ward, William E.
 Wardell, Clarence L. III
 Warden, Staci
 Warner, John William
 Warner, Lesley Anne
 Warner, Margaret G.

Warner, Mark R.
 Warner, Volney James
 Warren, Joshua B.
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 Warren, Setti D.
 Warren, William Blaise
 Washburn, John L.
 Washburne, Ray Willets*
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 Wasserman, Debra L.
 Wasserstein, Claude*
 Watson, Alexander F.
 Watson, Crystal R.†
 Watson, Peter S.
 Watt, Linda E.
 Watts, John H.
 Waxman, Matthew C.
 Waxman, Sharon
 Wayne, Earl Anthony
 Weaver, Amy E.
 Weaver, David R.
 Webb, Hoyt K.
 Weber, Andrew C.
 Weber, Doron
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 Weber, Vin
 Webster, William H.
 Wechsler, William F.
 Weddle, Steven
 Wedgwood, Ruth
 Wehrle, Leroy Snyder
 Wei, Shang-Jin
 Weiksner, George B.
 Weil, Frank A.
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 Weinberg, Adam
 Weinberg, David B.
 Weinberg, Steven
 Weiner, Allen S.
 Weiner, Rebecca Ulam
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Weiss, Stanley A.
 Weiss Lurie, Christina
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 Wertime, David
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 Wessel, Michael R.
 West, F. J. Bing
 West, J. Robinson
 West, Owen O'Driscoll
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 Westin, Sherrie Rollins
 Westly, Steven P.
 Wethington, Olin L.
 Weymouth, Elizabeth G.
 Weymouth, Elizabeth K.
 Whalen, Joseph Eugenie
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 White, Peter C.
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 Whitman, Marina V.
 Whitson, Sarah Leah Sally
 Wickett, Xenia B.M.
 Wien, Anita Volz
 Wiener, Carolyn Seely
 Wiener, Malcolm H.
 Wiesner, Hillary S.
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 Wildenthal, C. Kern
 Wild-Gonzalez Rubio,
 Heather L.†
 Wilhelm, Robert E.

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 Wilkinson, Amy M.
 Wilkinson, Sharon P.
 Williams, Aaron S.
 Williams, Barry K.
 Williams, Brian D.
 Williams, Christine
 Williams, Dave H.
 Williams, Margaret Douglas
 Williams, Paul R.
 Williams, Reba White
 Williams, Thomas R. II
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 Williamson, Edwin D.
 Williamson, Irving A.
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 Willrich, Mason
 Wilson, Don M. III
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 Wilson, Isaiah (Ike) III
 Wilson, Margaret S.
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 Wing, Adrien Katherine
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 Winokur, Herbert S. Jr.
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 Winters, Laura
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 Wise, Carol
 Wise, Louise
 Wiseman, Michael Martin
 Wisner, Frank G.
 Wisner, Graham G.
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Wolf, Mark Lawrence
 Wolf, Michael J.
 Wolf, Robert
 Wolfensohn, Adam R.
 Wolfensohn, James D.
 Wolff, Alan W.
 Wolff, Evan D.
 Wolff, I. Peter
 Wolff, Terry A.
 Wolfowitz, Paul D.
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 Wolpe, David
 Wolstencroft, Tracy R.
 Wong, Alex Nelson
 Wong, Eric
 Woo, Meredith Jung-En
 Wood, Jake†
 Woodruff, Judy C.
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 Woolfork, Brent
 Woolsey, R. James
 Woolsey, Suzanne H.
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 Worden, Minky
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 Worley, Elizabeth
 Worthington, Samuel A.
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 Wynne, Mark A.
 Wyser-Pratte, Guy Patrick

X

Xenachis, Andreas

Y

Yacoubian, Mona
 Yalman, Nur O.
 Yalowitz, Kenneth S.

Yamada, Tadataka
 Yang, Jerry
 Yang, Linda Tsao
 Yang, Phoebe L.
 Yanne, Michael B.
 Yanosek, Kassia J.*
 Yared, Pierre
 Yassif, Jaime M.
 Yegen, Christian C.
 Yellen, Janet Louise
 Yeo, Peter
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 Yergin, Daniel H.
 Yetken, Melike Ann
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 Yohannes, Daniel W.
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 Yost, Casimir A.
 Yost, Charles W. II
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Z

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 Zakaria, Fareed
 Zakem, Vera
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 Zelleke, Andargachew S.
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 Zilkha, Donald E.
 Zilkha, Ezra K.
 Zimmer, Robert J.
 Zimmerman, Jay S.
 Zimmerman, Peter D.
 Zimmermann, Stephen S.
 Zimpher, Nancy L.
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 Zoellick, Robert B.
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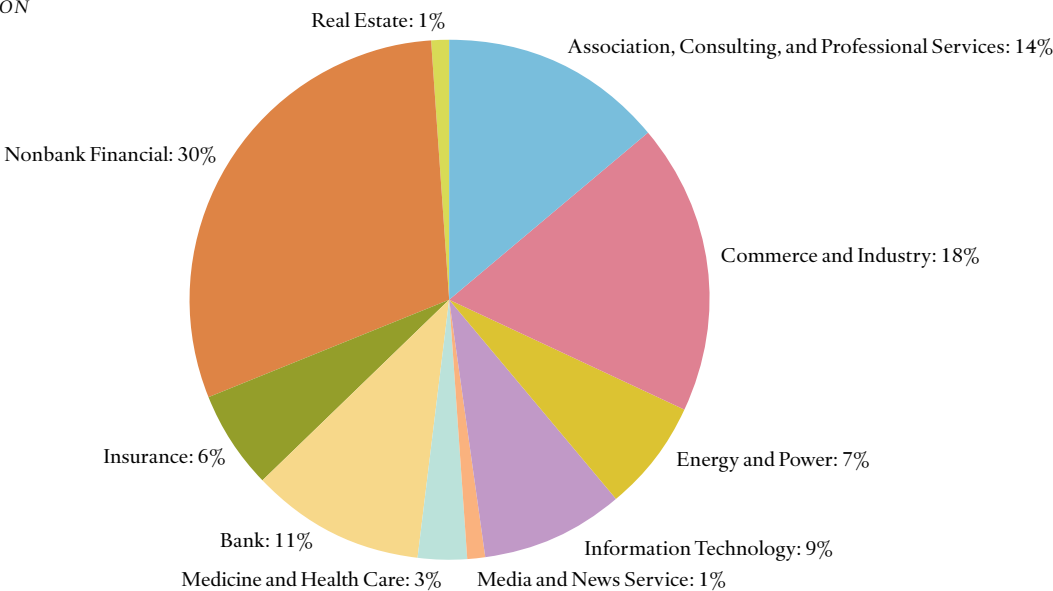
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 General Electric Company
 Guidehouse
 Harman International Industries, Inc.
 Hitachi, Ltd.
 Houlihan Lokey
 IBM Corporation
 Indus Capital Partners, LLC
 Invus Group, LLC
 ITOCHU International Inc.
 Jacobs Asset Management, LLC
 Johnson & Johnson
 JunHe LLP
 LionTree LLC
 Lockheed Martin Corporation
 MacAndrews & Forbes, Inc.
 Mannheim LLC
 Marsh & McLennan Companies, Inc.
 Marubeni America Corporation
 Merck & Co., Inc.
 MetLife
 Microsoft Corporation
 Milbank, Tweed, Hadley & McCloy
 LLP
 Mitsubishi Corporation (Americas)
 Mitsui & Co. (U.S.A.), Inc.
 Northrop Grumman
 Oak Hill Capital Partners
 The Olayan Group
 Palantir Technologies
 Pfizer Inc.
 Raytheon Company

salesforce.com, inc.
 Siguler Guff & Company L.P.
 Silver Lake Partners
 Simpson Thacher & Bartlett LLP
 Skadden, Arps, Slate, Meagher
 & Flom LLP
 Stone Canyon Industries
 Sullivan & Cromwell LLP
 Suntory Holdings Limited
 Tishman Speyer Properties, Inc.
 TOTAL S.A.
 Unipol Gruppo S.p.A.
 Univision Communications Inc.
 U.S. Chamber of Commerce
 Vornado Realty Trust
 Walmart
 Wells Fargo
 Western Union
 White & Case LLP
 WPP

Note: For more information, please contact the
 Corporate Program at corporate@cfr.org or
 212.434.9684.

BENEFITS OF CORPORATE MEMBERSHIP

FOUNDERS (\$100,000+)

All President's Circle and Affiliates benefits plus:

- Four CFR fellow briefings tailored to the company's interests
- Professional development opportunity for four rising executives to participate as "Corporate Leaders" in conjunction with the competitive Stephen M. Kellen Term Member Program
- One complimentary rental of the historic Harold Pratt House ballroom and library (based on availability)
- Prominent logo placement at the annual Corporate Conference
- Opportunity for additional customized benefits, including collaborations with *Foreign Affairs*, concurrent with increased support or exclusive fee-for-service arrangements

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

All Affiliates benefits plus:

- Invitations for leadership-level executives to attend the Chairman's Circle Dinner and the Annual Dinner with CFR's Board of Directors, Global Board of Advisors, and leading benefactors
- Opportunities for senior executives to participate in study groups and roundtables led by CFR fellows, and attend exclusive events with noted thinkers and practitioners in government, policy, academia, and the private sector
- Priority registration for meetings, roundtables, and high-level events
- Two CFR fellow briefings tailored to the company's interests
- Professional development opportunity for two rising executives to participate as "Corporate Leaders" in conjunction with the competitive Stephen M. Kellen Term Member Program
- Discount on *Foreign Affairs* print advertising rates and complimentary digital offerings

AFFILIATES (\$30,000+)

- Invitations for executives to attend a range of CFR events each year in New York, Washington, DC, and other major cities in the United States and around the world
- Opportunities for senior executives to participate in special meetings and roundtables with CFR's president
- Invitations for executives to attend the Corporate Conference, CFR's annual summit on geopolitical and geoeconomic issues of interest to the global business community
- One CFR fellow briefing tailored to the company's interests
- Participation in rapid-response calls and analysis of breaking news by CFR fellows and other experts
- Opportunities for young professionals to participate in special briefings, select meetings, and conference calls
- Access to meeting replays, conference calls, and other CFR digital resources, including the members-only portal, as well as *Foreign Affairs* digital content and archives
- Six print subscriptions of *Foreign Affairs*, discounted individual and bulk subscriptions, and special shipping rates, as well as custom marketing packages
- Special invitations for executives to attend *Foreign Affairs* events with a client or colleague
- 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 in print and on display in both CFR locations

Note: Corporate membership dues are 65 percent tax deductible.

Endowed and Named Chairs, Fellowships, and Lectureships

ENDOWED CHAIRS, 2017–2018

JAMES H. BINGER CHAIR IN GLOBAL GOVERNANCE

This chair was established in 2016 through a generous gift from the Robina Foundation and was named in honor of longtime CFR member James H. Binger. The purpose of the chair is to provide analysis and ideas on the requirements for effective multilateral cooperation through research, meetings, and publications. The inaugural chair holder is **Stewart M. Patrick**.

MARY AND DAVID BOIES CHAIR IN U.S. FOREIGN POLICY

This chair was named in honor of Council Board member Mary McInnis Boies and her husband, Council member David Boies. The chair allows CFR the flexibility to appoint a scholar whose work will address a current or emerging issue or region of interest. Additional support was provided by the Starr International Foundation. **Philip H. Gordon** was appointed the inaugural chair holder effective July 1, 2017.

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. **Rachel B. Vogelstein**, director of the Women and Foreign Policy program, is the current Dillon Fellow.

ENI ENRICO MATTEI CHAIR IN MIDDLE EAST AND AFRICA STUDIES

This chair was established in 2009 through a generous gift from Eni and was named in honor of Eni's founder, Enrico Mattei, who played a significant role in the transformation of Eni into a global energy company. The chair is held by **Steven A. Cook**.

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

This chair was established in 1997 with contributions from the friends and colleagues of Maurice R. Greenberg in recognition of his commitment to developing new ideas for

U.S. foreign policy and his outstanding leadership of the Council. The chair is held by **James M. Lindsay**.

MAURICE R. GREENBERG SENIOR FELLOW IN CHINA STUDIES

This fellowship was established in 1997 with a grant from the Starr Foundation and named for the Council's honorary vice chairman, Maurice R. Greenberg, as a tribute to his many contributions to the Council and his long association with China. **Ely Ratner** held the chair through April of this year.

GEORGE F. KENNAN CHAIR IN RUSSIAN AND EURASIAN STUDIES

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

JEANE J. KIRKPATRICK CHAIR IN NATIONAL SECURITY STUDIES

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

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

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

IRA A. LIPMAN CHAIR IN EMERGING TECHNOLOGIES AND NATIONAL SECURITY

In recognition of the contributions of Ira A. Lipman, founder and chairman emeritus of Guardsmark, LLC, CFR established this chair in the spring of 2016 to support its ongoing work on the impact of cyber and other emerging technologies on national security. Director of CFR's Digital and Cyberspace Policy program **Adam Segal** is the inaugural chair holder.

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 from 1971 until his death in 2018. 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. **Varun Sivaram** is the current chair holder.

NELSON AND DAVID ROCKEFELLER CHAIR IN LATIN AMERICA STUDIES

This chair honors two distinguished Americans who were influential in the development of U.S. policy in the Western Hemisphere. The chair, held by Vice President and Deputy Director of Studies **Shannon K. O'Neil**, was created to provide analysis of current developments in Latin America.

DAVID M. RUBENSTEIN CHAIR IN ENERGY AND THE ENVIRONMENT

This chair was established in 2008 through a generous gift from Council Chairman David M. Rubenstein, cofounder and co-executive chairman of the Carlyle Group. It supports a senior fellow committed to the study of the critical international challenges involving energy and the environment, such as climate change and energy security, and their significance to the broader foreign and energy policy debates. The chair is held by **Amy Myers Jaffe**.

HASIB J. SABBAGH CHAIR IN MIDDLE EAST STUDIES

This chair was established in 1994 to recognize Hasib Sabbagh's many contributions to Middle East peace efforts and to the advancement of interstate cooperation among ethnic and religious groups. **Ray Takeyh** is the current chair holder.

WHITNEY H. SHEPARDSON FELLOWSHIP

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

C. V. STARR CHAIR IN ASIA STUDIES

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

GENERAL JOHN W. VESSEY CHAIR IN CONFLICT PREVENTION

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

PAUL A. VOLCKER CHAIR IN INTERNATIONAL ECONOMICS

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

SPECIAL FELLOWSHIPS

SHELBY CULLOM AND KATHRYN W. DAVIS ADJUNCT SENIOR FELLOWSHIP FOR COUNTERTERRORISM AND HOMELAND SECURITY

This fellowship was established in 2010 with a gift from longtime Council member Kathryn W. Davis. Created to support research and outreach activities that inform and enhance the greater foreign policy debate on counterterrorism and homeland security, in 2017–2018 the fellowship was held by Adjunct Senior Fellow **Richard Falkenrath**.

BERNARD L. SCHWARTZ SENIOR FELLOWSHIP IN BUSINESS AND FOREIGN POLICY

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

STEVEN A. TANANBAUM SENIOR FELLOWSHIP IN INTERNATIONAL ECONOMICS

This fellowship was established in 2012 by a generous gift from Steven A. Tananbaum, founder, managing partner, and chief investment officer of Golden Tree Asset Management, to support the Council's work at the intersection of international relations and international economics. **Brad W. Setser** currently holds this fellowship.

VISITING FELLOWSHIPS

MILITARY FELLOWSHIPS

Every year, each service nominates an outstanding candidate for a military fellowship. These fellowships enable officers to broaden their understanding of international affairs and U.S. foreign policy by spending a year in residence at the Council. This year's fellows were Colonel **Daniel S. Morgan**, U.S. Army; Colonel **George "Marty" Reynolds**, U.S. Air Force; Colonel **Todd P. Simmons**, U.S. Marine Corps; Captain **Todd Trimpert**, U.S. Coast Guard; and Captain **Jeromy Williams**, U.S. Navy.

EDWARD R. MURROW PRESS FELLOWSHIP

Named in honor of Edward R. Murrow, 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. This year's Murrow Fellow was **Janine di Giovanni**, former Middle East editor for *Newsweek* and award-winning author.

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 2017–2018 National Intelligence Fellow was **Michael P. Dempsey**.

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 2017–2018 fellow was **Patricia Kim**.

ENDOWED AND OTHER SPECIALLY FUNDED PROGRAMS

ExxonMobil Women and Development Series
Pieter A. Fisher Program, International Relations
W. Averell Harriman Program, Europe
HBO What to Do About . . . Series
Stephen M. Kellen Term Member Program
Winston Lord Program, Asia
John J. McCloy Program, International Relations
C. Peter McColough Series on International Economics
Thomas J. Watson Meetings Program
Historian-in-Residence sponsored by David M. Rubenstein

LECTURESHIPS AND OTHER PROGRAMMING

DARRYL G. BEHRMAN LECTURE ON AFRICA POLICY

Members of the Behrman family funded this lecture on Africa policy in memory of Darryl G. Behrman, who was originally from South Africa and had an abiding passion for Africa and international peace. This year's lecture featured **Ellen Johnson Sirleaf**, former president of Liberia.

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 Board member Stephen C. Freidheim, chief investment officer, founder, and managing partner at Cyrus Capital Partners. This year's symposium featured **David F. Swensen**, chief investment officer, Yale University.

RITA HAUSER ANNUAL SYMPOSIUM

This annual symposium is made possible by the generous support of the Hauser Foundation. Each year, the focus of the symposium is determined by a timely and topical issue. This year's symposium focused on the future of the Middle East.

ARTHUR C. HELTON MEMORIAL LECTURE

This lecture was established by the Council and the family of Council Senior Fellow Arthur C. Helton, who died in the August 2003 bombing of the UN headquarters in Baghdad. The lecture addresses pressing issues in the broad field of human rights. This year's lecture focused on modern slavery with **Mark P. Lagon**, chief policy officer, Friends of the Global Fight Against AIDS, Tuberculosis and Malaria; **Gayle Tzemach Lemmon**, adjunct senior fellow for women and foreign policy, Council on Foreign Relations; and **Benjamin Skinner**, founder and principal, Transparentem.

JOHN B. HURFORD MEMORIAL LECTURE

Inaugurated in 2002 in memory of Council member John B. Hurford, this annual lecture features individuals who represent critical new thinking in foreign policy and international affairs. This year's lecturer was **Michael A. McFaul**, senior fellow and director, Freeman Spogli Institute for International Studies, and Peter and Helen Bing Senior Fellow, Hoover Institution, Stanford University, and former U.S. ambassador to the Russian Federation.

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 focused on extremism and education with **Tony Blair**, former prime minister of Great Britain and Northern Ireland, and **Irina Bokova**, director-general of UNESCO.

LESSONS FROM HISTORY SERIES

This meeting series was endowed by David M. Rubenstein in 2015 to use historical analysis as a critical tool for understanding modern foreign policy challenges by hearing from practitioners who played an important role in a consequential historical event or from experts and historians. This year's meetings included events on the twentieth anniversary of the Northern Ireland Good Friday Agreement, the foreign policy legacy of the founding fathers, and the fiftieth anniversary of the Tet Offensive.

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 event featured the service chiefs: **Admiral John M. Richardson**, chief of naval operations,

U.S. Navy; General **David L. Goldfein**, chief of staff, U.S. Air Force; Admiral **Paul F. Zukunft**, commandant, U.S. Coast Guard; and General **James C. McConville**, vice chief of staff, U.S. Army.

ROBERT B. MENSCHEL ECONOMICS SYMPOSIUM

Established in December 2014 with a generous gift from Council member Robert Menschel, a senior director at Goldman Sachs, this annual symposium focuses primarily on the consequences of herd mentality behavior in global economics. This year's symposium included a discussion with **Hal R. Varian**, chief economist, Google, Inc.

DAVID A. MORSE LECTURE

Inaugurated in 1994, this lecture supports an annual meeting with a distinguished speaker. It honors the memory of lawyer, public servant, and internationalist David A. Morse, an active Council member for nearly thirty years. This year's lecturer was **Guy Ryder**, director general, International Labor Organization.

*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 **Michael R. Pompeo**, director, Central Intelligence Agency.

PETER G. PETERSON SYMPOSIUM

The "American Debt: Causes, Consequences, and Fixes" symposium was held on May 24, 2018, in honor and memory of Peter G. Peterson, who passed away on March 20, 2018. Peterson served as chairman of the Council on Foreign Relations for twenty-two years. He was a passionate advocate for fiscal responsibility and avoiding what he believed was an unsustainable national debt. This symposium was underwritten by Steve and Roberta Denning and the Sage Foundation in appreciation of Peter G. Peterson and his impact on and leadership of both the Council on Foreign Relations and this country.

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 lecturer was **Hage Geingob**, president of Namibia.

RUSSIA AND RUSSIAN-AMERICAN RELATIONS LECTURE

This lecture series was established in 2003 by Mikhail Fridman, chairman of the board of directors of Alfa Bank in Moscow, with the goal of helping establish a more secure footing for Russia-U.S. relations. This year's lecture focused on Russia and the West with **Anne Applebaum**, columnist,

Washington Post; **Thomas Graham**, managing director, Kissinger Associates, Inc.; and **Stephen Kotkin**, John P. Birkelund '52 Professor in History and International Affairs, Woodrow Wilson School of Public and International Affairs, Princeton University.

*BERNARD L. SCHWARTZ LECTURE
ON ECONOMIC GROWTH AND FOREIGN POLICY*

This lecture was established in 2002 and is funded by Bernard L. Schwartz, retired chairman and chief executive officer of Loral Space and Communications. The lecture focuses on the relationship between business and government in foreign policy. This year's lecturer was **Robert A. Iger**, chairman and chief executive officer, the Walt Disney Company.

*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 **Jeffrey D. Feltman**, undersecretary-general for political affairs, 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 focused on nonproliferation efforts in U.S.-North Korea relations with **Victor D. Cha**, senior advisor and Korea chair, Center for Strategic and International Studies, and D. S. Song-Korea Foundation chair in government and international affairs, Georgetown University, and **Mike G. Mullen**, former chairman of the Joint Chiefs of Staff and co-chair, CFR Independent Task Force, *A Sharper Choice on North Korea*.

*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 focused on pandemic preparedness and lessons learned one hundred years after the Spanish flu outbreak with **John M. Barry**, distinguished scholar, Tulane and Xavier Universities' Center for Bioenvironmental Research; **Laurie Garrett**, science journalist; and **Anne Schuchat**, principal deputy director, Centers for Disease Control and Prevention.

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 working in public service and policy-oriented settings, and government officials spend theirs in a scholarly atmosphere free from operational pressure. CFR awards approximately ten fellowships annually to highly accomplished individuals who show a capacity for independent work and are eager to undertake serious foreign policy analysis. Approximately half of the IAFs selected each year spend their tenures working full-time in government; the remaining half are placed at academic institutions, think tanks, or nonprofit organizations. The IAF is only open to mid-career professionals who have a demonstrated commitment to a career in foreign policy. The program welcomes applicants from a broad range of professional, academic, and personal backgrounds. Qualified candidates must be U.S. citizens.

INTERNATIONAL AFFAIRS FELLOWS 2017–2018 PLACEMENTS

Erica D. Borghard, U.S. Military Academy: placed at JPMorgan Chase

Courtney Cooper, National Security Council: placed at the Council on Foreign Relations

Benjamin N. Gedan, National Security Council: placed at the Woodrow Wilson International Center for Scholars

Maxwell J. Hamilton, U.S. Department of State: placed at the Carnegie Endowment for International Peace

Thomas Hill, House Committee on Foreign Affairs: placed at the Brookings Institution

Patrick T. McEachern, U.S. Department of State: placed at the Woodrow Wilson International Center for Scholars

Meghan E. Stewart, Public International Law & Policy Group: placed at the U.S. Department of Defense

Laura Taylor-Kale, U.S. Department of Commerce: placed at the Council on Foreign Relations

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

INTERNATIONAL AFFAIRS FELLOWS IN NUCLEAR SECURITY, SPONSORED BY THE STANTON FOUNDATION 2017–2018 PLACEMENTS

Patrick S. Roberts, Virginia Tech: placed at the U.S. Department of State

Lawrence P. Rubin, Georgia Institute of Technology: placed at the U.S. Department of Defense

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 select group of mid-career professionals the opportunity to carry out research while affiliated with appropriate institutions in Japan, and to establish long-term professional and personal ties through their activities. Fellows are drawn from academia, business, government, media, nongovernmental organizations, and think tanks. The IAF in Japan is intended primarily for those without substantial prior experience in Japan, and knowledge of the Japanese language is not a requirement. Qualified candidates must be U.S. citizens.

INTERNATIONAL AFFAIRS FELLOWS IN JAPAN, SPONSORED BY HITACHI, LTD. 2017–2018 PLACEMENTS

Irina Angelescu, U.S. Department of State: placed at the Japan Institute of International Affairs

Michael Hsieh, U.S. Department of Defense: placed at the National Institute for Defense Studies

Robert Marten, World Health Organization: placed at the Japan Center for International Exchange

Erin Murphy, Inle Advisory Group: placed at the Research Institute of Economy, Trade, and Industry

Launched in 2016, the IAF in Canada, sponsored by the Power Corporation of Canada, seeks to strengthen mutual understanding and cooperation between rising generations of leaders and thinkers in the United States and Canada. The program provides for one to two mid-career professionals per year to spend six to twelve months hosted by a Canadian institution to deepen their knowledge of Canada. Fellows are drawn from academia, business, government, media, nongovernmental organizations, and think tanks. Qualified candidates must be U.S. citizens.

*INTERNATIONAL AFFAIRS FELLOW
IN CANADA, SPONSORED BY
THE POWER CORPORATION OF CANADA
2017–2018 PLACEMENT*

Lindsay L. Rodman, Office of the Undersecretary of Defense (Policy): placed at the University of Ottawa

The IAF for Tenured International Relations Scholars, sponsored by the Carnegie Corporation of New York, offers tenured international relations professors hands-on and practical experience in the foreign policy-making field by placing selected fellows in U.S. government agencies or international government organizations for twelve months.

*INTERNATIONAL AFFAIRS FELLOWS FOR
TENURED INTERNATIONAL RELATIONS
SCHOLARS, SPONSORED BY THE
CARNEGIE CORPORATION OF NEW YORK
2017–2018 PLACEMENTS*

Masoud Kavoossi, Howard University: placed at the Organization for Economic Cooperation and Development

Helen Kinsella, University of Wisconsin, Madison: placed at the International Committee of the Red Cross

David Lektzian, Texas Tech University: placed at the Congressional Research Service

George Shambaugh, Georgetown University: placed at the Office of U.S. Senator Todd Young (R-IN)

The IAF in International Economics, sponsored by Kimberly Querrey, cofounder and president of SQ Advisors, LLC, offers business economists as well as university-based economics scholars hands-on experience in the U.S. government. Qualified candidates must be U.S. citizens and hold a PhD in economics or a closely related field.

*INTERNATIONAL AFFAIRS FELLOW
IN INTERNATIONAL ECONOMICS,
SPONSORED BY KIMBERLY QUERREY
2017–2018 PLACEMENT*

Sebnem Kalemli-Ozcan, University of Maryland, College Park: placed at the Federal Reserve Board and the International Monetary Fund

Global Board of Advisors

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

The GBA is composed of the following distinguished individuals:

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

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

Oliver Bäte (Germany), Chairman of the Board of Management, Allianz AG

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

David Cameron (United Kingdom), former Prime Minister of the United Kingdom

Claudio Descalzi (Italy), Chief Executive Officer, Eni

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

André Esteves (Brazil), BTG Pactual

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

Fred Hu (China), Founder and Chairman, Primavera Capital Group

Mo Ibrahim (Sudan), Chairman, Mo Ibrahim Foundation

Ali Y. Koç (Turkey), Vice Chairman, Koç Holdings A.S.

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

Sunil Bharti Mittal (India), Founder and Chairman, Bharti Enterprises

Takeshi Niinami (Japan), President and Chief Executive Officer, Suntory Group

Victor Pinchuk (Ukraine), Founder, EastOne Group

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

Charles David Powell (United Kingdom), House of Lords

Maria Ramos (South Africa), Chief Executive Officer, Absa Group Limited

Suzan Sabanci Dinçer (Turkey), Chairman and Executive Board Member, Akbank

Álvaro Saieh (Chile), Chairman, CorpGroup Interhold

Nassef Sawiris (Egypt), Chief Executive Officer, OCIN V

Javier Solana (Spain), former Secretary-General of NATO; President, ESADE Center for Global Economy and Geopolitics

Tidjane Thiam (France), Chief Executive Officer, Credit Suisse

Helle Thorning-Schmidt (Denmark), former Prime Minister of Denmark; Chief Executive Officer, Save the Children International

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

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

Jaime Augusto Zóbel de Ayala (Philippines), Chairman and Chief Executive Officer, Ayala Corporation

Note: GBA shown as of June 30, 2018.

Council of Councils

The Council of Councils (CoC), established by the Council on Foreign Relations in 2012, is composed of twenty-nine major policy institutes from some of the world's most influential countries. The CoC, which meets throughout the year in member countries and at an annual conference in the United States, is designed to facilitate candid dialogue among influential opinion leaders from both established and emerging nations. Its ultimate goal is to inject the conclusions of its deliberations into high-level foreign policy circles within member countries. The CoC produces the Global Memo series, a monthly expert brief on a pressing global issue; Global Governance Working Papers, a biannual series identifying new principles, rules, or institutional arrangements that can improve international cooperation; and the Report Card on International Cooperation, an annual report that evaluates international efforts to address ten of the world's most pressing transnational challenges. The CoC operates under CFR's International Institutions and Global Governance program and is funded by a generous grant from the Robina Foundation.

The Council of Councils includes the following distinguished institutions:

Argentine Council for International Relations (Argentina)
Lowy Institute (Australia)
Centre for European Policy Studies (Belgium)
Getulio Vargas Foundation (Brazil)
Centre for International Governance Innovation (Canada)
Institute of International and Strategic Studies (China)
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)
Centre for Strategic and International Studies (Indonesia)
Institute for National Security Studies (Israel)
Institute of International Affairs (Italy)
Genron NPO (Japan)
Asia Pacific Initiative (Japan)
Mexican Council on Foreign Relations (Mexico)
Nigerian Institute of International Affairs (Nigeria)
Polish Institute of International Affairs (Poland)
Council on Foreign and Defense Policy (Russia)
Institute of Contemporary Development (Russia)
Gulf Research Center (Saudi Arabia)
S. Rajaratnam School of International Studies (Singapore)
South African Institute of International Affairs (South Africa)
East Asia Institute (South Korea)
Global Relations Forum (Turkey)
Chatham House (The Royal Institute of International Affairs) (United Kingdom)
International Institute for Strategic Studies (United Kingdom)
Council on Foreign Relations (United States)

By-Laws of the Council

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

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

In any fiscal year, the Board is not constrained in the number of persons elected to five-year term membership so long as the total number of term members does not exceed 18 percent of the total membership. The terms and conditions of such membership shall be as prescribed by the Board, provided that those elected to such membership are between the ages of thirty and thirty-six on January 1 of the year in which their election would take place, and that so long as their term continues such members will have the full rights and privileges of Council membership.

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

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

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

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

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

	<i>BUSINESS</i>	<i>NONBUSINESS</i>
New York Area		
Membership	\$4,060	\$920
Term Membership	2,180	520
Washington, DC, Area		
Membership	\$3,490	\$780
Term Membership	1,860	450
National		
Membership	\$2,220	\$500
Term Membership	1,180	300

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

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

IV. A. There shall be a Board of not more than thirty-six Directors. The President of the corporation shall be a Director, ex officio, unless otherwise provided by resolution of the Board of Directors and agreed to by the President. The remaining members of the Board of Directors shall be divided into five equal classes, each class to serve for a term of five years. Each class shall consist of seven directors elected by the membership at large or pursuant to the following sentence. Any Chairman or Vice Chairman of the Board elected on an interim basis pursuant to Article VII who is not a Director at the time of his or her election shall during the period of such interim service be a Director and, at the time of his or her election, shall be designated by the Board of Directors to occupy either (i) the position on the Board that would otherwise be occupied by the President, if the President is not then serving as a Director, ex officio, or (ii) any other vacancy in the Board.

B. Terms of all Directors shall commence on the first day of July next following their election or, in the case of any newly created directorships, filled by action of the Board or appointments to fill a vacancy in the Board, to commence on such other date as may be approved by the Board. A Director who has served three years or more of a five-year term shall be eligible subsequently for election or appointment to a single consecutive term.

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

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

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

B. The Annual Election of Directors of the Council shall be held at a meeting in New York City on a date set by the President or the Chairman of the Board within thirteen months of the preceding meeting at which Directors were elected. Directors shall be elected by ballot. Ballots will be made available to all members in advance of the Annual Election and may be cast in person or by proxy authorized in writing or by electronic transmission. The ballot shall contain (i) the names of members standing as candidates for the class of Directors scheduled for election in that year, and (ii) the name of any Director who was appointed to a vacancy in the Board during the prior year. The slate of candidates will be elected by a majority vote by a quorum of members. Notice of any meeting of the members may be written or electronic. Administrative details necessary to implement the Council's nomination and election procedures shall be as prescribed by the President in consultation with the Chairman of the Board.

VI. The Board shall constitute such Committees as may from time to time be appropriate, including an Executive Committee, a Committee on Finance and Budget, an Investment Committee, 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 Council's financial affairs, and shall present the budget at the Spring meeting of the Board.

The Committee on Investment shall be composed of no fewer than three members of the Board and other such 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 oversight of the Council's portfolio and other investments.

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

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

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

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

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

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

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

The Committee on Membership shall be composed of no fewer than three members of the Board and such other members of the Board as the Committee Chairman deems appropriate. The

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

The Nominating and Governance Committee shall be composed of no fewer than four members of the Board. The Committee shall present names to the Board for Officers, Directors' Committee assignments, and proposed candidates for election to the Board of Directors. For the purpose of nominating candidates to stand for election to the Board, the Committee shall co-opt no fewer than ten additional members who shall not be members of the Board. The Chairman of the Nominating and Governance Committee shall be selected by the Chairman of the Board from among the Board members on the Committee. Neither the Chairman of the Board nor the President shall be an ex officio member of the Nominating and Governance Committee. Both in co-opting members to its own body and in nominating candidates for each year's Board election, the Nominating and Governance Committee is charged to keep in mind the need for diversity with regard to age, sex, race, geographical representation, and professional background. In nominating candidates for each year's Board election, the Committee is also charged to solicit the entire membership for the names of possible candidates.

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

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

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

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

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

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

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

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

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

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

IX. The operating 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.

CODE OF CONDUCT

The Council on Foreign Relations is committed to maintaining a civil and respectful environment. All members are expected to exhibit the highest levels of courtesy and respect toward speakers, moderators, staff, guests, and one another. This holds true for all programs taking place at the Council's offices and around the country, as well as for any CFR-sponsored or cosponsored events (including CFR trips) that are hosted offsite.

The Council's mission is to be a trusted resource on the foreign policy choices facing the United States and the world. As a nonpartisan organization, the Council is host to a wide range of viewpoints and perspectives that are meant to be debated. At the same time, in order to effectively carry out this mission and allow for all opinions to be discussed freely, it is essential that the Council foster an inclusive and welcoming environment, free from verbal, written, or physical harassment of any kind.

Members should bring any concerns related to conduct at CFR to the attention of the vice president for membership or another officer of the Council. As stated in the Council's By-Laws, "a member may be dropped or suspended from membership" for any conduct that is "prejudicial to the best interests, reputation, and proper functioning of the Council." The Council also reserves the right to require a member to leave the meeting or trip for behavior contrary to the Code of Conduct.

RULE ON NON-ATTRIBUTION

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

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

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

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

While the substance of the above Rule has been in effect since the formation of the Council, its present formulation was adopted by the Board of Directors on June 6, 1977, on the recommendation

of a special Advisory Panel on the Non-Attribution Rule, and subsequently amended in 1994 and 2015. The minutes of the June 1977 meeting contain the following explanatory comments about the Rule:

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

GUIDELINES ON MEETINGS

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

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

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

1. Since the Council invites guests representing many different viewpoints, since it selects topics regardless of, or because of, their controversiality, and since there is a wide divergence of viewpoints among members, it is to be expected that Council meetings will sometimes be marked by sharp dispute.
2. Meetings chairmen are expected to stimulate open expression of opinion by all participants and should not attempt to mute controversy or stifle differences of viewpoint where they exist. To this end, it is the responsibility of chairmen to see to it that all viewpoints expressed are treated with respect and that parliamentary decorum is maintained.
3. Principal speakers should expect to be questioned vigorously on any point relevant to their intellectual interest, experience, or expertise in international affairs. It is recognized, however, that some speakers, particularly those holding official positions, may not feel free to answer some questions, and, in such case, their declination will be respected.

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

CONFLICT OF INTEREST POLICY (DIRECTORS AND KEY PERSONS)

Adopted by the Board of Directors February 19, 2015

Revised February 27, 2018

PURPOSE

The purpose of this policy (the “Policy”) is to protect the interests of the Council when it is contemplating entering into a transaction or arrangement that might benefit the private interest of a Director, Officer, or Key Person of the Council. The Council will not enter into any such transaction or arrangement unless it is determined by the Board in the manner described below to be fair,

reasonable, and in the best interests of the Council at the time of such determination. This Policy is intended to supplement, but not replace, any applicable state and federal laws governing conflicts of interest applicable to nonprofit and charitable organizations.

ARTICLE 1: RELATED PARTY TRANSACTIONS AND A DUTY TO DISCLOSE

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

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

ARTICLE 2: DEFINITIONS

- **Financial Interest.** A person has a Financial Interest if such person would receive an economic benefit, directly or indirectly, from any transaction, agreement, and/or compensation agreement, including direct or indirect remuneration, as well as gifts or favors that are not insubstantial or other arrangements involving the Council.
- **Independent Director.** A member of the Board who:
 - has not been an employee of the Council within the past three years;
 - does not have a Relative who has been a Key Person of the Council within the past three years;
 - has not received, and does not have a Relative who has received, more than \$10,000 in compensation directly from the Council in any of the past three years; and
 - does not have a substantial Financial Interest in and has not been an employee of, and does not have a Relative who has a substantial Financial Interest in or was an Officer of, any entity that has made payments to (payment does not include charitable contribution) or received payments from the Council for property or services in excess of \$25,000.
- **Key Person.** A Key Person is defined as someone (other than an Officer or Director) who has responsibilities or exercises powers over the Council in a manner that is similar to a director or officer; or who manages a substantial portion of the activities, assets, income, or expenses of the Council; or who controls or determines a substantial portion of the Council's expenditures or budget.
- **Related Party.** Persons who may be considered a Related Party of the Council under this Policy include the following:
 - Directors, Officers, or Key Persons of the Council
 - Relatives of Directors, Officers, or of Key Persons
 - Any entity in which a Director, Officer, or Key Person of the Council, or their Relative has a 35 percent or greater ownership or beneficial interest or, in the case of a partnership, a direct or indirect ownership interest in excess of 5 percent
 - Substantial contributors to the Council (within the current fiscal year or the past five fiscal years)
 - Any non-stock entity controlled by one or more Key Persons
- **Related Party Transaction.** Any transaction, agreement, or other arrangement with the Council in which a Related Party has a Financial Interest. Any Related Party Transaction will be considered a potential conflict of interest for purposes of this Policy.
- **Relative.** A Relative is a spouse or domestic partner, parent or grandparent, parent of a spouse or domestic partner, child, grandchild, great grandchild, or sibling, or the spouse of a child, grandchild, great grandchild, or sibling.

ARTICLE 3: DISCLOSURE AND VOTING

- **Disclosure.** Any Related Party shall disclose in good faith all material facts of his or her Financial Interest to the Chair of the Audit Committee. The Disclosure should be made in writing by the Director, Officer, or Key Person involved (or aware of the potential Related Party Transaction) to the Chair of the Audit Committee and the Secretary of the Corporation together with all material facts. Key Persons who are also employees are required to provide notice to the Vice President, Human Resources.
- **Non-Participation and Review.** All transactions, agreements, or other arrangements between the Council and a Related Party, and any other transactions which may involve a potential conflict of interest, shall be reviewed by the Independent Directors of the Board or the Audit Committee. All Related Parties with a Financial Interest shall leave the room in which such deliberations are conducted. The Independent Directors of the Board or the Audit Committee will then determine whether the contemplated Related Party Transaction is fair, reasonable, and in the best interests of the Council at the time of such determination. The Council will not enter into any Related Party Transaction unless it is determined to be fair, reasonable, and in the best interests of the Council at the time of such determination.
- **Consideration of Alternative Transactions and Comparability Data.** If the contemplated Related Party Transaction pertains to compensation for services or the transfer of property or other economic benefit to a Related Party, the Independent Directors of the Board or the Audit Committee must determine that the value of the economic benefit provided by the Council to the Related Party does not exceed the value of the consideration received in exchange by obtaining and reviewing appropriate comparable data prior to entering the transaction. In those instances where the contemplated Related Party Transaction involves compensation or transfer of property or benefits to a Related Party, the Independent Directors of the Board or the Audit Committee must consider alternative transactions to the extent possible, prior to entering into such a transaction.
- **Comparability Data.** When considering the comparability of compensation, for example, the types of relevant Comparability Data that the Independent Directors of Board or the Audit Committee may consider include, but are not limited to, (1) compensation levels paid by similarly situated organizations, both exempt and non-exempt; (2) the availability of similar services within the same geographic area; (3) current compensation surveys compiled by independent firms; and (4) written offers from similar institutions competing for the same person's services. When the transaction involves the transfer of real property as consideration, the relevant factors include, but are not limited to, (i) current independent appraisals of the property and (ii) offers received in a competitive bidding process.
- **Voting.** The Independent Directors of Board or the Audit Committee shall, after considering alternative transactions and/or comparability data, determine in good faith by majority vote whether the transaction or arrangement is fair, reasonable, and in the best interest of the Council at the time of such decision.
- **Deliberations.** Related Parties with a Financial Interest must not be present for deliberations and voting on the transaction or arrangement in which he or she has a Financial Interest. However, Related Parties are not prohibited from providing information regarding the transaction to the Board prior to the Board's deliberations. No Director shall vote, act, or attempt to influence improperly the deliberations on any matter in which he or she has been determined by the Board to have a Financial Interest.

ARTICLE 4: AUDIT COMMITTEE

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

ARTICLE 5: RECORDS OF PROCEEDINGS

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

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

ARTICLE 6: INITIAL AND ANNUAL DISCLOSURES

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

ARCHIVAL PRACTICE

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

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

Staff

EXECUTIVE OFFICE

Richard N. Haass	<i>President</i>
Keith Olson	<i>Executive Vice President, Chief Financial Officer, and Treasurer</i>
Jeffrey A. Reinke	<i>Chief of Staff to the President; Secretary of the Corporation</i>
Roma Kaundal	<i>Director, Strategic Initiatives</i>
Charles Landow	<i>Director, Special Projects</i>
Doreen Bonnami	<i>Executive Assistant to the President</i>
Alyssa Goessler	<i>Special Assistant</i>
David Sacks	<i>Special Assistant to the President, Research</i>
Nicholas Weigel	<i>Special Assistant to the President</i>

OFFICE OF THE CHIEF INVESTMENT OFFICER

Giovanna Ban	<i>Chief Investment Officer</i>
Raquel Chmielewski	<i>Director of Investments</i>
Claire Masters	<i>Investment Associate</i>

OFFICE OF THE GENERAL COUNSEL

Mia Higgins	<i>General Counsel</i>
Giselda Metaliaj	<i>Assistant General Counsel</i>

INDEPENDENT TASK FORCE PROGRAM

Anya Schmemann	<i>Director</i>
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Note: Staff shown as of June 30, 2018.

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VISITING FELLOWS (2017–2018)		Samir Kumar	<i>Research Associate, India, Pakistan, and South Asia</i>
Courtney Cooper	<i>International Affairs Fellow</i>	Lorand Laskai	<i>Research Associate, Asia Studies</i>
Michael P. Dempsey	<i>National Intelligence Fellow</i>	Jack McCaslin	<i>Research Associate, Africa Policy Studies</i>
Janine di Giovanni	<i>Edward R. Murrow Press Fellow</i>	Maylin Meisenheimer	<i>Research Associate, Asia Studies</i>
James M. Goldgeier	<i>Visiting Senior Fellow</i>	Maiya Moncino	<i>Research Associate, International Economics</i>
Bruce Hoffman	<i>Visiting Senior Fellow</i>	Terrence Mullan	<i>Program Coordinator, International Institutions and Global Governance</i>
Raymond W. Kelly	<i>Distinguished Visiting Fellow</i>	Sungtae “Jacky” Park	<i>Research Associate, Korea Studies</i>
Patricia Kim	<i>Stanton Nuclear Security Fellow</i>	Katharine Poppe	<i>Research Associate, Middle Eastern Studies</i>
Colonel Daniel S. Morgan	<i>Military Fellow, U.S. Army</i>	Sofia Ramirez	<i>Research Associate, Latin America Studies</i>
Colonel George “Marty” Reynolds	<i>Military Fellow, U.S. Air Force</i>	Theodore Rappleye	<i>Research Associate, U.S. Foreign Policy</i>
Colonel Todd P. Simmons	<i>Military Fellow, U.S. Marine Corps</i>	Scott Remer	<i>Research Associate, International Economics</i>
A. Michael Spence	<i>Distinguished Visiting Fellow</i>	Viola Rothschild	<i>Research Associate, China Studies</i>
Captain Todd Trimpert	<i>Military Fellow, U.S. Coast Guard</i>	Diana Schoder	<i>Research Associate, Global Health, Economics, and Development</i>
		Zach Shapiro	<i>Research Associate, Middle Eastern Studies</i>

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James West *Research Associate,
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Jennifer Wilson *Assistant Director,
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New York Meetings*
Carolyn Bueche *Assistant Director,
New York Meetings*
Katie Mudrick *Assistant Director,
New York Meetings*
Sam Dunderdale *Assistant Director,
Washington Meetings*
Marisa Shannon *Assistant Director,
Washington Meetings*
Samantha Randazzo *Program Coordinator,
Washington Meetings*
Makenzie Drukker *Program Assistant,
New York Meetings*
Sara Shah *Program Assistant,
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Allison Harrington *Program Coordinator, Outreach*
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CFR Campus, Outreach*

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Annual Giving*

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Bailey DeSimone	<i>Library Assistant</i>

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Betty Mak	<i>Procurement and Accounts Payable Manager</i>
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Vera Langley	<i>Assistant Payroll Manager</i>
Ryan Kanji	<i>Senior Staff Accountant</i>
Anisa Leka	<i>Senior Staff Accountant</i>
Camech Emanuel	<i>Staff Accountant</i>
Pia Nagdev	<i>Staff Accountant</i>
Monica Wright	<i>Accounts Payable Specialist</i>

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Christina Karabas	<i>Event Sales Coordinator</i>
Nicole Ceballos	<i>Special Events Assistant</i>

HUMAN RESOURCES AND ADMINISTRATION

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Diana Diaz	<i>Benefits Administrator</i>
Alexis Garby	<i>Human Resources Associate</i>
Megan Cheng	<i>Human Resources Assistant</i>
Alejandra Plascencia	<i>Human Resources Assistant</i>
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Aaron Steinberg	<i>Interdepartmental Program Assistant</i>
Abigail Van Buren	<i>Interdepartmental Program Assistant</i>

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Radmila Jackovich	<i>Manager</i>

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Neftali Frank Alvarez	<i>Director, Facility, Event, and Security Management</i>
-----------------------	---

NEW YORK

Maureen Hughes	<i>Director, Event Management</i>
Ian Noray	<i>Deputy Director, Facility Operations and Project Management</i>
Johnny Rodriguez	<i>Deputy Director, Building Operations</i>
Michael McGovern	<i>Deputy Director, Building Engineering</i>
Melanie Neergaard	<i>Associate Director, Security Administration</i>
Robert Prinzi	<i>Associate Director, Event Management</i>
Edwin Santiago	<i>Manager, Public Space Maintenance</i>
Julissa Sarabia	<i>Associate Director, Event Management</i>
William Cornell	<i>Event Scheduling Manager</i>
Elizabeth Jordan	<i>Event Manager</i>
Edgar Rivera	<i>Manager, Facility Services</i>
Jose Vargas	<i>Assistant Building Engineer</i>
John Santiago	<i>Assistant Building Engineer</i>
Nicholas Sander	<i>Audio Visual Coordinator</i>
Sunil Sookhram	<i>Facility, Event, and Reception Services Coordinator</i>
Christopher Mackay	<i>Event Operations Associate</i>
Herbert McLaughlin	<i>Facility Services Associate</i>
Carlos Correa	<i>Facility Operations Assistant</i>
Gilbert Falcon	<i>Evening Facility Operations Assistant</i>
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Javier Ruiz	<i>Facility Operations Assistant</i>

WASHINGTON

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Rachel Lumpkin	<i>Director, Event Management and Special Events</i>
John Scalia	<i>Deputy Director, Facility Operations and Project Management</i>
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Vanessa Robertson	<i>Associate Director, Facility Administration</i>
Felipe Vaquerano	<i>Building Engineer</i>
Meghan Studer	<i>Event Coordinator</i>
Sydney Burton	<i>Audio Visual Associate</i>
Becky Coe	<i>Facility and Reception Services Associate</i>
Kellie Karney	<i>Event Associate</i>
Javier Bonilla	<i>Facility Operations Assistant</i>
MJ Johnson	<i>Facility Operations Assistant</i>
Rafael Magana	<i>Event Operations Waiter</i>

Financial Statements

STATEMENTS OF FINANCIAL POSITION

AS OF JUNE 30, 2018 (WITH COMPARATIVE TOTALS FOR JUNE 30, 2017)

	2018	2017
Assets		
Cash and cash equivalents	\$ 25,995,200	\$ 36,662,700
Accounts receivable, net	2,107,500	2,499,400
Prepaid expenses	1,001,900	917,200
Grants and contributions receivable, net	26,363,900	22,325,500
Contributions receivable for endowment, net	22,495,500	22,702,200
Inventory	65,500	86,900
Investments	448,130,400	404,968,400
Land, buildings and building improvements, and equipment, net	71,086,300	72,628,300
Total assets	\$ 597,246,200	\$562,790,600
Liabilities		
Accounts payable and accrued expenses	\$ 7,983,400	\$ 7,396,900
Deferred revenue	6,078,300	6,629,200
Accrued postretirement benefits	5,248,000	5,844,000
Interest-rate swap agreement	3,858,900	6,117,500
Bonds payable	54,520,000	56,285,000
Total liabilities	77,688,600	82,272,600
Net assets		
Unrestricted	101,475,600	71,984,500
Temporarily restricted	182,432,100	185,169,000
Permanently restricted	235,649,900	223,364,500
Total net assets	519,557,600	480,518,000
Total liabilities and net assets	\$ 597,246,200	\$562,790,600

Note: To view the full 2018 Financial Statements, please visit cfr.org/annual-report-2018.

STATEMENT OF ACTIVITIES

FOR THE YEAR ENDED JUNE 30, 2018

	UNRESTRICTED	TEMPORARILY RESTRICTED	PERMANENTLY RESTRICTED	TOTAL
Operating revenue and support				
Membership dues	\$ 6,960,000	\$ —	\$ —	\$ 6,960,000
Annual giving	10,600,500	—	—	10,600,500
Corporate memberships and related income	5,194,500	197,000	—	5,391,500
Grants and contributions	1,527,300	29,999,400	—	31,526,700
<i>Foreign Affairs</i> publications	9,489,800	—	—	9,489,800
Investment return used for current operations	5,336,900	14,078,200	—	19,415,100
Rental income	1,979,100	—	—	1,979,100
Miscellaneous	489,700	—	—	489,700
Net assets released from restrictions	31,469,600	(31,469,600)	—	—
Total operating revenue and support	73,047,400	12,805,000	—	85,852,400
Operating expenses				
Program expenses:				
Studies Program	24,434,900	—	—	24,434,900
Task Force	425,900	—	—	425,900
NY Meetings	1,557,400	—	—	1,557,400
DC programs	1,728,400	—	—	1,728,400
Special events	1,154,300	—	—	1,154,300
<i>Foreign Affairs</i>	10,354,600	—	—	10,354,600
National Program	1,351,400	—	—	1,351,400
Outreach Program	1,974,400	—	—	1,974,400
Term member	366,500	—	—	366,500
Digital Program	5,389,900	—	—	5,389,900
Education Program	2,450,000	—	—	2,450,000
Global Board of Advisors	86,700	—	—	86,700
Total program expenses	51,274,400	—	—	51,274,400
Supporting services				
Fundraising:				
Development	2,542,000	—	—	2,542,000
Corporate Program	1,764,100	—	—	1,764,100
Total fundraising	4,306,100	—	—	4,306,100
Management and general	15,403,600	—	—	15,403,600
Membership	1,688,000	—	—	1,688,000
Total supporting services	21,397,700	—	—	21,397,700
Total operating expenses	72,672,100	—	—	72,672,100
Excess of operating revenue and support over operating expenses	375,300	12,805,000	—	13,180,300
Nonoperating activities				
Investment gain in excess of spending rate	409,600	9,305,800	—	9,715,400
Endowment contributions	—	—	12,285,400	12,285,400
Change in value of interest-rate swap agreement	2,258,500	—	—	2,258,500
Other	954,000	—	—	954,000
Reclassification of gift proceeds due to clarified donor intent	24,847,700	(24,847,700)	—	—
Total nonoperating activities	28,469,800	(15,541,900)	12,285,400	25,213,300
Changes in net assets before postretirement changes other than net periodic costs	28,845,100	(2,736,900)	12,285,400	38,393,600
Postretirement changes other than net periodic costs	646,000	—	—	646,000
Change in net assets	29,491,100	(2,736,900)	12,285,400	39,039,600
Net assets, beginning of year	71,984,500	185,169,000	223,364,500	480,518,000
Net assets, end of year	\$101,475,600	\$182,432,100	\$ 235,649,900	\$519,557,600

Note: To view the full 2018 Financial Statements, please visit cfr.org/annual-report-2018.

STATEMENT OF ACTIVITIES

FOR THE YEAR ENDED JUNE 30, 2017

	UNRESTRICTED	TEMPORARILY RESTRICTED	PERMANENTLY RESTRICTED	TOTAL
Operating revenue and support				
Membership dues	\$ 6,714,500	\$ —	\$ —	\$ 6,714,500
Annual giving	10,285,800	—	—	10,285,800
Corporate memberships and related income	6,054,000	212,000	—	6,266,000
Grants and contributions	1,402,900	20,589,100	—	21,992,000
<i>Foreign Affairs</i> publications	9,342,500	—	—	9,342,500
Investment return used for current operations	4,281,200	13,532,000	—	17,813,200
Rental income	2,226,300	—	—	2,226,300
Miscellaneous	269,800	—	—	269,800
Net assets released from restrictions	28,346,100	(28,346,100)	—	—
Total operating revenue and support	68,923,100	5,987,000	—	74,910,100
Operating expenses				
Program expenses:				
Studies Program	25,030,500	—	—	25,030,500
Task Force	494,300	—	—	494,300
NY Meetings	1,298,400	—	—	1,298,400
DC programs	1,395,100	—	—	1,395,100
Special events	1,184,700	—	—	1,184,700
<i>Foreign Affairs</i>	10,123,500	—	—	10,123,500
National Program	1,302,500	—	—	1,302,500
Outreach Program	1,689,700	—	—	1,689,700
Term member	482,000	—	—	482,000
Digital Program	4,182,000	—	—	4,182,000
Education Program	2,458,400	—	—	2,458,400
Global Board of Advisors	85,700	—	—	85,700
Total program expenses	49,726,800	—	—	49,726,800
Supporting services				
Fundraising:				
Development	2,262,600	—	—	2,262,600
Corporate Program	1,753,100	—	—	1,753,100
Total fundraising	4,015,700	—	—	4,015,700
Management and general	12,056,800	—	—	12,056,800
Membership	1,859,100	—	—	1,859,100
Total supporting services	17,931,600	—	—	17,931,600
Total operating expenses	67,658,400	—	—	67,658,400
Excess of operating revenue and support over operating expenses	1,264,700	5,987,000	—	7,251,700
Nonoperating activities				
Investment gain in excess of spending rate	5,519,500	24,028,100	—	29,547,600
Endowment contributions	—	—	18,682,900	18,682,900
Change in value of interest-rate swap agreement	3,532,000	—	—	3,532,000
Reclassification of Donor Intent	—	(6,500,000)	6,500,000	—
Total nonoperating activities	9,051,500	17,528,100	25,182,900	51,762,500
Change in net assets before postretirement changes other than net periodic costs	10,316,200	23,515,100	25,182,900	59,014,200
Postretirement changes other than net periodic costs	452,000	—	—	452,000
Change in net assets	10,768,200	23,515,100	25,182,900	59,466,200
Net assets, beginning of year	61,216,300	161,653,900	198,181,600	421,051,800
Net assets, end of year	\$71,984,500	\$185,169,000	\$223,364,500	\$480,518,000

Note: To view the full 2018 Financial Statements, please visit cfr.org/annual-report-2018.

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