

COUNCIL *on*
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Council on Foreign Relations

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In Memoriam: David Rockefeller

1915–2017



The Council on Foreign Relations remembers its honorary chairman David Rockefeller, who passed away on March 20, 2017, at the age of 101.

Mr. Rockefeller was the longest-serving member of the Council and a pillar of the institution for more than half a century. He began his life-long association with the Council in 1941, soon becoming the youngest member appointed to the board of directors. He served on the board for thirty-six years, twenty as vice president and fifteen as chairman. Mr. Rockefeller chaired the Council during years of great change and challenges. Without fail, he preserved the nonpartisan and visionary leadership that had governed the Council since its founding. Under his tenure, from 1970 to 1985, the Council opened the process of selecting directors to election by the members, instituted a full-time chief executive officer, opened an office in Washington, DC, and embarked on an ambitious effort to enlarge and diversify its membership. Mr. Rockefeller was instrumental in the creation of the Council's flagship International Affairs Fellowship program, which remains a revered training ground for the next generation of foreign policy leaders.

Mr. Rockefeller's deep involvement with and commitment to the Council continued after he became honorary chairman in 1985. In this capacity, he founded and led the Council's International Advisory Board for a dozen years, spearheading a distinguished group of international statesmen and business leaders intent on invigorating international dialogue. As honorary chairman, he frequently represented the Council on trips abroad, leading delegations of CFR members across the globe. During his nearly eight decades of membership, Mr. Rockefeller participated in countless Council meetings and led dozens of study and discussion groups on pressing foreign policy issues.

In recognition of his many intellectual, financial, and leadership contributions, in 2005 the Council's Studies Program was named in Mr. Rockefeller's honor. Home to more than seventy full-time, adjunct, and visiting scholars and practitioners, the David Rockefeller Studies Program embodies what Mr. Rockefeller considered to be the core of the Council's mission—to add value to the public debate on international affairs.

Beyond the Council, Mr. Rockefeller's career was legendary. Widely respected for his leadership at the helm of Chase Manhattan, he was perhaps best known for his philanthropy and his involvement with numerous civic, cultural, educational, and research institutions. Among the ones he was most closely associated with were the Museum of Modern Art, Rockefeller University, and Harvard University. Mr. Rockefeller was deeply committed to his native city of New York and played an important role in the revitalization of Lower Manhattan.

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 Outgoing Chairs



Chairman Emeritus Carla A. Hills



Chairman Emeritus Robert E. Rubin

This is our last letter as co-chairs of the Board of Directors. And its message is consistent with our previous letters: namely, the Council on Foreign Relations is a profoundly important institution for the United States and for peoples and governments throughout the world.

The Council makes a meaningful difference in a number of ways, beginning with its unique convening power. In the last ten years, CFR has been the site of notable meetings with Benazir Bhutto, Muammar al-Qaddafi, Benjamin Netanyahu, Aung San Suu Kyi, Recep Tayip Erdogan, Shinzo Abe, Jacob Zuma, Enrique Pena Nieto, Narendra Modi, and Joe Biden, as well as countless other foreign and finance ministers, U.S. cabinet secretaries, CEOs, and thought leaders.

The David Rockefeller Studies Program is the intellectual peer of the best academic faculties, although also with substantial policy relevance. The program's senior fellows cover a wider range of topics than ever, from cybersecurity, public health, and regional security to climate change, trade, and global governance. Through books, reports, journal articles, op-eds, and blogs, on CFR.org and other websites, CFR scholars are a source of analysis and policy prescription for policymakers and citizens alike.

CFR is also an important publisher. Here we would single out *Foreign Affairs*, widely judged to be the leading journal in the world devoted to matters of U.S. foreign policy and international affairs. We would also point to CFR.org and ForeignAffairs.com, two websites that provide an extraordinary range of material in an ever-growing number of formats. The Council's goal is to be authoritative and accessible, and we are proud to report that it is a goal often realized.

Importantly, CFR remains true to its principles of independence and nonpartisanship. It has a commitment to work based on facts and serious analysis at a time when national dialogue all too often lacks either or both. We do not always agree with every policy option offered by CFR scholars or Independent Task Forces, but we are proud of the quality of the work.

At its core, CFR is a membership organization, and we have enjoyed meeting many of our almost five thousand members over the last decade. We hope all members take advantage of CFR's many resources and offerings, contribute to the organization as best they can, and recommend others who would benefit from membership.

In the nation's capital, CFR has grown considerably, not least with the opening of the Washington building in 2009, a LEED-certified townhouse and office that holds almost one hundred staff in more than sixty thousand square feet. CFR has also expanded in Washington from a small number of members and few meetings a year to a membership base of a full one-third of Council members and a slate of meetings on par with those in New York. CFR's presence in Washington has transformed the organization's ability to reach those involved in policymaking, including members of Congress and their staff, the executive branch, foreign diplomats, and journalists.

CFR has grown nationally as well, holding meetings and roundtables in a dozen cities across the country and around the world, and using teleconferencing and video technologies to share CFR meetings in New York and Washington with the plurality of members living outside those two cities. CFR has in particular increased programming in Silicon Valley, adding an annual National Symposium in Menlo Park to the calendar.

Most important, the Council has managed to stay true to its core values over the past decade while undergoing a real transformation. It has reached out beyond our membership to other constituencies, including high school and college students; teachers, professors, and academic administrators; congregational and religious leaders; and both state and local officials. In today's interconnected world, we believe that it is essential to reach a larger number of citizens to help them understand the world and the implications of the foreign policy choices facing this country, and we applaud President Richard Haass's efforts in expanding CFR's work in this area.

These changes did not come out of nowhere. They are the result of the sustained efforts of the leaders who came before us, including David Rockefeller, Peter G. Peterson, Hank R. Greenberg, and many others. CFR would not be what it is now without their vision and support. And CFR will continue to evolve, take advantage of new technologies, and tackle emerging issues in international affairs and foreign policy, all with the guidance of our successors and the continued leadership of Richard Haass. It has been a privilege to serve our terms with the illustrious group of military, business, and academic leaders that is the Board of Directors, and we are honored to welcome CFR's new chair, David M. Rubenstein, and new vice chairs, Blair Effron and Jami Miscik. They inherit a unique institution, one blessed with an unparalleled membership and a committed, talented staff. We look forward to seeing and benefiting from all that is certain to be accomplished.

Carla A. Hills and Robert E. Rubin
Chairmen Emeriti

The Council has managed to stay true to its core values over the past decade while undergoing a real transformation.

Letter From the Chair



Chairman David M. Rubenstein

I am pleased to write in my new capacity as chairman of CFR's Board of Directors. I have served as vice chairman of the Board and chairman of CFR's Global Board of Advisors, and, like all members, I have watched the evolution of this great American institution. It is at once an engine of big ideas, an invaluable venue, an influential publisher, and a much-needed educator that regularly produces thoughtful and policy-relevant analysis of what matters most in foreign policy and international relations.

A great deal of what CFR has accomplished over the past decade is due to the leadership of my predecessors, Carla A. Hills and Robert E. Rubin. Under the leadership of Carla and Bob, who have been named chairmen emeriti, CFR expanded its membership, opened a new office in Washington, DC, reached out to nontraditional audiences, and deepened its work on issues such as geoeconomics, global health, and global governance in cyberspace and other areas. In the months and years to come, members can expect the Council to continue the work it does so well, including convening a world-class Meetings Program for members in New York, Washington, and across the country; publishing *Foreign Affairs* magazine in print and online; developing educational resources for students and teachers; and hosting a top-notch website featuring articles from CFR experts, videos and transcripts of CFR meetings, and multimedia explanations of complex topics in a manner useful to experts and novices alike. There is much more that CFR will be doing in its second century, and I look forward to partnering with CFR President Richard Haass as we approach this milestone. I am pleased as well to be joined by incoming Board Vice Chairs Blair Effron and Jami Miscik.

I would like to express my thanks to my two predecessors, to the many others before them who did so much for the Council, and to the Board of Directors for all it does. I look forward to serving and working with you, the members of this great organization, in the years to come.

David M. Rubenstein
Chairman of the Board

President's Message



President Richard N. Haass

I have been a student or practitioner of foreign policy for close to five decades now, from the time I was a college student through my fourteen plus years as CFR president. Debates over both the ends and means of American foreign policy have been commonplace. Yet for all the intensity of these disagreements, protagonists on all sides tended to share many of the assumptions about this country's role in the world. Where they parted ways was on the wisdom of a specific course of action.

I say this because for now this statement no longer pertains. There are few if any givens when it comes to free trade, alliances, the desirability of promoting democracy and human rights, support for international agreements and institutions, even American leadership itself. I have no idea whether this state of affairs is the new normal or a passing phase. But however long it lasts, it is sure to be consequential.

My intent for this essay is not to discuss the causes or likely results of this new and much larger debate about the relationship between the United States and the world; that is better left to books and to the pages of *Foreign Affairs*. What I want to discuss, instead, are the implications for the Council on Foreign Relations. The short answer is that it will matter a great deal. As a result, our response must be equal to the situation. The one thing we cannot afford is business as usual.

To begin with, we at CFR need to address rather than assume many of the perspectives that have informed U.S. foreign policy for decades. Take the issue of this country's involvement in the world. A 2016 Pew Research poll revealed that a majority of Americans want this country to deal with its own problems and let others deal with theirs. A plurality of Americans think we are doing too much overseas. The drawback with this thinking is that American lives and livelihoods are affected by a world in which just about everything, from tourists and terrorists to carbon and viruses of every sort, flows across borders, affecting this country and its citizens in fundamental ways. We cannot become a gated community even if we wanted to. But that point needs to be made, not assumed.

Second, CFR must reach out beyond current members. Council membership is just five thousand in a country of some 320 million. In recent decades, the Council has expanded its outreach to individuals and communities beyond its membership. We will continue to do this and more. Through efforts that connect CFR experts and resources with state and local leaders, religious leaders and traditions, academic institutions, and teachers and students, CFR is committed to reaching out to different constituencies so they can understand the world and the foreign policy choices facing the United States and other governments.

Third, and consistent with the above, we must acknowledge that the educational system at the high school and college levels is often inadequate to the challenge. Too many Americans lack the global literacy they need to fully meet the demands of citizenship and the realities of economic competition. Many institutions do not teach geography, world history, foreign cultures, or world events, and if they do, they rarely require it for graduation. To help meet this need, the Council recently launched

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[CFR Campus](#), a major initiative dedicated to promoting a higher level of knowledge and understanding of international affairs as well as the fundamental skills required to meet the challenges of the twenty-first century. CFR has debuted new educational products, beginning with [Model Diplomacy](#), a National Security Council simulation that engages students to comprehend the challenges of shaping and implementing foreign policy, and it is in the process of producing foundational materials that can form a curriculum or supplement an existing one.

Fourth, we must harness emerging technologies. We have put great effort into digital communication, unveiling a user-friendly new iteration of [CFR.org](#) this spring and sharing more original content for consumption on social media so new audiences can find and use our resources. We are working to overcome the limits posed by geography so that members anywhere in the world can participate in the activities of the organization.

Fifth, but far from last, the Council must stay true to its core principles. One is nonpartisanship. CFR takes no institutional positions on matters of policy. We go to great lengths to ensure that our meetings, scholars, members, and those invited to write in our magazine represent a wide spectrum of opinions on foreign policy. We are no less committed to safeguarding our independence. We are not only transparent about our funding but also do not accept funding that compromises our ability to speak truth to power.





Above: Richard N. Haass discusses the United States' differing priorities on North Korea at the Korea Foundation for Advanced Studies in Seoul, South Korea.

Facing page: Assistant Copy Editor and Writer Claire Felter speaks with a teacher about using CFR Backgrounders in the classroom during the College and University Educators Workshop.

American lives and livelihoods are affected by a world in which just about everything flows across borders.



Top: NPR Counterterrorism Correspondent Dina Temple-Raston speaks with Sophos Next Gen Endpoint Chief Strategist Anup Ghosh, Liberty Group Ventures President and Managing Partner Kiersten Todt, and Ira A. Lipman Chair in Emerging Technologies and National Security and Director of the Digital and Cyberspace Policy Program Adam Segal about the United States' vulnerability to cyberattacks.

Bottom: JPMorgan Chase Institute President and CEO Principal Diana Farrell, Bernard L. Schwartz Senior Fellow Edward Alden, WilmerHale Senior International Partner Charlene Barshefsky, and former Representative Barney Frank (D-MA) consider the uncertainty facing U.S. trade policy.

The good news is that as a result of these undertakings and commitments, the Council is well positioned to maintain its status as the preeminent institution in this or any country dedicated to promoting enhanced understanding of U.S. foreign policy and the world. We have an increasingly diverse membership of men and women involved and informed; a talented, committed staff of more than three hundred; a proven, experienced, and engaged Board of Directors; landmark buildings in both New York and Washington; a world-class website; and the preeminent journal in the field. We can, and should, approach the end of our first century and the start of our second with confidence.

Richard N. Haass
President

2017 Highlights



Upper left: Vice President Joe Biden outlines his vision for U.S. leadership in global politics.

Upper right: U.S. Permanent Representative to the United Nations Nikki Haley explains the U.S. agenda for its term as president of the UN Security Council.

Lower left: Director of National Intelligence James R. Clapper reflects on the lessons learned over his six-year tenure.

Lower right: Ukrainian President Petro Poroshenko discusses the country's ongoing struggle with separatists in eastern Ukraine.

CFR brings members together with leaders in government and business along with academic experts for discussions on critical issues in foreign policy.

Meetings

The Council on Foreign Relations serves an essential role as a nonpartisan forum for thoughtful and informed foreign policy debate, bringing members together with leaders in government and business along with experts from academia for discussions on critical issues in foreign policy and international relations.

This year, CFR welcomed dozens of foreign officials and current and former heads of state, including the presidents of Ukraine and Peru, the prime ministers of [Italy](#) and [New Zealand](#), former Prime Minister of Australia Julia Gillard, former Prime Minister of the United Kingdom [Tony Blair](#), Indian Finance Minister [Arun Jaitley](#), the ministers of health of [the Philippines](#) and [Barbados](#), and the foreign ministers of [Iran](#), [Afghanistan](#), [Greece](#), and [Argentina](#). Former UN Secretary-General [Ban Ki-moon](#), UNESCO Director General [Irina Bokova](#), Director General of the World Health Organization [Margaret Chan](#), OECD Secretary-General [Angel Gurría](#), and the European Central Bank's [Benoît Cœuré](#) all addressed CFR members in New York or Washington, DC.





CFR also opened its doors to a number of U.S. officials, including U.S. Permanent Representative to the United Nations [Nikki Haley](#), Federal Reserve Board of Governors Member [Lael Brainard](#), Vice Chairman of the Federal Reserve [Stanley Fischer](#), and from the Barack Obama administration, Vice President [Joe Biden](#), Secretary of the Treasury [Jacob J. Lew](#), Secretary of Energy [Ernest J. Moniz](#), Secretary of Veterans Affairs [Robert A. McDonald](#), Assistant to the President for Homeland Security and Counterterrorism [Lisa O. Monaco](#), Chairman of the Council of Economic Advisers [Jason Furman](#), Deputy Secretary of State [Antony J. Blinken](#), Deputy Secretary of Energy [Elizabeth Sherwood-Randall](#), Director of National Intelligence [James Clapper](#), Director of the Central Intelligence Agency [John Brennan](#), and Director of the Centers for Disease Control and Prevention [Tom Frieden](#). Members also heard about the congressional national security task force from a panel of Republican congressional leaders, including Speaker of the House [Paul Ryan](#) and House Majority Leader [Kevin McCarthy](#). Former U.S. Secretaries of Homeland Security [Michael Chertoff](#) and [Jeh Johnson](#) spoke at CFR, as did the five military service chiefs for the Robert B. McKeon Endowed Series on Military Strategy and Leadership.

CFR hosted a number of meetings related to the transition and first months of the Trump administration, including panels evaluating the [future of civil-military relations](#) and the [implications of the executive order restricting travel and immigration](#). The HBO-sponsored [What to Do About ... series](#)—in which meetings mimic National Security Council sessions and speakers act as advisors to the president and advocate for their positions on complicated global issues—addressed Venezuela, Russia, trade, Syria, and North Korea. CFR’s new [Lessons from History series](#), made possible by David M. Rubenstein, covered the foreign policy legacy of the Obama and Reagan administrations, the tenth anniversary of the Iraq surge, the state of intelligence fifteen years after the 9/11 terrorist attacks, the fiftieth anniversary of the Six Day War, and the hundredth anniversary of U.S. entry into World War I, as well as other topics.

Above left: U.S. Permanent Representative to the United Nations Samantha Power speaks to members and their families at a Daughters and Sons meeting.

Above middle: Italian Prime Minister Matteo Renzi explains Italy’s constitutional referendum and the economic issues facing the European Union.

Above right: International House President and CEO Calvin Sims shares lessons from his formative career experiences during CFR’s Diversity in International Affairs Conference.

Facing page: New York Times Washington Correspondent David E. Sanger presides over a debate on U.S. trade agreements at the annual Term Member Conference.

The Council on Foreign Relations serves an essential role as a nonpartisan forum for thoughtful and informed foreign policy debate.





As part of the Daughters and Sons series, which invites CFR members to bring along their high school- and college-age children, CFR hosted former U.S. Trade Representative [Michael Froman](#), former U.S. Permanent Representative to the United Nations Samantha Power, and former Secretary of State Madeleine Albright, as well as a panel on war reporting with recent Edward R. Murrow press fellows. The CEO Speaker series brought [Gregory J. Hayes](#) of United Technologies, [Robert Greifeld](#) of Nasdaq, [Brian Moynihan](#) of Bank of America, and [Inge Thulin](#) of 3M Company to address CFR.

CFR hosted several multisession symposia this year, events that offered members a full-day exploration into topics such as [the future of U.S. trade policy](#), [women's participation in conflict prevention and resolution](#), [privacy and data in the age of surveillance](#), [anticorruption](#), [behavioral economics](#), and [Russia and its relations with the West](#). Key-note speakers at these events included Chairman and Chief Executive Officer of General Electric [Jeffrey R. Immelt](#), Nobel Laureate [Daniel Kahneman](#), former U.S. Secretary of Commerce [Penny Pritzker](#), and Senator [Ben Cardin](#) (D-MD).

More than 350 term members attended the twenty-first annual Term Member Conference in Washington and participated in conversations on veteran integration, trade agreements, and the inbox of the Trump administration. CFR also hosted term member trips to the National Security Council, the National Museum of African American History and Culture, U.S. Southern Command and Joint Interagency Task Force South in Miami and Key West, U.S. Military Academy at West Point, and U.S. Naval Station Norfolk as well as a week-long trip to Mexico.

Finally, CFR hosted the fifth annual [Conference on Diversity in International Affairs](#) in April. The conference, a collaborative effort with the Global Access Pipeline and the International Career Advancement Program, aims to connect students and professionals from diverse backgrounds to career opportunities in international affairs.

Above: Baruch College President Mitchel B. Wallerstein, Georgetown University Distinguished Professor Robert L. Gallucci, and Bower Group Asia Managing Director for Korea Sue Mi Terry deliberate the rising threat of a nuclear North Korea.

Facing page top: Former British Prime Minister Tony Blair discusses education and extremism with UN Educational, Scientific, and Cultural Organization Director General Irina Bokova.

Facing page bottom: Fareed Zakaria of CNN discusses U.S.-Iran relations with Iranian Foreign Minister Mohammad Javad Zarif.



Nearly 180 participants from across the country and around the world attended the second National Symposium in Menlo Park, California.

National Program

The [National Program](#) connects CFR members who live outside New York and Washington, DC, with CFR and its resources. This past year, the National Program hosted roundtable discussions across the United States and in select cities abroad on the Zika virus, immigrant integration, mass surveillance and civil liberties, the self-proclaimed Islamic State, U.S. jobs and trade policy, policy options in Syria, and the future of U.S.-Russia relations. The National Program also held interactive conference calls and offered livestreams and teleconferences of CFR meetings in New York and Washington, DC.

In December, nearly 180 participants from across the country and around the world attended the second National Symposium in Menlo Park, California, which featured discussions on big data and artificial intelligence, politics and business in China, and the relationship between technology, skills, and U.S. competitiveness. The year ended with the National Conference in New York, which convened more than five hundred participants for three days of panels and discussions, beginning with a keynote session with Secretary of Commerce Wilbur Ross. The conference continued with sessions on the rise of populism, U.S.-Russia relations, and the implementation of U.S. immigration policy, and featured conversations with UN Secretary-General Antonio Guterres and with former New York City Mayor Michael Bloomberg on climate change.



Left: BBC Anchor Laura Trevelyan and UN Secretary-General Antonio Guterres discuss how the United Nations is changing, at the National Conference in New York.

Facing page: Ruth Porat, chief financial officer of Alphabet, Inc., addresses CFR's National Symposium in Menlo Park, California.

The Corporate Program comprises more than 140 member companies across the globe and holds conference calls to provide timely analysis to executives on current events.

Corporate Program

CFR's Corporate Program comprises more than 140 member companies from across the globe and offers business leaders access to a forum to interact with noted thinkers and practitioners in government, policy, and academia. This year, the program held meetings on trade, energy, financial sanctions, cybersecurity, and the impact of policy changes related to corporate taxes, among other issues. CFR also held conference calls to provide timely analysis to executives on current events, including the situation in Venezuela and the global ransomware attack. The annual Corporate Conference, held in early April, opened with a conversation with [Dan Schulman](#), president and CEO of PayPal, and included panels on geopolitical risk, the global economy, and the future of work.





Above: Fortune Editor Leigh Gallagher, Google Head of Global Policy Caroline Atkinson, former U.S. Bureau of Labor Statistics Commissioner Erica Groshen, and McKinsey & Company Senior Partner James Manyika consider the future of work.

Facing page: PayPal President and CEO Dan Schulman discusses public-private partnerships at CFR's Corporate Conference.

CFR's scholars and experts published seven books this year, including The Man Who Knew: The Life and Times of Alan Greenspan, by Sebastian Mallaby, which won the 2016 Financial Times and McKinsey Business Book of the Year Award.



The David Rockefeller Studies Program

CFR's scholars and experts published seven books this year. *The Man Who Knew: The Life and Times of Alan Greenspan*, is a stellar biography of the former Federal Reserve chairman by Paul A. Volcker Senior Fellow for International Economics Sebastian Mallaby that received the 2016 *Financial Times* and McKinsey Business Book of the Year Award. In *The Curse of Cash*, Senior Fellow for Economics Kenneth S. Rogoff makes a case for getting rid of most paper money—a source for the underground economy and a liability to monetary policy—and offers a plan to address the issues this transition would pose. In *Failure to Adjust: How Americans Got Left Behind in the Global Economy*, Bernard L. Schwartz Senior Fellow Edward Alden argues that despite the deep partisan divisions over how best to respond to America's competitive challenges, agreement can be achieved on overhauling tax rules, boosting graduation rates, investing in infrastructure, and streamlining regulations. CFR President Richard Haass's book *A World in Disarray: American Foreign Policy and the Crisis of the Old Order* contemplates the history of world order from the rise of the modern state system to the end of the Cold War, accounts for the momentous shifts in the last quarter century to shed light on the current state of affairs, and outlines specific steps to tackle the many challenges ahead. Senior Fellow for Southeast Asia Joshua Kurlantzick's book, *A Great Place to Have a War: America in Laos and the Birth of a Military CIA*, tells the story of how the United States' secret war in Laos in the 1960s and 1970s transformed the CIA from a loose collection of spies into a paramilitary operation. In *False Dawn: Protest, Democracy, and Violence in the New Middle East*, Steven A. Cook, Eni Enrico Mattei senior fellow for Middle East and Africa studies, explains why, more than half a decade after people across the Middle East poured into the streets to demand change, hopes for democracy in the region have receded, replaced by violence and renewed state repression. Additionally, *Foreign Affairs* Managing Editor Jonathan Tepperman released *The Fix: How Nations Survive and Thrive in a World in Decline*, which identifies ten seemingly insurmountable challenges from around the world—including immigration reform, economic stagnation, political gridlock, corruption, and Islamic terrorism—and shows at least one instance in which each has been successfully addressed.

In Council Special Reports, experts provide timely responses to developing crises or contributions to current policy dilemmas. In one such report, *Repairing the U.S.-Israel Relationship*, Senior Fellows Robert D. Blackwill and Philip H. Gordon propose steps the president should take to fix relations between the two countries, including a genuine high-level strategic dialogue that focuses on Iran and a host of existing and potential political and military contingencies. In *Ending South Sudan's Civil War*, Kate Alquist Knopf of the Africa Center for Strategic Studies argues for an international transitional administration, established by the United Nations and the African Union, to run South Sudan. In *Rebuilding Trust Between Silicon Valley and Washington*, Ira A. Lipman Chair in Emerging Technologies and National Security Senior Fellow Adam Segal examines the security risks exacerbated by the divide between government and the technology community and offers policy recommendations to help restore trust. In *Reducing Tensions Between Russia and NATO*, Kimberly Marten of Barnard College recommends that, in order to deter Russian aggression, the U.S. government should reaffirm its commitment to NATO, sustain troop deployments, publicize deterrent capabilities, and encourage NATO to think about measures that would raise costs for a Russian attack.

Facing page top: Nelson and David Rockefeller Senior Fellow for Latin America Studies and Director of the Civil Society, Markets, and Democracy Program Shannon K. O'Neil testifies on Venezuela before the Senate Committee on Foreign Relations.

Facing page center: Paul A. Volcker Senior Fellow for International Economics Sebastian Mallaby talks about his new biography, *The Man Who Knew: The Life and Times of Alan Greenspan*.

Facing page bottom: Distinguished Fellow Michael Froman and Senior Vice President, Director of Studies, and Maurice R. Greenberg Chair James M. Lindsay discuss the future of international trade deals.

In Policy Innovation Memoranda, senior fellows target critical global problems where new, creative thinking is needed. Jeane J. Kirkpatrick for National Security Studies Senior Fellow Max Boot and Michael Miklaucic of the National Defense University suggest in [“Reconfiguring USAID for State-Building”](#) that the U.S. Agency for International Development should take the lead in fostering better-functioning institutions in chaotic countries. In [“Reforming the U.S. International Military Education and Training Program,”](#) Kurlantzick details how this program, which funds members of foreign militaries to take classes at U.S. military facilities, should be reformed before it is enlarged. In [“Closing the Gender Gap in Development Financing,”](#) Douglas Dillion Senior Fellow Rachel B. Vogelstein contends that the United States should lead the effort by spearheading the creation of a pool of funds to be used to support gender equality measures.

In Contingency Planning Memoranda, experts address plausible short- to medium-term contingencies that could seriously threaten U.S. interests. In [“A Cyberattack on the U.S. Power Grid,”](#) Whitney Shepardson Senior Fellow Robert K. Knake recommends steps the United States should take to prevent such a cyberattack and to mitigate the potential harm should preventive measures fail. In [“Renewed Conflict Over Nagorno-Karabakh,”](#) Carey Cavanaugh of the University of Kentucky argues that the conflict could jeopardize U.S. interests in the region and recommends that the U.S. government collaborate with Russia to energize the Minsk Group peace process and use preventive measures to deter military action.

The Center for Preventive Action’s annual [Preventive Priorities Survey](#) evaluates ongoing and potential conflicts based on their likelihood of occurring in the coming year and their effect on U.S. interests. For 2017, foreign policy experts ranked a serious military confrontation between Russia and a NATO member state or a major crisis in North Korea among their top international concerns. A new [Sovereign Risk Tracker](#) developed by Senior Fellow Benn Steil gauges the vulnerability of emerging markets to default on external debt. Greece, Ukraine, and Venezuela were identified as the three countries most at risk of defaulting.

The think tank welcomed several new fellows this year, including former U.S. Trade Representative Michael Froman, who works on trade and investment policy, technology, globalization, and populism; Charles A. Kupchan, a returning fellow who was most recently special assistant to the president and senior director for European affairs on the staff of the National Security Council, and whose work at CFR focuses on transatlantic and European affairs; Ely Ratner, former deputy national security advisor to the vice president, who joined as the Maurice R. Greenberg senior fellow in China studies, working on Asian security issues; and Lori Esposito Murray, president emerita of the World Affairs Councils of America, who joined as an adjunct senior fellow working on chemical, biological, and nuclear weapons issues. Jay Winik, best-selling author of *April 1865: The Month That Saved America* and *1944: FDR and the Year That Changed History*, joined CFR as its first historian-in-residence, and spent the year looking at history with an eye toward drawing lessons for today’s policymakers.

Facing page top: Founder and CEO of MAC Energy Advisors Tracy B. McKibben, the Department of Energy’s Solar Energy Technologies Office Director Charlie Gay, Greentech Media Senior Vice President Shayle Kann, and Philip D. Reed Fellow for Science and Technology Varun Sivaram discuss solar power and clean energy innovation.

Facing page middle: Edward R. Murrow Press Fellow Leila Fadel speaks to term members.

Facing page bottom: Senior Fellow for Middle Eastern Studies Elliott Abrams testifies about aid to Egypt before the Senate Committee on Appropriations’ subcommittee on state, foreign operations, and related programs.



Council of Councils

This year, the Council of Councils (CoC), a consortium of policy institutes around the world that discusses major issues in global governance, held meetings in Berlin and in Washington, DC. The group also released its annual [Report Card on International Cooperation](#), which evaluated global efforts in 2016 on ten issues. The group gave international cooperation an overall grade of C-, a downgrade from last year's B, and rated interstate conflict, terrorism, and internal violence as the most pressing challenges. A full list of CoC members can be found on page 80.



Above: James H. Binger Senior Fellow in Global Governance and Director of the International Institutions and Global Governance program Stewart M. Patrick and South African Institute of International Affairs CEO Elizabeth Sidiropoulos discuss globalization and the future of world trade.

Right: Think tank leaders from around the world discuss new developments in the Asia-Pacific region at the Council of Councils Sixth Annual Conference.

Facing page: Executive Director and CEO of NAFSA Esther Brimmer, former Coast Guard Admiral Thad W. Allen, and former Environmental Protection Agency Administrator Christine Todd Whitman explain the need to improve the U.S. strategic presence in the Arctic in a conversation with *LA Times* Washington Columnist Doyle McManus.



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 Task Force on U.S. policy toward North Korea was co-chaired by retired Admiral Mike Mullen, former chairman of the Joint Chiefs of Staff, and former Senator Sam Nunn (D-GA), co-chairman and chief executive officer of the Nuclear Threat Initiative, and directed by former CFR Stanton Nuclear Security Fellow Adam Mount. The Task Force found that the United States' policy of strategic patience with North Korea will neither halt that country's recurring and dangerous cycle of provocation nor ensure the stability of Northeast Asia in the future. The Task Force's report, [*A Sharper Choice on North Korea: Engaging China for a Stable Northeast Asia*](#), proposes ideas to expand regional dialogue, work closely with China, restructure negotiations, strictly enforce new sanctions authority, and deter and defend against a regime that poses a steadily increasing threat.

An Independent Task Force on U.S. strategy in the Arctic, co-chaired by retired Admiral Thad W. Allen, former commandant of the U.S. Coast Guard, and Christine Todd Whitman, former administrator of the Environmental Protection Agency, and directed by Esther Brimmer, former CFR adjunct senior fellow for international institutions, concluded its project in March. The Task Force's report, [*Arctic Imperatives: Reinforcing U.S. Strategy on America's Fourth Coast*](#), proposes specific actions to improve the United States' strategic presence in the Arctic, including bolstering infrastructure investment, defending national borders, protecting the environment, and maintaining U.S. scientific and technological leadership.



CFR serves as a forum for educators and students to interact with CFR experts and each other over discussions on foreign policy.

CFR Campus

In September, CFR released the results of the [Global Literacy Survey](#), undertaken in partnership with *National Geographic*. The survey measured how much (or, in many cases, how little) students educated at American colleges and universities know about the world. The results reveal significant gaps between what young people understand about today's world and what they need to know to successfully navigate it. CFR's work in education aims to address these gaps.

CFR's first educational product, a multimedia National Security Council simulation program called [Model Diplomacy](#), marked its one-year anniversary in January. Since the launch of the simulation in early 2016, more than thirteen thousand students and instructors from more than eleven hundred public and private colleges, community colleges, universities, and high schools in nearly ninety countries and forty-seven states and territories have registered to use the program and its fourteen cases.

In addition to providing educational resources, CFR serves as a forum for educators and students to interact with CFR experts and each other over discussions on a host of issues in foreign policy and international relations. This academic year, more than 135 universities and high schools participated in the [Academic Conference Call](#) series, a biweekly teleconferenced discussion between students and a CFR expert. Calls covered U.S.-Russia relations, the future of U.S.-Cuba relations, U.S. trade policy, and cyber governance.

The annual Higher Education Working Group brought more than sixty heads of colleges and universities to CFR for sessions on U.S.-Russia relations, the rise of China, and globalization and the drivers of inequality. In April, college and university professors representing 122 public, private, and community colleges from thirty-eight states attended the sixth annual [College and University Educators Workshop](#) to learn about CFR and discuss best practices for teaching international affairs. In addition to panels on U.S. immigration policy, the future of the Middle East, and the challenges of the emerging Arctic, the workshop featured a session with professors who have used Model Diplomacy, as well as discussions on bringing global issues into the classroom. CFR's annual Back-to-School Event introduced undergraduate and graduate students and professors to CFR's vast array of resources.



Top: National Geographic Editor in Chief and National Geographic Partners Editorial Director Susan Goldberg, CFR President Richard N. Haass, and National Geographic Society President and CEO Gary E. Knell highlight the gaps revealed by the Global Literacy Survey.

Left: Allison Stanger, Middlebury College Russell J. Leng '60 professor of international politics and economics; Earl Anthony Wayne, global fellow at the Wilson Center; Alynna J. Lyon, associate professor of political science at the University of New Hampshire; and Brandon J. Archuleta, U.S. assistant professor of American politics at the U.S. Military Academy, discuss their experiences of using CFR's Model Diplomacy simulation in their classrooms.

Outreach

RELIGION AND FOREIGN POLICY INITIATIVE

Since 2006, CFR's [Religion and Foreign Policy Initiative](#) has provided a forum in which to deepen the understanding of issues at the nexus of religion and U.S. foreign policy through meetings, conference calls, and an annual workshop. This year, the initiative held roundtables and conference calls on timely topics, including the Syrian refugee crisis, U.S.-Israel relations, countering violent extremism, the persecution of religious minorities around the world, and the intersection of religious freedom and women's rights. In May, the eleventh annual [Religion and Foreign Policy Workshop](#) brought together 129 congregational and lay leaders, religion scholars, and representatives of faith-based organizations from thirty-seven religious traditions. Participants heard from [Michael Walzer on just war theory](#) and from experts on the [resurgence of religious practice in China](#), the [rise of nationalism and the future of liberal democracy](#), and the [juxtaposition of pluralism and polarization in the United States](#). The conference also included discussion groups on the advancement of women and girls, the global migration and refugee crisis, racial and ethnic inequality, and nuclear nonproliferation and disarmament.





WASHINGTON OUTREACH

CFR serves as an essential source of independent, nonpartisan analysis to inform policymakers and the foreign policy debate. During the 114th Congress, CFR fellows were called to testify thirty times. This past year, the [Congress and U.S. Foreign Policy program](#) held fifty-five bipartisan, bicameral roundtables and more than one hundred and sixty briefings, bringing together CFR experts with members of Congress and their staff. CFR fellows and staff have also been a resource for executive branch officials, briefing officials from the Departments of State, Defense, and Treasury, the Office of the Vice President, the National Security Council staff, the Office of the U.S. Trade Representative, USAID, and the Council of Economic Advisers.

Members of the Congressional Foreign Policy Study Group—a selective program that offers senior level congressional staff an opportunity for in-depth, focused examination of critical foreign policy topics—traveled to New York in September to attend CFR meetings and meet with CFR and *Foreign Affairs* experts. In March, CFR hosted the fifth biennial Congressional Staff Conference, a day-long program bringing CFR members and experts together with senior congressional staff to discuss issues including the future of NATO, cybersecurity challenges confronting Congress, the future of U.S.-China relations, and efforts on countering violent extremism.

Above: Time, Inc., Chief Content Officer and *Fortune* Editor in Chief Alan S. Murray presides over a conversation on the forty-fifth president's inbox with Distinguished Fellow Thomas E. Donilon, CFR Vice Chairman and Kissinger Associates CEO and Vice Chairman Jami Miscik, and Public Service Professor of Public Leadership at the Harvard Kennedy School David R. Gergen as part of the Higher Education Working Group.

Facing page: United Church of Christ's Minister for Racial Justice Velda Love (middle) delivers a blessing at the Religion in Foreign Policy Workshop before a conversation with Richard N. Haass and Professor Emeritus at the Institute for Advanced Study Michael Walzer.

CFR's redesigned website continues to provide timely foreign policy analysis through Backgrounders, Expert Briefs, interviews, and explainers.

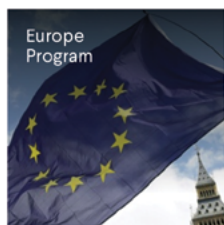
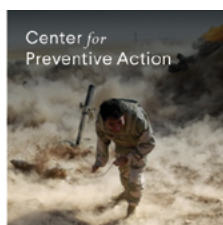
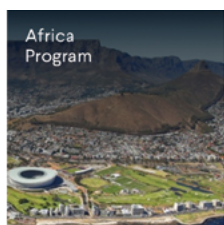
CFR Digital

CFR launched a redesigned website in May, transforming the site's look and performance and elevating CFR.org to the level of the websites of much larger businesses and media organizations. The new website offers a vastly improved user experience, particularly in navigating and discovering content throughout the website.

Throughout the redesign, CFR continued to provide timely foreign policy analysis to the public through its online products. The website hosts numerous Backgrounders, Expert Briefs, interviews, and explainers, responding quickly to current events with up-to-date analysis and data-rich resources on topics such as trade, the Islamic State, the conflict and peace process in Colombia, the U.S. immigration and refugee system, North Korea's military capabilities and the China-North Korea relationship, U.S.-Saudi relations, NAFTA, and NATO. The interactive InfoGuide series expanded with [an edition on the deforestation of the Amazon](#). The Emmy-nominated guide showcases new immersive multimedia features including sound design, an aerial video, and a dynamic map.

The website became a sought-after destination for audiences interested in the foreign policy consequences of the U.S. presidential election. The Campaign 2016 microsite, launched at the end of 2015 to help compare candidates' positions on foreign policy issues, evolved to [Transition 2017](#), which focused on the foreign policy positions of President Trump and presented analysis on policy challenges facing the incoming administration. The combined Campaign 2016 and Transition 2017 iterations of the website included a series of short, animated videos that examined some of the complex policy challenges that would greet the new president, including China, trade, immigration, the Islamic State, and climate change, and attracted an impressive amount of traffic. To tap into public interest in the elections, CFR launched a successful podcast series, [The President's Inbox](#), after Election Day. Hosted by Director of Studies James M. Lindsay and CFR.org Managing Editor Robert McMahon, the podcast provides a weekly review with experts on the top foreign policy and national security priorities facing the Trump administration.

Seventeen blogs by CFR fellows provide timely analysis of important foreign policy and international relations events. Additionally, CFR maintains a significant presence on social media, broadcasting livestreams of CFR meetings and reaching hundreds of thousands of followers on [Facebook](#), [Twitter](#), and [YouTube](#).





Saudi Arabia

Saudi Arabia's King Salman poses after receiving an honorary PhD from International Islamic University Malaysia (IIUM) in Kuala Lumpur, Malaysia. Reuters

How Stable Is Saudi Arabia?

Saudi Arabia's stability is not under immediate threat but questions about the Kingdom's fate in longer-term will persist.

By Paul B. Stares and Helia Ighani

U.S.-Saudi Relations
By CFR Staff

Should the U.S. Maintain its Alliance With Saudi Arabia?

By Steven A. Cook



Turkey

Turkey's Identity Crisis

As politicians purposefully polarize their own society for political profit, the result is rage and violence.

By Steven A. Cook

Five Myths About Turkey

By Steven A. Cook

So Trump Is Arming Kurds... Then What?

Defense One by Gayle Tzemach Lemmon



China

China's Big Bet on Soft Power

By Eleanor Albert

Is China's Soft Power Strategy Working?
via CSIS

Building the New Silk Road

By James McBride



Homeland Security

Will FBI Sacking Affect National Security?

By Jonathan Masters and Matthew C. Waxman

How Abnormal Was Comey's Firing? Experts Weigh In
via The New York Times

Partisan Political Figures Cannot Run the FBI

via Lawfare



Northeast Asia

Uncertainty Among U.S. Allies in Northeast Asia

By Shelia A. Smith

A Menu of Imperfect Strategic Options for South Korea

By Scott A. Snyder

'Behind Japan, 100%'

By Shelia A. Smith

COUNCIL OF COUNCILS
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Top global think tanks grade international cooperation on ten major issues.

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Russian Federation

Russia: What to Expect From Putin

Experts discuss Russia's involvement in Ukraine and Syria, its relations with Europe and the United States, and what to expect from President Putin next.

Event — Apr 13, 2016 — 180 min

Foreign Affairs



Foreign Affairs Editor Gideon Rose

This has been another good year for *Foreign Affairs*, with the magazine providing a broad range of first-rate content to large audiences across multiple publishing platforms.

Each issue of the print magazine features a lead package of articles on a common theme, and the six packages over the last year offer a commentary on the era. The July/August 2016 package focused on the evolution of politics and society in Israel, offering articles by several Israeli authors and interviews with leading politicians Ayelet Shaked and Tzipi Livni. The September/October package concentrated on U.S. defense policy, featuring authors such as retired General David Petraeus and House Armed Services Committee Chairman Mac Thornberry (R-TX) and an interview with Martin Dempsey, former chairman of the Joint Chiefs of Staff. The November/December package focused on the populist surge reshaping global politics, including an article by Fareed Zakaria and an interview with French politician Marine Le Pen. The January/February 2017 package, going to press a few days after the U.S. presidential election, addressed the troubled state of the liberal international order and what might be done to repair it, offering articles by Joseph Nye, Kori Schake, and several others. The March/April package, going to press a few days before the inauguration, presented a range of advice to the new administration on regional and functional issues. The May/June package analyzed the Trump administration's initial moves with some praise and much criticism.

Other print highlights during the year included articles by Francis Fukuyama and Walter Russell Mead on the 2016 election, John Mearsheimer and Stephen Walt on offshore balancing, and contributions from Vice President Joe Biden, Secretary of State John Kerry, Secretary of Defense Ash Carter, former Treasury Secretary Timothy Geithner, former CIA Deputy Director Jami Miscik, International Criminal Court's Chief Prosecutor Fatou Bensouda, and Tunisian politician Rached Ghannouchi.

Throughout the year, meanwhile, several hundred original articles on ForeignAffairs.com covered breaking news events in detail, including Brexit, the failed coup and subsequent crackdown in Turkey, the struggle against the Islamic State and terrorism, North Korea's provocations, and much more. Ebooks published in the off months of the print publication cycle covered Brexit, trade policy, the liberal international order, European politics, and commemorative collections of highlights of 2016 and the magazine's coverage of World War II.

Across print, digital, and event platforms, *Foreign Affairs* continues to thrive. Website traffic has remained steady, and more visitors are converting into registered users and subscribers. The magazine now has more than six hundred thousand Twitter followers and 1.3 million Facebook fans. The magazine's audited readership grew by 11 percent the past year, from 180,000 to 200,000, due to continued strong renewal rates and a rise in newsstand sales. Digital subscriptions have been a particular source of growth, increasing by 36 percent from the end of 2015 to the end of

2016. *Foreign Affairs* Premier, a new VIP subscription product, launched in November 2016. Premier offers subscribers enhanced access to *Foreign Affairs* content through conference calls with authors, live streaming of events, and early release of articles. Sales of Premier subscriptions, priced at \$150 per year, are significantly exceeding our estimates. In a hard advertising market, *Foreign Affairs* exceeded its advertising revenue goals, finishing the year with \$1.62 million in sales. We put on a number of well-received events, including two for the Rockefeller Foundation, and have started a series of FALive events for CFR members to mark the launch of each issue.

The lion's share of credit for continued strong results on the publishing side, this year as in recent years, goes to Lynda Hammes, who stepped down as publisher in November after a great run. All who appreciate the magazine are in her debt. Our luck in having been able to work with a star like Lynda held up when CFR General Counsel Mia Higgins agreed to serve as interim publisher; she has continued to manage the business side of the magazine to ever-greater heights during the first half of 2017.

Finally, in January, *Foreign Affairs* received its third consecutive finalist nomination for a National Magazine Award for General Excellence. The best part of that is its recognition of the outstanding performance of the team as a whole, which collectively produces a contemporary version of *Foreign Affairs* worthy of its heritage.

Gideon Rose
Editor, *Foreign Affairs*

Across print, digital, and event platforms, Foreign Affairs continues to thrive.

Vanity Fair Deputy Editor Stephanie Mehta presides over a conversation on innovative finance with World Bank Treasurer and Vice President Arunma Oteh, Executive Director of Georgetown University's Beeck Center for Social Impact and Innovation Sonal Shah, Chief Income Strategist at TIAA Diane Garnick, and Rockefeller Foundation Managing Director Saadia Madsbjerg.



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Norman P. Neureiter
Linda Robinson
Stanley O. Roth
Frances Fragos Townsend
Vin Weber
Daniel H. Yergin
Juan Carlos Zarate

† Ex officio

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

The Nominating and Governance Committee was composed of Mary McInnis Boies (chair), David G. Bradley, Jonathan E. Colby, Kim Gordon Davis, Jose W. Fernandez, Anne M. Finucane, 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 8, 2017, 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 2022: Sylvia Mathews Burwell, Ash Carter, James P. Gorman, Laurene Powell Jobs, Margaret G. Warner, and Fareed Zakaria. A ballot was sent to all Council members on May 1, 2017.

The Annual Meeting, at which votes would be cast for the election, was held on May 31, 2017. At the meeting, 1,804 members participated in person or by proxy, fulfilling the quorum required by By-Law V. Ninety-seven members included write-in suggestions of candidates the Nominating and Governance should consider for the 2018 election. The members approved the slate of candidates with 95 percent of voters in favor of the slate, and the six Directors on the slate were elected to the Class of 2022, with terms beginning on July 1, 2017.

APPOINTMENTS OF NEW CHAIR AND VICE CHAIRS

The Board appointed David M. Rubenstein as Chairman of the Board and Blair Effron and Jami Miscik as Vice Chairs. Mr. Rubenstein was appointed to the Class of 2022 for a five-year term. Ms. Miscik was appointed to the Class of 2020; Mr. Effron remains in the Class of 2019.

Historical Roster of Directors and Officers

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

Kenneth W. Dam	1992–2001	Richard E. Salomon	2003–2013,	David M. Cote	2016–
Maurice R. Greenberg	1992–2002,		2014–2017	William H. McRaven	2016–
	2004–2009	Anne-Marie Slaughter	2003–2009	Janet A. Napolitano	2016–
Karen N. Horn	1992–95	Madeleine K. Albright	2004–2014	Ash Carter	2017–
James R. Houghton	1992–96	Richard N. Foster	2004–2009	James P. Gorman	2017–
Charlayne Hunter-Gault	1992–98	Joseph S. Nye Jr.	2004–2013	Laurene Powell Jobs	2017–
Donna E. Shalala	1992–93	Fareed Zakaria	2004–2014,		
Paul A. Allaire	1993–2002		2017–	<i>CHAIRMEN OF THE BOARD</i>	
Robert E. Allen	1993–96	Peter Ackerman	2005–2015	Russell C. Leffingwell	1946–53
Richard N. Cooper	1993–94	Charlene Barshefsky	2005–2010	John J. McCloy	1953–70
E. Gerald Corrigan	1993–95	Stephen W. Bosworth	2005–2009	David Rockefeller	1970–85
Alton Frye	1993	Tom Brokaw	2005–2015	Peter G. Peterson	1985–2007
Leslie H. Gelb	1993–2001,	David M. Rubenstein	2005–	Carla A. Hills	
	2002–2003	Frank J. Caufield	2006–2010	(<i>Co-Chairman</i>)	2007–2017
Rita E. Hauser	1993–97	Ann M. Fudge	2006–2016	Robert E. Rubin	
Theodore C. Sorensen	1993–2004	Alberto Ibargüen	2006–2013	(<i>Co-Chairman</i>)	2007–2017
Garrick Utley	1993–2003	Henry R. Kravis	2006–2012	David M. Rubenstein	2017–
Carla A. Hills	1994–2017	James W. Owens	2006–2014		
Helene L. Kaplan	1994–96	Colin M. Powell	2006–2016	<i>CHAIRMEN EMERITI</i>	
Frank G. Zarb	1994–96	Christine Todd Whitman	2006–2016	Peter G. Peterson	2007–
Robert B. Zoellick	1994–2001	Sylvia Mathews Burwell	2007–2013,	Carla A. Hills	2017–
Les Aspin	1995		2017–	Robert E. Rubin	2017–
Mario L. Baeza	1995–2001	Stephen Friedman	2007–2017		
Peggy Dulany	1995–2003	Jami Miscik	2007–	<i>HONORARY CHAIRMEN</i>	
Jessica P. Einhorn	1995–2005	Alan S. Blinder	2008–	John J. McCloy	1970–1989
Louis V. Gerstner Jr.	1995–2005	J. Tomilson Hill	2008–	David Rockefeller	1985–2017
Hannah Holborn Gray	1995–98	Shirley Ann Jackson	2008–		
William J. McDonough	1995–2004	George Rupp	2008–2013	<i>VICE CHAIRMEN</i>	
George J. Mitchell	1995–2005	David G. Bradley	2009–	<i>OF THE BOARD</i>	
Frank Savage	1995–2002	Donna J. Hrinak	2009–	Grayson Kirk	1971–73
George Soros	1995–2004	Penny S. Pritzker	2009–2013	Cyrus R. Vance	1973–76,
Lee Cullum	1996–2006	Frederick W. Smith	2009–2014		1985–87
Vincent A. Mai	1997–2003	John P. Abizaid	2010–	Douglas Dillon	1976–78
Warren B. Rudman	1997–2005	Mary McInnis Boies	2010–	Carroll L. Wilson	1978–79
Laura D'Andrea Tyson	1997–2007	Pamela Brooks Gann	2010–2015	Warren Christopher	1987–91
Roone Arledge	1998–2002	Thomas H. Glocer	2011–2016	Harold Brown	1991–92
Martin S. Feldstein	1998–2008,	Eduardo J. Padrón	2011–	B. R. Inman	1992–93
	2009–2015	Peter B. Henry	2012–2017	Jeane J. Kirkpatrick	1993–94
Bette Bao Lord	1998–2003	Muhtar Kent	2012–2014	Maurice R. Greenberg	1994–2002
Michael H. Moskow	1998–2008	Margaret G. Warner	2012–	Carla A. Hills	2001–2007
Diane Sawyer	1998–99	Zoë Baird	2013–	William J. McDonough	2002–2003
John Deutch	1999–2004	Nicholas Burns	2013–	Robert E. Rubin	2003–2007
Robert E. Rubin	2000–2017	Steven A. Denning	2013–	Richard E. Salomon	2007–2013
Andrew Young	2000–2005	Laurence D. Fink	2013–	David M. Rubenstein	2012–2017
Henry S. Bienen	2001–2011	Ruth Porat	2013–	Blair Effron	2017–
Kenneth M. Duberstein	2001–2012	Blair Effron	2014–	Jami Miscik	2017–
Joan E. Spero	2001–2011	Susan Hockfield	2014–		
Vin Weber	2001–2011,	John Paulson	2014–	<i>HONORARY VICE CHAIRMAN</i>	
	2012–	James G. Stavridis	2014–	Maurice R. Greenberg	2002–
Fouad Ajami	2002–2012	Daniel H. Yergin	2014–		
Jeffrey L. Bewkes	2002–2006	Timothy F. Geithner	2015–	<i>PRESIDENTS</i>	
Ronald L. Olson	2002–2010	Stephen J. Hadley	2015–	John W. Davis	1921–33
Thomas R. Pickering	2002–2007	James Manyika	2015–	George W. Wickersham	1933–36
Helene D. Gayle	2003–2008	Richard L. Plepler	2015–	Norman H. Davis	1936–44
Richard N. Haass	2003–	Tony Coles	2016–	Russell C. Leffingwell	1944–46

Allen W. Dulles	1946–50	Alton Frye	1987–93	Devereux C. Josephs	1951–52
Henry M. Wriston	1951–64	William H. Gleysteen Jr.	1987–89	Elliott V. Bell	1952–64
Grayson Kirk	1964–71	John A. Millington	1987–96	Gabriel Hauge	1964–81
Bayless Manning	1971–77	Margaret		Peter G. Peterson	1981–85
Winston Lord	1977–85	Osmer-McQuade	1987–93	C. Peter McColough	1985–87
John Temple Swing*	1985–86	Nicholas X. Rizopoulos	1989–94	Lewis T. Preston	1987–88
Peter Tarnoff	1986–93	Karen M. Sughrue	1993–98	James E. Burke	1988–89
Alton Frye	1993	Ethan B. Kapstein	1995–96	David Woodbridge	1989–94
Leslie H. Gelb	1993–2003	Abraham F. Lowenthal	1995–2005	Janice L. Murray	1994–2009
Richard N. Haass	2003–	Janice L. Murray	1995–2002	Kenneth Castiglia	2010–2011
		David J. Vidal	1995–97	Keith Olson	2012–
		Frederick C. Broda	1996–97		
<i>PRESIDENT EMERITUS</i>		Kenneth R. Maxwell	1996	<i>EDITORS OF</i>	
Leslie H. Gelb	2003–	Paula J. Dobriansky	1997–2001	<i>FOREIGN AFFAIRS</i>	
		Gary C. Hufbauer	1997–98	Archibald Cary	
<i>HONORARY PRESIDENTS</i>		David Kellogg	1997–2002	Coolidge	1922–28
Elihu Root	1921–37	Lawrence J. Korb	1998–2002	Hamilton Fish	
Henry M. Wriston	1964–78	Anne R. Luzzatto	1998–2005	Armstrong	1928–72
		Elise Carlson Lewis	1999–2008	William P. Bundy	1972–84
<i>EXECUTIVE</i>		Irina A. Faskianos	2002–	William G. Hyland	1984–92
<i>VICE PRESIDENTS</i>		Robert C. Orr	2002–2003	James F. Hoge Jr.	1992–2010
John Temple Swing	1986–93	James M. Lindsay	2003–2006	Gideon Rose	2010–
Michael P. Peters	2002–2005	Lisa Shields	2003–		
Keith Olson	2012–	Nancy E. Roman	2004–2007		
		Nancy D. Bodurtha	2005–		
<i>CHIEF FINANCIAL OFFICERS</i>		Suzanne E. Helm	2005–		
Kenneth Castiglia	2009–2011	Gary Samore	2006–2009		
Keith Olson	2012–	Kay King	2007–2011		
		L. Camille Massey	2008–2014		
<i>SENIOR VICE PRESIDENTS</i>		Jan Mowder Hughes	2010–		
Alton Frye	1993–98	Caroline Netchvolodoff	2015–		
Kenneth H. Keller	1993–95				
Larry L. Fabian	1994–95	<i>EXECUTIVE DIRECTORS</i>			
Michael P. Peters	1995–2002	Hamilton Fish			
Paula Dobriansky	2001	Armstrong	1922–28		
Charles G. Boyd	2001–2002	Malcolm W. Davis	1925–27		
David Kellogg	2002–2010	Walter H. Mallory	1927–59		
Janice L. Murray	2002–2009	George S. Franklin	1953–71		
James M. Lindsay	2009–				
		<i>SECRETARIES</i>			
<i>VICE PRESIDENTS</i>		Edwin F. Gay	1921–33		
Paul D. Cravath	1921–33	Allen W. Dulles	1933–44		
Norman H. Davis	1933–36	Frank Altschul	1944–72		
Edwin F. Gay	1933–40	John Temple Swing	1972–87		
Frank L. Polk	1940–43	Judith Gustafson	1987–2000		
Russell C. Leffingwell	1943–44	Lilita V. Gusts	2000–2010		
Allen W. Dulles	1944–46	Jeffrey A. Reinke	2010–		
Isaiah Bowman	1945–49				
David Rockefeller	1950–70	<i>HONORARY SECRETARY</i>			
Henry M. Wriston	1950–51	Frank Altschul	1972–81		
Frank Altschul	1951–71				
Devereux C. Josephs	1951–52	<i>TREASURERS</i>			
David W. MacEachron	1972–74	Edwin F. Gay	1921–33		
John Temple Swing	1972–86	Whitney H. Shepardson	1933–42		
		Clarence E. Hunter	1942–51		

* 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 divided almost equally among those living in New York, Washington, DC, and across the country and abroad.

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

STEPHEN M. KELLEN TERM MEMBER PROGRAM

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

The Term Member Program has grown considerably since it was established more than forty years ago, and the number of term members is indexed at up to 18 percent of the total CFR membership.

For more information on the Term Member Program, please visit www.cfr.org/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 or dates of any previous applications for membership, if applicable
- email address to which the link to the online application should be sent

For more information on the membership application process, please visit www.cfr.org/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 listed in the following section and is regularly updated at www.cfr.org/membership/membership-roster-a-f. 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:

	APPLICATION DEADLINE	NOTIFICATION
Membership	March 1 (annually)	late June
	November 1 (annually)	late February
Term Membership	January 3, 2018	late June

APPLICATION REACTIVATION REQUIREMENTS

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

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

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

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

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

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

PROFILE OF THE MEMBERSHIP

Since July 2016, CFR membership has grown by 1.12 percent, from 5,038 to 5,095 members, as of June 30, 2017. 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	1,920	37
New York Area	1,614	32
Washington, DC, Area	1,561	31
Total	5,095	100
Industry		
Education	1,096	21
Nonprofit and International Organizations	959	19
Financial Institutions	759	15
Law and Consulting	693	13
Government	517	10
Media and News Services	334	7
Commerce	155	3
Information Technology	98	2
Energy and Power	35	1
Medicine and Health Care	28	1
Other	421	8
Total	5,095	100

Membership Roster

A

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

Adler, Allen R.
 Adler, Nate
 Adler, Stephen J.
 Aggarwal, Vinod K.
 Aghi, Mukesh
 Agostinelli, Robert F.
 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, 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.
 Allison, Graham T.
 Allison Marshall, Cara L.
 Almond, Michael A.
 Alonzo, Anne L.
 Alper, Andrew Michael*
 Alpha, Avery M.
 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.
 Andersen, Elizabeth*
 Anderson, Craig B.
 Anderson, Desaix
 Anderson, Edward G. III
 Anderson, Gloria B.
 Anderson, Kristen Soltis†
 Anderson, Lisa
 Anderson, Mark A.
 Anderson, Paul F.
 Anderson, Ryan K.
 Anderson, Wendy R.
 Andreas, Terry Lynn
 Andrews, Brian
 Andrews, Bruce H.
 Andrews, Michael
 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.
 Araia, Semhar
 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
 Arora, Gabo
 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

* Elected to membership in 2017.

† Elected to a five-year term membership in 2017.

Note: Membership shown as of July 1, 2017.

Ayyar, Balan Rama
Azim, Khalid

B

Babbitt, Eileen F.
Babbitt, Harriet C.
Babcock-Lumish, Brian C.
Babej, Peter
Bacchus, James L.
Bader, Christine
Baer, Donald A.
Baer, Lauren Elizabeth
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
Bajaj, Monisha
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.
Bakhash, Shaul
Bakstansky, Peter
Balaram, Ravi A.
Balaran, Paul
Baldwin, David A.
Baldwin, Sherman
Baldwin Moody, Carol
Bales, Carter F.
Balick, Ken
Baliles, Gerald L.
Ballou-Aares, Daniella
Balstad, Roberta
Band, Laurence M.
Banga, Ajaypal Singh
Bansal, Preeti D.
Banwo, Adedayo A.
Baquiran, Les II
Barany, Zoltan
Barbour, Haley
Bard, David
Bardel, William G.

* Elected to membership in 2017.

† Elected to a five-year term membership in 2017

Barger, Teresa C.
Barker, Kim
Barkey, Henri J.
Barnes, Aimee Elise Keli'i
Barnes, Michael D.
Barnett, F. William
Barnett, Kara Medoff
Barnett, Michael Nathan
Barnett, Robert B.
Barno, David William
Barrett, Barbara McConnell
Barrett, John Adams
Barron, Michael J.
Barry, 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
Basse, Ekpeme Mfon*
Basu, Joy†
Batkin, Alan R.
Bator, Francis M.
Battaglia, Charles C.
Bausano, M. Barry
Bayh, Evan
Bayrasli, Elmira*
Beaghey, 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.
Belford, Brandon M.
Beliveau, Emmett S.
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.
Benaim, Daniel
Bender, Lawrence
Benedict, Kennette M.
Benioff, Marc Russell
Bennet, Douglas J.
Bennett, Andrew Owen
Bennett, Christina A.
Benshoof, Janet
Benson, Lucy Wilson
Ben-Yehuda, Jenna Hoffman
Bereuter, Douglas K.
Berg, Lukas Benjamin†
Bergen, Peter Lampert
Berger, Joshua Adam
Berger, Suzanne
Bergeron, Douglas
Bergeron, Louis Paul
Berggruen, Nicolas
Bergman, Lowell A.
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
Bhidé, Amar V.
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, Jammille†
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†
Birdsall, Nancy
Bisat, Amer
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

Blane, Alexis
Blank, Jonah
Blank, Stephen
Blankfein, Lloyd C.
Blavatnik, Len
Blechman, Barry M.
Bleich, Jeffrey L.
Bleier, Edward
Blendon, Robert Jay
Blinder, Alan S.
Blinken, Alan John
Blinken, Antony J.
Blinken, Donald
Bloch, Julia Chang
Bloom, Evan T.
Bloomberg, Michael R.
Bloomgarden, Kathy
Blum, Adam Cardozo
Blum, Richard C.
Blumenthal, Sidney S.
Blumenthal, W. Michael
Blumling, Mark
Blumrosen, Alexander B.
Blyth, Mark M.
Boas, Katherine
Bob, Daniel E.
Bobbitt, Philip Chase
Bodansky, Daniel M.
Bodea, Andy S.
Bodine, Barbara K.
Bodine-Baron, Elizabeth
Anne†
Boeka, Ryan L.
Bogan, Leisel
Bogert, Carroll R.
Bohlen, Avis T.
Bohn, John A.
Boies, David
Boies, Mary McInnis
Bolling, Landrum R.
Bollinger, Lee C.
Bolton, Emily S.
Bolton, John R.
Bondurant, Amy L.
Boniadi, Nazanin
Bonime-Blanc, Andrea
Bonner, Robert C.
Bonney, J. Dennis
Book, Kevin Daniel
Bookman, Zachary F.
Boorstin, Robert O.
Booth, Carter

Bordoff, Jason Eric
Boren, David L.
Borene, Andrew M.*
Borgerson, Scott G.
Borghard, Erica D.
Borio, Luciana Lopes
Bork, Ellen
Born, Dana Helen*
Boschwitz, Rudy
Botts, John C.
Boufford, Jo Ivey
Bouis, Antonina W.
Boulware-Miller, Kay
Bourkoff, Aryeh B.
Boustany, Charles W. Jr.
Bouton, Marshall M.
Bovin, Denis A.
Bower, Eve
Bower, Joseph Lyon
Bower, Whitney
Bowles, Erskine B.
Bown, Chad P.
Boyd, Charles Graham
boyd, danah
Boyer, Spencer Phipps
Bracken, Paul
Bradbury, Darcy E.
Braddock, Richard S.
Bradford, Zeb B. Jr.
Bradley, Bill
Bradley, David G.
Brady, Linda Parrish
Brady, Nicholas F.
Brady, Rose
Brainard, Lael
Brake, Benjamin T.
Branch, Daniel H.
Brand, Jacques E.
Brandt, Jessica
Brannen, Samuel J.
Branscomb, Lewis M.
Branson, Louise
Braswell, Kimberly
Brauchli, Marcus W.
Braunschvig, David
Brautigam, Deborah A.
Bray, David Alec
Brazeal, Aurelia E.
Breck, Henry R.
Breed, Henry Eltinge III
Brehm, Ward*
Bremer, L. Paul III
Bremer, Louis William
Bremmer, Ian A.
Brennan, Margaret Mary
Brenner, Joel F.*

Breslauer, George William
Brett, Patrick Joseph†
Brewer, John D.
Breyer, Chloe A.
Breyer, Jim
Breyer, Stephen G.
Bridgett-Jones, Sundaa Ayo*
Briger, Peter L. Jr.
Brigety, Reuben Earl II
Brigham, Lawson W.
Brill, Steven D.
Brilliant, Larry
Brilliant, Myron A.
Brimmer, Esther Diane
Brinker, Nancy Goodman
Brinkley, Douglas G.
Brinkley, Paul A.
Brinsfield, Kathryn
Brister, Paul D.
Britell, Jenne K.
Britt, David V.B.
Broad, Molly Corbett
Broad, Robin
Broadbent, Meredith M.
Brock, Steven Vernon
Broda, Frederick C.
Broder-Fingert, Jacob I.
Broderick, Mac L.†
Brody, Christopher W.
Brody, Kenneth D.
Brokaw, Tom
Bronfman, Edgar Jr.
Bronin, Luke A.
Bronner, Ethan S.
Bronson, Rachel
Brooke, Kyla L.
Brookins, Carole L.
Brooks, Leo A. Jr.*
Brosens, Frank P.
Brower, Brooke Andrew
Brower, Charles N.
Brown, Alice L.
Brown, Bartram S.
Brown, Binta Niambi
Brown, Caroline E.
Brown, Carroll
Brown, Frances Z.
Brown, Frederic Joseph
Brown, Gwendolyn A.
Brown, Harold
Brown, John Preston
Brown, Katherine A.
Brown, Kathleen
Brown, Leon Carl
Brown, Michael E.
Brown, Neil Robert

Brown, Richard P. Jr.
Brown, Seyom
Brown, Tina
Brown Weiss, Edith
Browning, David S.
Bruce, Judith
Brun, Leslie A.
Brune, Nancy E.
Bryan, Greyson L.
Bryant, Michael E.
Bryant, Ralph C.
Brylski, Pamela
Bryson, John E.
Brzezinski, Mark F.
Brzezinski, Mika
Buaron, Roberto
Buchman, Mark Edward
Buchwald, Mike
Bucknam, Mark A.
Budinger, William
Bueno de Mesquita, Bruce
Buffett, Howard Warren
Buffone, Steven
Bukowski, Raven M.
Bullock, Mary Brown
Bumpas, Stuart Maryman
Bunzel, Jeffrey H.
Burand, Deborah K.
Burch, Tory
Burden, Amanda
Burgess, John A.
Burnett, Edward W.
Burns, Nicholas
Burns, William J.
Burroughs, Nikole
Burrows, Mathew
Burt, Andrew
Burt, Richard R.
Burwell, Sylvia Mathews
Busby, Joshua W.
Bush, Barbara P.†
Bush, Mary K.
Bush, Richard Clarence III
Bussey, John C.
Butler, Paul W.
Butler, Samuel C.
Butler, William J.
Buultjens, Ralph
Buyske, Gail
Byrne, Barbara
Byrne, Patrick M.
Byrnes, Maureen K.

C
Cabrerera, Ángel
Cáceres, Diane Alleva

* Elected to membership in 2017.

† Elected to a five-year term membership in 2017.

Caesar, Camille M.	Carlucci, Frank C. III	Chandra, Amit	Clancy, Erin J.
Cahill, Kevin M.	Carmichael, William D.	Chang, David C.	Clancy, Lauren
Cahill, William R.	Carnesale, Albert	Chang, Gareth C.C.	Clapp, Priscilla A.
Cahn, Jonathan D.	Carpenter, Scott	Chang, Joyce	Clarida, Richard H.
Calabia, Dawn Tennant	Carpenter, Ted Galen	Chang, Juju	Clark, J. H. Cullum
Calabia, F. Christopher	Carr, John W.	Chanin, Clifford	Clark, John Stephen Jr.
Calabresi, Massimo F.T.	Carrington, Walter C.	Chanis, Jonathan A.	Clark, Kristofer L.
Calder, Kent Eyring	Carroll, J. Speed	Chao, Angela A.	Clark, Mark Edmond
Caldera, Louis E.	Carroll, Megan E.	Chao, Elaine L.	Clark, Mayree C.
Caldwell, Dan Edward	Carruth, Reba Anne	Chapin, Edith C.	Clark, Ronald J.
Caldwell, William B. IV	Carson, Charles William Jr.	Charles, Robert Bruce	Clark, Wesley K.
Calhoun, Craig J.	Carson, Johnnie	Charney, Craig R.	Clarke, Donald C.
Califano, Joseph A. Jr.	Carson, Russell L.	Charnovitz, Steve	Clarke, Teresa Hillary
Califano, Mark Gerard	Cart, Alexandra Peterson†	Chartener, Robert	Claussen, Eileen B.
Callaghy, Thomas M.	Carter, Ashton B.	Chase, Anthony R.	Clay, Tiffany A.
Callander, Robert J.	Carter, Jacqueline A.	Chatterjee, Purnendu	Clement, Peter A.
Callaway, David W.	Carter, James Earl	Chaves, Robert J.	Cleveland, Peter Matthews
Callen, Michael A.	Carter, James H.	Chavez, Rebecca Bill	Clifford, Donald K. Jr.
Calleo, David Patrick	Carter, Mark Andrew	Chayes, Antonia Handler	Clifford, Mark Lambert
Calvo-Platero, Mario	Cartier, Elizabeth†	Chayes, Sarah P.	Clinton, William Jefferson
Cameron, Elizabeth E.*	Cartwright, James P. II	Cheatwood, Jon Patrick†	Cloherly, Patricia M.
Camilleri, Michael John	Caruso-Cabrera, Michelle	Checki, Terrence J.	Cloonan, Edward T.
Cammack, Perry A.	Casella, Sam H.	Chemali, Hagar Hajjar†	Clooney, George
Camp, Roderic Ai	Casellas, Gilbert F.	Chen, Cameron Ray	Coatsworth, John H.
Campbell, Carolyn Margaret	Cashin, Charles L. III*	Chen, John S.	Cobb, Charles E. Jr.
Campbell, Colin G.	Cashin, Stephen D.	Chen, Kimball C.	Cobb, Sue McCourt
Campbell, Elizabeth C.	Casper, Gerhard	Chen, Lincoln C.	Coben, Lawrence S.
Campbell, F. Gregory	Cassel, Douglass W. Jr.	Chenault, Kenneth I.	Cochran, Barbara S.
Campbell, Jason H.	Cassell, Gail H.	Cheney, Richard B.	Coffey, C. Shelby III
Campbell, John*	Cate, Fred H.	Cheney, Stephen A.	Cogan, Charles G.
Campbell, Joshua S.†	Cattarulla, Elliot R.	Cheney-Peters, Scott Douglas†	Coggins, Bridget L.
Campbell, Kurt M.	Caufield, Frank J.	Chenoweth, Erica	Cohan, William David
Campbell, Thomas J.	Caulfield, Matthew P.	Cherian, Saj	Cohen, Abby Joseph
Camuñez, Michael C.	Cavanagh, Michael J.	Chesler, Ellen	Cohen, Andrew
Canavan, Terence Chris	Cavanagh, Richard Edward	Cheston, Sheila C.	Cohen, Ariel
Cannon, Sarah R.	Cavanaugh, Carey	Chiarelli, Peter W.	Cohen, Benjamin J.
Canton, Mikki	Cavanaugh, Matthew Lampman	Chickering, A. Lawrence	Cohen, Betsy
Caperton, William Gaston III	CdeBaca, Luis	Chira, Susan D.	Cohen, Eliot A.
Cappello, Alexander L.	Cedar, Andrew Newman†	Choffnes, Eileen R.	Cohen, Herman J.
Cappello, Juan Carlos	Cervantes, Samuel Anthony	Choi, Audrey	Cohen, Jared
Cappello, Michael	Cha, Victor D.	Chollet, Derek H.	Cohen, Jerome Alan
Capus, Stephen A.	Chacon, Arnold A.*	Chopivsky, Alexa	Cohen, Joel E.
Caputo, David A.	Chadda, Maya	Choucri, Nazli	Cohen, Michael David
Caputo, Lisa M.	Chae, Michael	Chowdhury, Imran Ghani†	Cohen, Richard M.
Carbonell, Néstor T.	Chamberlain, Robert Pfundstein	Chretien, Jean-Paul	Cohen, Roberta Jane
Cárdenas, José A.	Chambers, Anne Cox	Christensen, Guillermo Santiago	Cohen, Stephen Bruce
Carey, John	Chambers, Kristin N.	Christensen, Stanley F.	Cohen, Stephen F.
Cari, Joseph A. Jr.	Chambers, Tiffani	Christensen, Thomas J.	Cohen, Stephen S.
Carithers, Charles A.†	Chamie, Joseph	Christenson, Michael James	Cohen, Warren I.
Carlisle, Michael V.*	Chan, Gerald L.	Christianson, Geryld B.	Cohen, William S.
Carlson, Scott A.	Chan, Hui Wen	Christman, Daniel William	Colby, Elbridge A.
	Chan, Melissa	Christopher, Mark A.	Colby, Jonathan E.
	Chan, Ronnie C.	Churchill, Bruce B.	Cole, Jonathan R.
	Chan, Yam Ki	Cirincione, Joe	Coleman, Isobel
			Coleman, John W.
			Coleman, Lewis W.

* Elected to membership in 2017.

† Elected to a five-year term membership in 2017

Coles, Julius E.	Cosgrove, Elliot J.	Cukier, Kenneth N.	Dave, Mona
Coles, Tony	Costello, Patrick	Culberson, Stephanie M.	Davenport, Kelsey
Coll, Alberto R.	Cote, David M.	Culhane, Michael J.	David, Jack
Collazo, Ernest J.	Cott, Suzanne	Cullum, Lee	Davidson, Amy S.
Collins, Jay	Cotter, William R.	Cully, James Clark	Davidson, Janine A.
Collins, Joseph J.	Couric, Katherine A.	Culora, Thomas J.	Davidson, Peter W.
Collins, Liam Switzer*	Courington, Karen	Cumming, Alfred	Davis, Christina L.
Collins, Mark M. Jr.	Elizabeth	Cumming, Christine M.	Davis, Florence A.
Collins, Nancy Walbridge	Courtney, William	Cummings, Alexander B. Jr.	Davis, Geoffrey Clark
Collins, Susan M.	Cousens, Elizabeth M.	Cunningham, James B.	Davis, Jacquelyn K.
Collins, Timothy C.	Cowal, Sally Grooms	Cunningham, Nelson W.	Davis, Jerome
Collins, Wayne Dale	Cowan, Geoffrey	Curry, Ravenel B. III	Davis, Kim Gordon
Colodny, Mark*	Cowell, Janet	Curtis, Charles B.	Davis, Lynn E.
Colwell, Rita R.	Cowhey, Peter F.	Curtis, Gerald L.	Davis, Marion Thomas
Comstock, Barbara	Cox, Berry R.	Cutler, Walter L.	Davis, Nathaniel Benjamin†
Comstock, Philip E. Jr.	Cox, Edward F.	Cutshaw, Kenneth A.	Davis, Rick
Conde, Cesar R.	Cox, Howard E. Jr.	Cutter, W. Bowman	Davis, Stephen B.
Conde, Enrique Augusto	Cox, Stephen John	Cyr, Arthur I.	Davis, Susan M.
Cone, Sydney M. III	Coy, Craig P.		Davis, William Keith
Conley, Dalton	Craddock, Bantz J.	<i>D</i>	Davison, Kristina Perkin
Conley, Jill G.	Crahan, Margaret E.	Daalder, Ivo H.	Davis-Packard, Kent
Connors, Leila Anne	Crain, Alan R. Jr.	Dach, Leslie	Elizabeth
Connolly, Gerald E.	Crandall, Russell C.	Dady, Teresa Gail	Dawisha, Karen Lea
Connor, John T. Jr.	Craner, Lorne W.	Dahm, Evelyn Pignatari	Dawson, Christine L.
Considine, Jill M.	Crawford, Edward Jacobs IV	Dailey, Brian D.	Dawson Carr, Marion M.
Constable, Pamela	Crawford, John F.	Dakolias, Constantine M.	Day, Arthur R.
Conti-Brown, Peter M.	Crebo-Rediker, Heidi E.	Dal Bello, Michael Anthony	Days, Drew Saunders III
Contreras, Pat	Creed, Alexandra Wallace	Dale, Catherine	Deagle, Edwin A. Jr.
Conway, Jill	Creekmore, Marion V. Jr.	Dale, Nan	Deahl, Jessica
Cook, Akunna E.	Creighton, James L.	Daley, William M.	Dean, Robert W.
Cook, Charles	Cribiore, Alberto*	Dalio, Ray	Dear, Alice M.
Cook, Chaveso†	Crippen, Dan L.	Dallara, Charles H.	Debevoise, Eli Whitney II
Cook, Frances D.	Crittenden, Ann	Dalley, George Albert	Debs, Richard A.
Cook, Gary M.	Crocker, Bathsheba N.	Dallmeyer, Dorinda G.	DeBusk, F. Amanda
Cook, Lisa D.	Crocker, Chester A.	Dalton, James E.	De Coster, Jamie Lynn
Cook, Steven A.	Crocker, Ryan C.	Dalton, Roy Bale III	DeCotis, Deborah A.
Cooke, Goodwin	Croft, Helima L.	Daly, Sarah Zukerman*	Decyk, Roxanne J.
Cooke, John F.	Cromwell, Adelaide	Dam, Kenneth W.	Deering, Casey Lee†
Cooley, Thomas F.	McGuinn	Dam, Marcia Wachs	Deffenbaugh, Ralston H. Jr.
Coombe, George William Jr.	Cronin, Audrey Kurth	D'Amato, Alfonse M.	DeGioia, John J.
Coon, Jane Abell	Cronin, Kevin E.	Damrosch, Lori Fisler	de Habsburgo, Inmaculada
Cooney, Joan Ganz	Cross, Devon G.	Danan, Liora	Deift, Abby†
Cooper, Ann K.	Cross, June V.	Danforth, William H.	de la Cruz, Carlos M. Sr.
Cooper, John Milton Jr.	Cross, Mai'a K. Davis	Daniel, D. Ronald	DeLaMater, Robert G.
Cooper, Kathleen B.	Cross, Sam Y.	Daniel, Donald C.F.	Delaney, Kevin J.
Cooper, Richard N.	Crossette, Barbara	Daniels, Laura†	de Lasa, Jose M.
Copelin, Edward Clark	Crovitz, L. Gordon	Danilovich, John J.	DeLaurentis, Jeffrey
Corcoran, Andrea M.	Crow, Michael M.	Danin, Robert	del Castillo, Graciana
Corcoran, Carole A.	Crowley, Monica Elizabeth	Danly, James P.	De Leon, Jordana M.
Cordell, Kristen A.	Crown, Lester	Danner, Mark D.	Del Rosso, Stephen J.
Cornell, Henry	Cruise, Daniel	Dantiki, Sumon S.†	Delury, John
Cortez, Christopher	Crumpton, Henry A.	Das, Chandrima G.R.†	de Ménil, George
	Cruz, Ginger M.	Daschle, Thomas Andrew	de Menil, Joy Alexandra
	Crystal, Lester M.	Dash, Somesh	de Ménil, Lois Pattison
	Cuéllar, Mariano-Florentino	DaSilva, Russell J.	Deming, Rust Macpherson
	Cuffe, Selena Senora	Daulaire, Nils M.	Dempsey, Jason K.

* Elected to membership in 2017.

† Elected to a five-year term membership in 2017.

Deng, Francis M.
Denham, Robert E.
Denison, Robert J.
Denning, Steven A.
Dennis, Everette E.
Denoon, David B.H.
Denton, Hazel
Denton, James S.
Dentzer, Susan
DePoy, Phil E.
Dergham, Raghida
Derham, Michael T.
de Rothschild, Lynn
Forester
Derrick, James V. Jr.
Derryck, Vivian Lowery
Desai, Mihir
Desai, Padma
Desai, Rohit M.
Desai, Vishakha N.
Desch, Michael C.
DeShazer, MacArthur Sr.
DeSouza, Patrick J.
Destler, I. M.
de Swaan, JC
DeTrani, Joseph R.
Deutch, John
Deutch, Shelley
Devine, C. Maury
Devine, John J.
Devine, Thomas J.
Devlin, Matthew
De Vos, Christian Michael
de Vries, Rimmer
Dewar, Patrick Matthew*
Dewey, Taylor B.
DeYoung, Karen J.
Diamond, Larry J.
Diamond, Michael W.
Diamond, Robert E.
Diaz, Anthony J.
DiCarlo, Rosemary A.
Dickey, Christopher S.
Dicks, Norman D.
Dickson-Horton, Valerie L.
Didion, Joan
Diehl, Jackson K.
di Giovanni, Janine
Dieleman, Joseph L. †
Dilenschneider, Robert L.
DiMartino, Rita
Dimon, Jamie

Dine, Thomas A.
Dinerstein, Robert C.
Dinkins, David N.
DiPerna, Paula
Dirks, Nicholas Bernard
Distlerath, Linda M.
Diuk, Nadia
Djerejian, Edward P.
Dobbins, James F.
Dobriansky, Paula J.
Doctoroff, Daniel L.
Dodd, Christopher J.
Dodin, Reema
Doebele, Justin W.
Doggart, Courtney
Doggett, Martha Lyn
Dogo, Harun
Doherty, Brendan H.
Doi, Ayako
Doley, Harold E. Jr.
Domencic, Christopher
Justin
Domínguez, Agustín
Ernesto
Dominguez, Jorge I.
Domm, Patti
Donahoe, Eileen
Chamberlain
Donahue, Lisa Joan*
Donahue, Thomas R.
Donaldson, Peter J.
Donaldson, Robert H.
Donaldson, William H.
Donath, Christian R. †
Donehoo, Stephen C.
Donfried, Karen Erika
Dong, Nelson G.
Donilon, Thomas E.
Donohue, Laura K.
Donohue, Thomas J. Sr.
Donovan, Michael Geiger
Doran, Charles F.
Doran, Michael Scott
Dory, Amanda Jean
Doshi, Raj Ramesh
Doty, Grant R.
Dougan, Diana Lady
Dougherty, James P.
Dougherty, Jill M.
Dougherty, Tara Murphy
Douglas, Michael
Douglass, Loren Robert
Douraghy, Ali
Dowling, John Nicholas
Downie, Richard D.
Doyle, Kathleen M.

Doyle, Michael W.
Doyle, Noreen
Dozier, Kimberly
Draper, William H. III
Drayton, William
Dreier, David T.
Drew, Elizabeth
Dreyfuss, Joel
Dreyfuss, Richard S.
Drezner, Daniel W.
Driskill, Matthew Taylor
Drobnick, Richard Lee
Drozdiak, William M.
Drucker, Joy E.
Drucker, Richard A.
Druckman, Michael R.
Druyan, Ann
Dryden, Sam
Duberstein, Kenneth M.
Dubik, James Michael
DuBois, Maurice A.
Dubovi, Talia
Duckenfield, David A. III
Duddy, Patrick*
Dudley, William C.
Duelfer, Charles A.
Duersten, Althea L.
Duff, Jean F.
Duff, Patricia Michelle*
Duffey, Joseph D.
Duffie, David A.
Duffy, Gloria Charmian
Duffy, James H.
DuGan, Gordon F.
Duggan, Timothy
Dulá, Sonia L.
Dulany, Peggy
Dunbar, Charles F.
Duncan, Charles
William Jr.
Duncan, Graham A.
Dunigan, Patrick Andrew
Dunkerley, Craig G.
Dunlap, James R.
Dunn, Lewis A.
Dunn, Michael M.
Dunne, Dianna
Dur, Philip A.
Durkin, Patrick J.
Dutt, Mallika
Dworkin, Douglas A.
Dyer, James W.
Dylan, Jesse
Dyran, Karen
Dyrud, Peter J.
Dyson, Esther

E
Easterly, Jen
Eastman, John Lindner
Eberhard, James P.C.
Eberhart, Ralph E.
Eberstadt, Nicholas
Echols, Marsha A.
Eck, Bailey Morris
Economy, Elizabeth C.
Ecton, Donna R.
Eddleman, Linda Hiniker
Eddy, Randolph P. III
Edel, Charles Nicholas
Edelman, Marian Wright
Edelman, R. David †
Edelman, Richard Winston
Edington, Mark D.W.
Edley, Christopher Jr.
Edwards, George C. III
Edwards, Howard L.
Edwards, Lloyd Robert †
Edwards, Mickey
Edwards, Robert H.
Edwards, Robert H. Jr.
Effron, Blair
Efros, Laura L.
Eggers, Thomas E.
Ehrenkranz, Joel S.
Eichengreen, Barry J.
Eichensehr, Kristen E.
Eikenberry, Karl W.
Einaudi, Luigi Roberto
Einhorn, Jessica P.
Einhorn, Robert J.
Eisendrath, Charles R.
Eisner, Jane R.
Eiss, Camille †
Eizenstat, Stuart E.
El Beih, Mohamed
Elden, Richard
El-Erian, Mohamed A.
Elgin-Cossart, Mary E.
Elias, Christopher J.
El Koubi, Jason R.
Ellenbogen, Andrew
Elliott, Dorinda
Elliott, Inger McCabe
Ellis, Mark S.
Ellis, Patricia
Ellis, Rodney
Ellison, Keith
El-Shazli, Heba F.
Elson, Edward Elliott
Ely-Raphel, Nancy
Halliday
Emanuel, Ezekiel Jonathan

* Elected to membership in 2017.

† Elected to a five-year term membership in 2017

Emehelu, Chinonso T.
Emerson, John B.
Emmert, Mark A.
Engel, Eliot L.
Engel, Richard
Engelberg, Stephen
Engelbert, Catherine*
Ensor, David B.
Entwistle, L. Brooks
Epstein, Joshua M.
Erb, Guy F.
Erb, Richard D.
Erbsen, Claude E.
Ercklentz, Alexander T.
Erdmann, Andrew P.N.
Erdoes, Mary
Erickson, Andrew S.
Erickson, Dane A.
Erikson, Daniel P.
Ervin, Clark K.
Esfandiari, Haleh
Esper, Mark T.
Esser, Victoria
Esserman, Susan G.
Esty, Daniel C.
Etzioni, Amitai
Evans, Gail H.
Evans, Harold M.
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

Farokhi, Amir
Farooqui, Rafay H.
Farrar, Jay C.
Farrar, Stephen Prescott
Farrell, Diana
Farrell, Henry
Faskianos, Irina A.
Favors, Jeohn Jeremaine†
Fawaz, Leila
Faye, Michael L.
Fazili, Sameera
Fazili, Yousra Yousuf
Fearon, James D.*
Feehan, Daniel†
Feigenbaum, Evan A.
Feinberg, Mark B.
Feinberg, Richard E.
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, Brian
Ferguson, Charles H.
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.
Field, Jennifer
Fields, Bertram H.
Fields, Craig I.
Fife, Eugene V.
Fikes, Deborah

Findakly, Hani K.
Finder, Joseph Alan
Findlay, Cameron
Finelli, Francis A.
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.
Fisch, Mark
Fischer Martin, Betsy
Fischer, Stanley
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
Fleischmann, Alan H.
Fleming, Gregory James
Fletcher, Denise K.
Fletcher, Phillip Douglas
Flournoy, Michèle A.
Fly, Jamie M.*
Flynn, Carol
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
Forman, Shepard L.
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.

* Elected to membership in 2017.

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Friedman, Alexander Stephen	Galic, Mirna	Georgescu, Peter Andrew	Gleysteen, Peter
Friedman, Bart	Gallagher, John Patrick	Gephardt, Richard A.	Glickman, Daniel R.
Friedman, Benjamin M.	Gallagher, Kelly Sims	Gerami, Leili	Globerman, Norma
Friedman, Fredrica S.	Gallagher, Leigh	Gerber, Burton L.	Glocer, Thomas H.
Friedman, Jordana D.	Gallagher, Mike	Gerber, Louis	Gluck, Carol
Friedman, Robert Andrew†	Gallo, Rommel Antonio	Gerber, Sander	Gluck, Frederick W.
Friedman, Stephen	Gallogly, Mark T.	Geren, Preston M. Jr.	Glueck, Jeffrey S.
Friedman, Stephen J.	Gallucci, Robert L.	Gergen, David R.	Glynn, Jason J.
Friedman, Thomas L.	Galvis, Sergio J.	Gerhart, Gail M.	Godwin, Peter
Friedman, Zachary Adam	Gamble, David Hardt Jr.	Gerrol, Rachel Cohen	Goeltz, Richard Karl
Friedrich, Matthew W.	Gandhi, Sajit	Gerschel, Patrick A.	Gohar, Kian
Frieman, Wendy	Ganguly, Sumit	Gerson, Allan	Goins, Charlynn
Friend, Alice Hunt	Gann, Pamela Brooks	Gerson, Elliot F.	Goins, Neal R.
Friend, Theodore W.	Gannon, John C.	Gerson, Ralph J.	Goldberg, Nicholas
Frimpong, Naana A.	Ganoe, Charles S.	Gerstein, Daniel M.	Goldberg, Ronnie L.
Frist, William H.	Garber, Larry A.	Gerstell, Glenn S.	Goldbrenner, Rachel Anne
Froman, Michael B.G.	Garcetti, Eric	Getler, Michael	Goldfield, Harold P.
Frost, Ellen L.	Garcia, Fabian T.	Getz, Arlene*	Goldfield, Jacob D.
Fry, Earl H.	Garcia, Megan Elizabeth	Gewirtz, Paul David	Goldfine, Simon R.
Fryday, Josh	Gard, Robert G. Jr.	Geyer, Georgie Anne	Goldgeier, James M.
Frye, Alton	Gardels, Nathan P.	Gfoeller, Joachim Jr.	Goldin, Harrison J.
Frye, Timothy Michael	Gardner, Anthony Luzzatto	Gfoeller, Michael	Goldman, Charles N.
Fu, Xiqu*	Gardner, Nina Luzzatto	Gfoeller, Tatiana C.	Goldman, Guido
Fuchs, Michael H.	Gardner, Richard N.	Ghadiali, Aysha†	Goldman, Neal D.
Fudge, Ann M.	Garment, Suzanne R.	Ghaemi, Hadi	Goldman, Zachary K.
Fuhrmann, Matthew	Garnett, Sherman	Ghetti, Adam†	Goldmark, Peter C. Jr.
Fukushima, Glen S.	Garrett, Geoffrey M.	Ghiglione, Loren	Goldsmith, Jack Landman III
Fukuyama, Francis	Garrett, Laurie	Gholz, Charles Eugene	Goldsmith, Russell D.
Fulgham, Alonzo L.	Garriott de Cayeux, Laetitia	Ghori, Faisal	Goldstein, Brooke Meredith†
Fuller, William P.	Garten, Jeffrey E.	Ghori-Ahmad, Safiya J.	Goldstein, Gordon M.
Fulton, Laurie S.	Garwin, Richard L.	Ghosh, Bobby	Goldstein, Jeffrey A.
Fultz, Bradley N.	Garza, Antonio Oscar Jr.	Giacomo, Carol Ann	Goldstein, Judith S.
Fung, Mark T.	Gates, Henry Louis Jr.	Giambastiani, Ed Jr.	Goldstein, Morris
Fung, Victor K.	Gates, Robert M.	Gibson, Recardo A.	Goldstone, Jack A.
Furlaud, Richard Mortimer	Gati, Toby Trister	Giffen, James Henry	Goldwyn, David L.
Furman, Gail A.	Gaudiani, Claire L.	Giffin, Gordon D.	Golhar, Shawn P.M.*
Furman, Jason Lee*	Gause, F. Gregory III	Gil, Andrés Valerio	Golob, Paul D.
Fussell, Christopher L.	Gavin, Francis J.	Gilbert, G. S. Beckwith	Golodryga, Bianna
Futter, Ellen V.	Gavin, Michelle D.	Gilbert, Jackson B.	Golston, Allan C.
	Gavrilis, James A.	Gilbert, Nili E.M.*	Gomory, Ralph E.
	Gay, Catherine	Gilbert, Steven J.	Gompert, David C.
G	Gayle, Helene D.	Gill, Bates	Goncharenko, Kirill
Gabbard, Tulsi	Gedan, Benjamin N.	Gillette, Michael James	González, Alessandra L.
Gacek, Stanley Arthur	Gedmin, V. Jeffrey	Gillis, Ryan M.	Gonzalez, Emilio Tomas
Gaddis, John Lewis	Geier, Philip O.	Gilmore, James S. III	Gonzalez, Juan Sebastian
Gadiesh, Orit B.	Geithner, Timothy F.	Gilmore, Richard	Goodman, Allan E.
Gaer, Felice D.	Gelb, Bruce S.	Gimpel Shaukat, Lois	Goodman, Herbert I.
Gaghan, Stephen W.	Gelb, Leslie H.	Ginsberg, Gary L.	Goodman, John B.
Gaines, James R.	Gellert, Michael E.	Ginsburg, Jane C.	Goodman, Mary Beth
Galbraith, James K.	Gellman, Barton	Ginsburg, Ruth Bader	Goodman, Matthew P.
Galbraith, Peter W.	Gell-Mann, Murray	Givhan, Walter D.	Goodman, Nancy F.
Galeti, Russell P. Jr.	Gelpern, Anna	Gjelten, Thomas G.	Goodman, Ryan
	Geltzer, Joshua A.	Glaser, Bonnie S.	Goodman, Sherri W.
	Genachowski, Julius	Glauber, Robert R.	Goosby, Eric P.
	Genser, Jared	Gleicher, Nathaniel J.	Gordon, John A.
	George, Robert P.	Glennon, Michael J.	

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Gordon, Michael R.
Gordon, Philip H.
Gordon-Hagerty, Lisa E.
Gordon-Reed, Annette
Gorelick, Jamie S.
Gorman, James P.
Gorordo, L. Felice
Gottdiener, Noah
Gottmoeller, Rose E.
Gottfried, Kurt
Gottlieb, Michael J.
Gottsegen, Peter M.
Goujon, Reva Bhalla†
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.
Graves, Christopher J.
Gray, C. Boyden
Gray, Hanna Holborn
Gray-Little, Bernadette
Greathead, R. Scott
Greco, Richard Jr.
Green, Carl J.
Green, Daniel Rogers
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.
Greene, Wade
Greenspan, Alan
Greenstein, Alex D.
Greenwald, G. Jonathan

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Greenway, Hugh D.S.
Green-Weiskel, Lucia
Gregg, Donald P.
Gregorian, Vartan
Gregson, Wallace C. Jr.
Grenier, Robert L.
Grenier, Stephen M.
Gresh, Geoffrey F.
Griego, Linda
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
Gunderson, Bryan
Gundlach, Andrew S.
Gupta, Sanjay K.
Gupte, Pranay
Gura, David Austin†
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 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 Ann
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.*
Hammerle, Matthew†
Hammonds, D. Holly
Hamre, John J.
Hancock, Ellen
Hand, Lloyd N.
Hand, Scott M.
Handelman, Stephen
Handler, Stephenie Gosnell
Hanft, Noah
Hannah, Mark Princi†
Hansberger, Jason T.†
Hanson, Gordon H.
Hanson, Stephanie
Hantz, Giselle P.
Hantzopoulos, Paraskeve
Hardin, Edward J.
Hardin, Katherine A.
Harding, Deborah A.
Harding, Harry
Hardman, Hilliard
Hardman, John B.
Hardman, John Boisfeuillet
Hargrove, John Lawrence
Hariharan, Hari N.
Hariharan, Tara†
Haring, Melinda Ann†
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, Joshua J.
Harris, Karen
Harris, Kathryn Szeliga
Harris, Martha Caldwell
Harris, Maya L.
Harrison, Corey Lawrence†
Harrison, Hope M.
Harrison, Michael L.
Harrison, William B. Jr.
Harrison Fullerton, Jessica
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
Hayes, Rita Derrick
Haykel, Bernard A.
Haynes, Lukas Harrison
Haynes, Ulric Jr.
Hays, Laurie
Hayward, Thomas B.

Hazlehurst, Annie†	Hernandez, Antonia	Hirsh, Michael P.	Hornik, Richard H.
Healey, Kerry Murphy	Herrera-Flanigan, Jessica Rae	Hirsi Ali, Ayaan	Hornthal, James
Healey, Sean M.	Herrnstadt, Owen Edward	Hitz, Frederick P.	Horowitz, Michael C.
Healy, Thomas P.	Hersh, Kenneth A.	Hoagland, Jim	Horton, Robert Scott
Heaney, Andrew P.	Herskovits, Jean	Hobson, H. Lee	Hosmer, Bradley C.
Heck, Charles B.	Hersman, Rebecca K.C.	Hochberg, Fred Philip	Hoston, Germaine A.
Heck, Sarah King	Herspring, Dale R.	Hockfield, Susan	Houck, James W.
Hecker, Siegfried S.	Hertog, Roger	Hodes, Matthew	House, Karen Elliott
Heckman, Leila	Hertzberg, Hendrik	Hodges, Eliot I.	Howard, A. E. Dick
Hedstrom, Mitchell W.	Hertzberg, Robert M.	Hodgkinson, Sandra Lynn	Howard, Christopher Bernard
Heep-Richter, Barbara D.	Herz, Barbara K.	Hodin, Michael W.	Howard, John L.
Heer, Paul	Herzstein, Jessica	Hoeber, Amoretta M.	Howard, LeAnne Noelani
Heginbotham, Stanley J.	Hess, John B.	Hoehn, Andrew R.	Howard, Lyndsay C.
Hehir, J. Bryan	Hess, Marlene	Hoehn, William E. Jr.	Howard, M. William Jr.
Heim, Jacob L.	Hessler, Curtis A.	Hoenlein, Malcolm I.	Howe, Niloofar Razi*
Heimann, John G.	Hessman, Robin	Hof, Frederic C.	Howell, Ernest M.
Heimbold, Charles A. Jr.	Hewko, John P.	Hoffman, A. Michael	Howson, Nicholas Calcina
Heimowitz, James B.	Hewlett, Sylvia Ann	Hoffman, Auren	
Heineman, Benjamin W. Jr.	Hexter, James R.	Hoffman, Bruce	Hrinak, Donna J.
Heineman, Melvin L.	Heyman, Ronnie F.	Hoffman, Reid	Hruby, Aubrey
Heintz, Stephen B.	Heyman, William H.	Hogan, Jeffrey N.	Hrynkow, Sharon H.
Heinz Kerry, Teresa	Hiatt, Fred	Hoge, James F. Jr.	Hu, Elise†
Heleniak, David W.	Hickenlooper, Robin Pringle	Hoge, Warren	Huang, Cindy Y.
Helfer, Michael Stevens	Hicks, Irvin	Hoguet, George Roberts	Huang, Eugene J.
Helfer, Ricki Tigert	Hicks, John F. Sr.	Holcomb, Scott	Hubbard, Allan B.
Helgerson, John L.	Hicks, Kathleen Holland	Holden, John L.	Hubbard, R. Glenn
Heller, Bridgette P.	Hicks, Peggy L.	Holdren, John P.	Huber, Richard L.
Heller, Brittan†	Higginbotham, F. Michael	Holewinski, Sarah Theresa	Hudson, Manley O. Jr.
Heller, Richard M.	Higgins, Heather Richardson	Holford, Mandë N.	Hudson, Michael C.
Hellman, Steven E.	Higgins, Robert F.	Holgate, Laura S.H.	Hudson, Valerie M.*
Hellmann, Donald Charles	Hightower, Edward T.	Hollick, Ann Lorraine	Huebner, David
Helm, Robert W.	Hildner, Laura J.	Holliday, Joseph L.	Huebner, Lee W.
Helm, Suzanne E.	Hill, Alice Chamberlayne*	Holliday, Stuart W.	Huey, John W. Jr.
Helman, Joseph J.	Hill, Christopher R.	Hollifield, James Frank	Huey Evans, Gay J.
Helprin, Mark	Hill, Fiona	Holloway, Dwight F. Jr.	Hufbauer, Gary C.
Henderson, Simon	Hill, James T.	Holmes, Henry Allen	Hughes, Christopher
Hendricks, Darryll E.	Hill, Janine W.	Holmes, Kim R.	Hughes, Karen P.
Hendrickson, David C.	Hill, Joseph C.	Holmes, Kylie Joy†	Hughes, Lynn N.
Henkin, Alice H.	Hill, J. Tomilson	Holmes, La'Shanda Renee†	Hughes, R. John
Hennessy, James R.	Hill, Pamela	Holmgren, Brett Michael	Hughes, Thomas Lowe
Henninger, Daniel P.	Hill, Raymond D.	Holt, Blaine D.	Hull, Edmund J.
Henrikson, Alan K.	Hill, Shephard William	Holtzman, Elizabeth	Hulsman, John C.
Henry, Emil W. Jr.	Hill, Thomas Matthew	Holum, John D.	Hultman, Tamela
Henry, Nancy L.	Hillen, John	Homawoo, Jean-Claude E.	Hultquist, Timothy A.
Henry, Peter Albert	Hillman, Jennifer Anne	Hooda, Sheila	Hume, Cameron R.
Henry, Peter Blair	Hills, Carla A.	Hooker, Richard D. Jr.	Hume, Christopher G. IV
Henry, Robert H.	Hiltz, William O.	Hope, Judith Richards	Hume, Ellen H.
Hensman, Chris D.	Himmelberger, Liesl K.	Hope, Richard O.	Hummer-Tuttle, Maria
Heppner, Donald Gray Jr.	Hindery, Leo J. Jr.	Horlick, Gary N.	Hunt, David A.
Herberger, Roy A. Jr.	Hinerfeld, Ruth	Hormats, Robert D.	Hunt, Kathleen E.
Herbst, Jeffrey I.	Hines, Rachel	Horn, Karen N.	Hunt, Swanee
Hermann, Charles F.	Hinman, Katie	Horn, Sally K.	Hunter, Robert E.
	Hioureas, Christina G.	Horner, Matina Souretis	Hunter, Shireen T.
	Hirsch, John L.	Hornig, George R.	Hunter, Thomas O.
	Hirschhorn, Abigail M.		Hunter, William Curt

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Huntington, Patricia
Skinner
Hurd, Joseph K. III
Hurlock, Matthew H.
Hurowitz, Richard A.
Hurst, Robert J.
Hurwitz, Sol
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
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.
Irvin, Patricia L.
Isaac, Nicole M.
Isaacs, Maxine
Isaacson, Walter S.
Iseman, Frederick J.
Isenberg, Steven L.
Isham, Christopher
Iskenderian, Mary Ellen
Ispahani Bartos, Mahnaz
Istel, Yves-André
Istrabadi, Feisal Amin Rasoul
Itoh, William H.
Ivester, M. Douglas

J

Jabber, Paul
Jackelen, Henry R.
Jacklin, Nancy P.
Jackson, Bruce Pitcairn
Jackson, Jesse L. Sr.
Jackson, Rose A.

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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 John
Jamshidi, Maryam
Janes, Jackson
Janis, Mark Weston
Janklow, Morton L.
Janow, Merit E.
Jao, Richard C.
Jaquette, Jane S.
Jarvis, Nancy A.
Jasanoff, Sheila Sen
Jayanti, Anuradha T.
Jebb, Cindy R.
Jeddy, Aly Sheezar
Jefferis, Jennifer L.
Jeffery, Reuben III
Jeffrey, James Franklin
Jehl, Douglas
Jenevein, E. Patrick III
Jennings, Elizabeth
Jervis, Robert
Jeter, Howard F.
Jett, Dennis C.
Jezmir, Alla†
Jilani, Erum Rubina
Jimenez, Marguerite Rose
Joeck, Neil
John, Eric G.
Johns, Raymond E. Jr.
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, L. Oakley
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, 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, Kermit
Jones, Kerri-Ann
Jonker, Jared Christian
Joost, Peter Martin
Jordan, Boris Alexis
Jordan, Eason
Jordan, Katherine Kranz†
Jordan, Robert W.
Jordan, Vernon E. Jr.
Jorisch, Avi
Joseph, Richard A.
Josephson, William
Joskow, Paul L.
Joulwan, George A.
Judge, Barbara Thomas
Jumper, John P.
Junz, Helen B.
Juster, Kenneth I.

K

Kabir, Naureen N.
Kaden, David M.
Kaden, Lewis B.
Kadlec, Robert P.
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.
Kamarck, Elaine C.
Kamin, David
Kaminsky, Howard
Kamsky, Virginia Ann

Kanak, Donald P.
Kandra, Robert A.
Kanet, Roger E.
Kang, C. S. Eliot
Kang, Jane
Kaniki, Mbago
Kann, Peter R.
Kansteiner, Walter H. III
Kanter, Rosabeth Moss
Kantor, Laurence G.
Kantor, Mickey
Kapadia, Gaurav K.
Kaplan, Ann F.
Kaplan, Eben I.
Kaplan, Helene L.
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.
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.
Kassel, Whitney M.
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, Robert R.

Kaufman, Zachary Daniel
 Kausner, Gregory M.
 Kavoukjian, Michael E.
 Kay, Kira
 Kaye, Charles R.
 Kaye, Dalia Dassa
 Kaye, David A.
 Kayyem, Juliette N.
 Kaza, Avinash†
 Kazemi, Farhad
 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†
 Kelly, Raymond W.
 Kelman, Herbert C.
 Kelman, Jody†
 Kelvington, Michael R.
 Kemble, Eugenia
 Kemp, Geoffrey
 Kempe, Frederick S.
 Kempner, Lee S.
 Kempner, Maximilian W.
 Kendall, Frank III*
 Kenna, Katherine Corley
 Kennan, Christopher J.
 Kennedy, Craig
 Kennedy, David W.
 Kennedy, Edward Jr.
 Kennedy, Joe
 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, Noorain F.
 Khandelwal, Amit K.
 Khator, Renu
 Khrushcheva, Nina L.
 Khuri, Nicola N.
 Kian, Sina†
 Kiernan, Robert Edward III
 Kim Wait, Younghee*
 Kim, Andrew
 Kim, Andrew Byong-Soo
 Kim, Ann S.
 Kim, Hanya Marie
 Kim, John Yohan
 Kim, Jongsun A.
 Kim, Spencer H.
 Kim, Sukhan
 Kimball, Astri B.
 Kimball, William F.
 Kimmitt, Mark T.
 Kimmitt, Robert M.
 Kinane, William Patrick
 King, Charles E.
 King, Elizabeth Lee
 King, Kay
 King, Robert R.
 King, Susan Robinson
 Kingston, Peter R.
 Kingston, Timothy M.
 Kinsella, Kevin J.
 Kipper, Judith

Kirchick, James R.
 Kireopoulos, Antonios
 Steve
 Kiriakou, Heather
 Katherine
 Kirkland, Richard I.
 Kirkpatrick, J. David
 Kirkpatrick, Melanie M.
 Kishkovsky, Leonid
 Kishore, Sandeep P.
 Kissinger, Henry A.
 Kitching, Brian Michael†
 Kitfield, James
 Kittrie, Orde F.
 Kizer, Karin L.
 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
 Klevatorick, 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.
 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.
 Kopp, Wendy
 Korb, Lawrence J.
 Kordestani, Gisel*
 Kornbluh, Karen
 Kornblum, John C.
 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
 Krauthammer, Charles
 Kravis, Henry R.
 Kravis, Marie-Josée
 Kreek, Mary Jeanne
 Kreikemeier, Chad
 Krepinevich, Andrew F.
 Krepon, Michael
 Kreps, Sarah Elizabeth
 Kriegel, Jay L.
 Krikorian, Victoria Reznik
 Krilla, Jeffrey R.
 Krisher, Bernard
 Kristof, Nicholas D.
 Kroeger, Kate M.
 Kroenig, Matthew
 Kronman, Anthony
 Townsend
 Krouse, Michael K.
 Krueger, Anne O.
 Krulak, Charles Chandler
 Ku, Charlotte
 Kubarych, Roger M.
 Kuehnast, Kathleen R.
 Kuenstner, Nancy Jo
 Kull, Steven G.
 Kullman, Ellen Jamison
 Kumar, Anil
 Kumar, María Teresa
 Kumar, Nisha
 Kumar, Raj Udiaver

* Elected to membership in 2017.

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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.
Kwoh, Stewart

L

Labott, Elise
Labowitz, Sarah
Lachman, Jonathan S.
Ladd, Edward
Lader, Philip
Ladner, Drew J.
LaFleur, Vinca
Lagomasino, Maria Elena
Lagon, Mark P.
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.
Lan, Iris
Land, Richard D.
Landau, George W.
Lander, Eric S.
Landler, Mark Aurel*
Ladow, Charles
Lane, Charles M.
Lane, David J.
Lane, Randall Arthur
Lane, Robert W.
Laney, James T.
Langlois, Robert James
Lanken, Jonathan P.
LaPalombara, Joseph
Lapham, Lewis H.
Lardy, Nicholas R.
Lariviere, Richard W.
Larkin, Sean P.*
Larrabee, F. Stephen
Larsen, Randall J.

* Elected to membership in 2017.

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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.
Lazarus, Steven
Le, Jeffrey Duong†
Leach, James A.
Leach, Richard Alan
Leaman, J. Welby
Leatherman, John Matthew
LeClerc, Paul
Lee, David Y.
Lee, Ellana
Lee, Isaac
Lee, Jeffrey Kai-Leung
Lee, Jennifer Stuart
Lee, Jonathan Lippman
Lee, Nancy
Lee, Thea Mei
Lee, Therese
Leebron, David W.
Leedom-Ackerman,
Joanne
Leeds, Jeffrey T.
Leeds, Roger S.
Lee-Kung, Dinah
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, Dorchen A.
Leiter, Michael E.
Leland, Marc E.
Lemack, Carie A.
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, Robert T.
Leopold, Evelyn R.
Lesch, Ann Mosely
Leslie, John W. Jr.
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, Jay A.
Levy, Mickey D.
Levy, Miriam
Levy, Reynold
Lew, Jacob J.
Lewis, Bernard
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
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, Alexandra D.
Linden, Josephine
Lindsay, Beverly
Lindsay, Greg
Lindsay, James M.
Linen, Jonathan S.
Link, Troland S.
Lipman, Gustave K.
Lipman, Ira A.
Lipman, Joanne
Lipper, Kenneth
Lippey, Brian C.
Lipsitz, Rochelle J.
Lipsky, John Phillip
Lipsky, Seth
Liser, Florizelle B.*
Lissakers, Karin M.
Litan, Robert E.
Little, David
Littlefield, Elizabeth L.
Littlefield, Nathan A.
Litwak, Robert S.
Liu, Betty W.
Liu, Eric P.
Liu, Yawei
Livingston, Robert Gerald
Locke, Richard M.
Lockhart, Dennis P.
Lodal, Jan M.
Lodge, George Cabot
Loeb, Daniel S.
Logan, Francis D.
Logevall, Fredrik
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, Reginald L.
 Lovejoy, Thomas E.
 Lowenkron, Barry F.
 Lowenstein, James G.
 Lowenstein, Price Gordon
 Lowenthal, Abraham F.
 Lowey, Nita M.
 Lowry, Glenn D.
 Loy, Frank E.
 Lozano, Ignacio E.
 Lozano, José Ignacio
 Lozano, Monica C.
 Lu, Li
 Lu, Xiaobo
 Lubin, Nancy
 Lubman, Stanley B.
 Luck, Edward C.
 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
 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, Connie Ye
 Ma, Yong Damien
 Maasbach, Nancy Yao
 Mabrey, Michael Clifford†
 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.
 Mackey, Timothy Ken
 Macklin, Ronita
 MacWilliams, John J.*
 Madhavan, Akshay
 Maffei, Greg
 Maguire, John David
 Mahaney, Patrick J. Jr.
 Mahanty, Daniel R.
 Maher, Evan C.
 Mahmoud, Adel
 Mahnken, Thomas G.
 Mahoney, Paul G.
 Mahoney, Thomas H. IV
 Mai, Vincent A.
 Maier, Charles S.
 Makanju, Anna A.
 Makinson, Carolyn
 Mako, William P.
 Makovsky, David
 Malcomson, Scott
 Malek, Frederic V.
 Malik, Arslan
 Malik, Omeed

Mallery, David W.
 Mallery, Richard
 Mallett, Robert L.
 Mallow, Betsy
 Malmgren, K. Philippa
 Malmstrom, Erik Edward
 Maloney, 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
 Mans, Darius
 Mansoor, Peter R.
 Manuel, Anja
 Manyika, James
 Marchetti, Louis G. III
 Marchick, David M.
 Marcom, John E. Jr.
 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, Joshua Antoni Meyer
 Marks, Paul A.
 Marlin, Alice Tepper
 Marquet, Louis David
 Marquis, Susan L.
 Marr, Phebe A.
 Marron, Donald B.
 Marsh, Tom F.
 Marshall, Ana W.
 Marshall, Andrew W.
 Marshall, Dale Rogers
 Marshall, F. Ray
 Marshall, Katherine
 Marshall, Zachary Blake
 Marteau Emerson,
 Kimberly K.
 Marten, Kimberly Joy
 Martin, Daniel Richard
 Martin, Kelsey N.
 Martin, Lynn Morley

Martin, Susan F.
 Martin, William F.
 Martinez, David Robert
 Peters†
 Martinez, Roman IV
 Martin-Rayo, Francisco
 Marton, Kati I.
 Mas, Jorge
 Masiello, Elizabeth
 Masin, Michael T.
 Masloski, Andrew C.
 Massey, Camille
 Massey, Walter E.
 Massimino, Elisa C.
 Mast, Brian J.
 Mast, Jeffrey Barclay
 Mastanduno, Michael
 Masters, Carlton A.
 Masters, Jonathan R.
 Mathews, Jessica T.
 Mathews, Michael S.
 Mathias, D. Stephen
 Mathias, Dale
 Mathias, Edward J.
 Mathis, Brian Pierre
 Matlock, Jack F. Jr.
 Matos Rodríguez, Félix V.
 Matsui, Kathy*
 Matsukata, Naotaka
 Matthews, Barbara C.
 Mattox, Gale A.
 Matuszewski, Daniel C.
 Matzke, Richard H.
 Mauro, Paul
 Maxwell, Kenneth R.
 May, Peter W.
 Mayer, Claudette
 Mayer, Jason D.
 Mayer, William Emilio
 Mayorkas, Alejandro N.
 Mazur, Jay
 McAfee, William Gage
 McAllister, Singleton B.
 McAndrews, Brendan J.
 McAuliffe, Jamie
 McAuliffe, Jane Dammen
 McCaffrey, Barry R.
 McCain, John S. III
 McCall, Brian
 McCann, Edward F. Jr.
 McCarron, Suzanne
 McCarter, John W. Jr.
 McCarthy, James P.
 McCarthy, Kathleen D.
 McCarthy, Terence Arthur
 McCaul, Elizabeth

* Elected to membership in 2017.

† Elected to a five-year term membership in 2017

McCaw, Craig O.
 McCaw, Susan R.
 McChrystal, Stanley A.
 McClendon, Karen Anne
 McClure, Robert L.
 McClymont, Mary E.
 McConnell, Dan Joseph Jr.
 McCormack, Elizabeth J.
 McCormack, Richard
 Thomas Fox
 McCormick, David H.
 McCouch, Donald G.
 McCoy, Debbie
 McCoy, Jennifer L.
 McCracken, Andrew B.
 McCue, Susan
 McCurdy, Dave K.
 McDermott, Jim
 McDevitt, Sean
 McDonald, Alonzo L.
 McDonald, Erroll
 McDonald, Gabrielle Kirk
 McDonald, Tom
 McDonough, William J.
 McDougall, Gay J.
 McFarland, Kathleen Troia
 McFarlane, Jennifer A.
 McFarlane, Robert C.
 McFaul, Michael A.
 McGarr, Cappy R.
 McGeehin, Joseph David†
 McGlynn, Margaret Grace
 McGowan, Alan H.
 McGregor, James Louis
 McHale, Judith A.
 McHenry, Donald F.
 McIntosh, Sean Justin
 McKean, David
 McKenney, Morgan
 McKeon, Elizabeth A.
 McKibben, Tracy B.
 McKiernan, Cáitrínn†
 McLarty, Thomas F. III
 McLaughlin, Charles
 James IV
 McLaughlin, John E.
 McLean, Jeffrey J.
 McLean, Mora L.
 McLean, Sheila Avrin
 McLin, Jon Blythe
 McManus, Doyle
 McMaster, Herbert R.

McNairy, Margaret
 Leighton
 McNamara, Dennis L.
 McNamara, Thomas E.
 McNamer, Bruce W.
 McNaugher, Thomas L.
 McNulty, William Barker III*
 McPeak, Merrill A.
 McPherson, M. Peter
 McQuade, Lawrence C.
 McRaven, William H.
 McRobbie, Michael A.
 McWade, Jessica C.
 Meacham, Carl E.
 Meacham, Jon
 Mead, Dana G.
 Mead, E. Scott
 Mead, Walter Russell
 Meadows, Jeanne Terry
 Mears, Alexander Hopkins†
 Mearsheimer, John J.
 Medavoy, Mike
 Medawar, Adrienne
 Medeiros, Evan S.
 Medina, Kathryn B.
 Medina, Monica P.
 Medish, Mark Christian
 Meeker, Mary
 Meeks, James Joseph
 Meers, Sharon I.
 Meertens, Michelle A.
 Meese, Michael J.
 Mehlman, Kenneth B.
 Mehra, Sanjeev K.
 Mehreteab, Ghebre Selassie
 Mehta, Ved
 Meigs, Montgomery C.
 Meijer, Hendrik G.*
 Meiman Hock, Kellie
 Meisels, A. Greer
 Meissner, Doris M.
 Melby, Eric D.K.
 Melia, Allison
 Melin, Nicholas O'Brien
 Melloan, George R.
 Melton, Carol A.
 Melwani, Anish
 Melwani, Prakash A.
 Mendelson, Sarah E.
 Mendelson-Forman,
 Johanna Sebastian
 Mendillo, Jane L.
 Mendlovitz, Saul H.
 Mendonca, Lenny
 Mendoza, Roberto G.
 Menon, Jaykumar A.*

Menon, Rajan
 Menschel, Robert B.
 Mentor, Joel Y.
 Merisotis, Jamie P.
 Merkel, Claire Sechler
 Merkel, David A.
 Meron, Theodor
 Merow, John E.
 Merszei, Zoltan
 Mesdag, Willem
 Meselson, Matthew S.
 Meserve, Richard A.
 Mesfin, Mahlet Naomi†
 Messina, James A.
 Mestre, Eduardo Goar
 Mestres, Ricardo A. Jr.
 Metz, Jamie Frederic
 Meyer, Edward C.
 Meyer, Joel T.
 Meyer, Karl E.
 Meyer, Laurence H.
 Meyer, Michael Ryder
 Meyers, Hannah Elka
 Meyerstein, Ariel
 Michelson, Evan S.
 Mickiewicz, Ellen
 Mihaly, Eugene B.
 Mikell, Gwendolyn
 Milestone, Judith B.
 Millard, Robert B.
 Miller, Aaron David
 Miller, Aaron Weidner
 Miller, Alisa
 Miller, Amber D.
 Miller, Anthony Murray
 Miller, Blair E.
 Miller, Brian Andrew
 Miller, Charles R.
 Miller, Christopher D.
 Miller, David Charles Jr.
 Miller, Franklin C.
 Miller Glass, Debra Lynn
 Miller, Heidi G.
 Miller, Ingrid C.
 Miller, James N. Jr.
 Miller, Judith
 Miller, Justin R.
 Miller, Ken
 Miller, Leland R.*
 Miller, Linda B.
 Miller, Marjorie*
 Miller, Matthew L.
 Miller, Paul J.
 Miller, Rodrick T.
 Miller, Scott L.
 Miller, Thomas J.

Miller, William Green
 Miller, William J.A.*
 Miller, William Scott Jr.
 Milliken, James B.
 Mills, Bradford
 Mills, Karen Gordon
 Mills, Susan Linda
 Milner, Helen V.
 Milrod, Donna
 Minshew, Kathryn†
 Mintz, Daniel R.
 Mirchandani, Bhakti
 Ramesh
 Mirrer, Louise*
 Miscik, Jami
 Mishkin, Alexander V.
 Misko, Sean A.
 Mitch, Ian Scott
 Mitchell, Andrea
 Mitchell, Arthur M. III
 Mitchell, George J.
 Mitchell, Marc
 Mitchell, Patricia E.
 Mitre, Jim
 Mize, David M.
 Mizel, Larry A.
 Mochizuki, Kiichi
 Modlin, James M. Jr.
 Mody, Seema†
 Moe, Sherwood G.
 Mohamed, Saira
 Mohammed, Arshad
 Azizali*
 Mohandas, Siddharth
 Mohseni, Payam†
 Mohyeldin, Ayman
 Molano, Walter Thomas
 Monaco, Lisa O.
 Monahan, John
 Mondale, Walter F.
 Moniz, Ernest J.
 Montañez, Benjamin A.
 Montelongo, Michael
 Montgomery, Harold H.
 Montgomery, Mark C.
 Montgomery, Molly
 Christine†
 Montgomery, Parker G.
 Moock, Joyce Lewinger
 Moody, Jim
 Moody, William S.
 Moon, Lisa
 Moore, Brandon David
 Moore, John J. Jr.
 Moore, John M.
 Moore, John Norton

* Elected to membership in 2017.

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Moore, Julia A.
 Moore, Scott†
 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
 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
 Moyer, Homer E. Jr.
 Mudd, Daniel H.
 Mudd, Margaret F.
 Mujal-Leon, Eusebio
 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.
 Murase, Emily Moto
 Murdeshwar, Sid
 Murdock, Derooy
 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
 Nájera, Peter F.
 Najmi, Rosita
 Nakhleh, Emile A.
 Napoli, Matthew Clark
 Napolitano, Janet A.
 Narang, Neil†
 Narasimhan, Laxman
 Nash, Nicholas A.
 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
 Nelson, Alyse
 Nelson, Anne
 Nelson, Richard D.
 Nelson, Robert L. Jr.
 Nelson, Stephen C.†
 Nelson, Thomas C.
 Nemeroff, Theodore Nathan
 Nephew, Richard M.
 Nesbit, Lynn
 Neuger, Win J.
 Neuman, Stephanie G.
 Neureiter, Norman P.
 Nevels, James Edwin
 Newberg, Esther R.
 Newburg, Andre
 Newcomb, Nancy S.
 Newell, John F. III
 Newman, Charlotte L.
 Newman, Jay H.
 Newman, Pamela J.
 Newman, Pauline
 Newman, Peter K.
 Newman, Priscilla A.
 Newman, Richard T.
 Newton, M. Diana Helweg
 Nicholas, N. J. Jr.
 Nichols, Christopher M.
 Nichols, Rodney W.
 Nicholson, Jan
 Nides, Thomas R.
 Niehuss, John M.
 Niehuss, Rosemary Neaheer
 Nielsen, Nancy
 Nielsen, Suzanne Christine
 Nilsson, Keith R.
 Nilsson, Kenneth A.
 Nimetz, Matthew
 Nimr, Amer N.
 Ninan, Reena
 Nitze, William A.
 Niu, X. Rick

Noam, Eli M.
 Noble, Abigail
 Nolan, 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 J.
 Norton, Augustus Richard
 Norton, Burke Fremont
 Norton, Eleanor Holmes
 Norton, Patrick M.
 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
 Oakley, David P.
 Oat-Judge, Siobhan
 Obey, David R.
 Obiora, Leslye*
 O'Brien, James C.
 O'Brien, Justus J.
 O'Brien, Morgan J. III
 Ocampo, Juan
 Occomy, 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†

* Elected to membership in 2017.

† Elected to a five-year term membership in 2017

Oh, Kongdan
 O'Hanlon, Michael
 O'Hearn, Katherine I.
 Ohtagaki, Johna
 Ojito, Mirta
 O'Keefe, Ashley L.†
 Okobi, Ebelechukwu Adaeze
 Olayan, Hutham S.
 O'Leary, Brendan
 Olidort, Jacob
 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.
 Ongeri, 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, Missy
 Owens, William A.
 Oxman, Bernard H.
 Oxman, Stephen A.
 Oye, Kenneth A.
P
 Paal, Douglas Haines
 Paasch, Christian R.
 Pachios, Harold C.
 Packard, George R.
 Padilla, Matthew S.J.
 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
 Papagapitos, Ariadne
 Papagianis, Christopher
 Paperin, Stewart J.
 Parasiliti, Andrew
 Pardee, Scott E.
 Pardes, Herbert
 Pardew, James W.
 Parekh, Deven J.
 Parekh, Sanjay
 Parent, Louise M.
 Paris, Jonathan
 Parker, C. Allen
 Parker, Elizabeth Rindskopf
 Parker, Jay M.
 Parker, Ned
 Parker, Penny L.
 Parker, William James III
 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.
 Patel, Vishal P.
 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.
 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
 Peckham, Gardner G.
 Pederson, Rena M.
 Pelletreau, Robert H. Jr.
 Peña, Federico F.
 Peñalver, Eduardo M.
 Pence, Eliot†
 Penn, Mark Jeffrey
 Peraino, Kevin J.
 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.
 Perlman, Janice Elaine
 Perlmutter, Barbara S.
 Perlmutter, Louis
 Permesly, Jennifer L.
 Perritt, Henry H. Jr.
 Perry, June Carter
 Perry, Rania C.
 Perry, Robert C.
 Perry, William J.
 Person, Robert
 Peters, Mary Ann
 Peters, Michael P.
 Petersen, Mathew Scott
 Peterson, Holly
 Peterson, Michael A.
 Peterson, Peter G.
 Petraeus, David H.
 Petree, Richard W. Jr.
 Petri, Thomas E.
 Pettibone, Peter J.
 Petty, John R.
 Peyronnin, Joseph Felix
 Pfaltzgraff, Robert L. Jr.
 Pfeiffer, Jane Cahill
 Pfeiffer, Leon K.
 Pfeiffer, Steven B.
 Phan, Dang Tan
 Pharr, Susan J.
 Phelps, Edmund S.
 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.
 Pifer, Steven K.
 Pigott, Charles M.
 Pike, John E.
 Pilgrim, Kathryn
 Pillar, Paul R.
 Pillsbury, Marnie S.
 Pillsbury, Michael
 Pincus, Walter H.
 Pineda, Patricia S.
 Pipes, Daniel
 Pipes, Richard
 Pitroda, Salil S*
 Pitts, Joe W. III
 Pitts-Kiefer, Samantha
 Pizzarello, Louis D.
 Platt, Alan A.
 Platt, Alexander H.
 Platt, Kobi
 Platt, Nicholas
 Platt, Sheila Maynard
 Plattner, Marc F.
 Platts, James T.
 Plepler, Richard L.

* Elected to membership in 2017.

† Elected to a five-year term membership in 2017.

Plotkin, Mark Elliott*	Prescott, Jeffrey*	Raines, Franklin D.	Reinharz, Jehuda
Plutzik, Jonathan	Press, William H.	Ramakrishna, Kilaparti	Reisman, William Michael
Poats, Rutherford M.	Pressler, Larry	Ramamurthy, Pradeep	Reiss, Mitchell B.
Pocalyko, Michael Nicholas	Pressman, Evan D.	Raman, Sujit	Reitz, Jessica K.
Podesta, Mae	Preston, Stephen W.	Ramer, Bruce M.	Rejto, Khadija
Podhoretz, John	Price, Daniel M.	Ramirez, Lilia L.	Remington, Thomas F.
Pogue, Richard W.	Price, Jonathon David	Ramnath, Leela	Remnick, David J.
Poizner, Stephen L.	Price, Raymond K. Jr.	Ramos, Dorian Jacqueline	Remy, Luce M.
Pokempner, Dinah R.	Price, Steven	Ramos, Pilar S.*	Renan, Daphna
Polan, Mary Lake	Priest, William W. Jr.	Rampini, Federico	Renier, Jessica J.
Pollack, Gerald A.	Prieto, Daniel B. III	Ramsey, W. Russell	Rennie, Milbrey
Pollack, Jonathan D.	Prince, Charles O. III	Randall, Lisa	Rennie, Renate
Pollack, Kenneth Michael	Prince, Matthew	Randolph, R. Sean	Renuart, Victor Eugene Jr.
Pollard, Neal A.	Pritzker, Penny S.	Randt, Clark T. Jr.	Reppert, John C.
Pollock, Gregory S.	Pritzker, Thomas J.	Rankin, Clyde E. III	Resnicoff, Arnold E.
Pollock, Jeffrey	Probasco, Emelia S.	Raphel, Robin Lynn	Ressel, Teresa M.
Polovets, Stan	Prueher, Joseph Wilson	Rappaport, Alan	Revere, Evans J.R.
Polyakova, Alina	Pruzan, Robert A.	Rascoff, Samuel James	Revesz, Richard L.
Pond, Elizabeth	Pryce, Jeffrey F.	Rather, Dan	Reynolds, Justin
Poneman, Daniel Bruce	Psaki, Jennifer R.	Ratnesar, Romesh M.	Reynoso, Julissa
Pool-Eckert, Marquita J.	Puchala, Donald James	Rattner, Steven L.	Rhinesmith, Stephen H.
Popadiuk, Roman	Puckett, Robert H.	Rattray, Gregory John	Rhodes, William R.
Popat, Pranav Pravin	Pulling, Edward L.	Rauch, Rudolph S.	Ricardel, Mira R.
Popken, Colleen Elisabeth†	Pulling, Thomas L.	Rauf, Feisal Abdul	Riccardi, Steven
Popkin, Anne B.	Purcell, Susan Kaufman	Rauhut, Michael Winfred	Rice, Condoleezza
Popp, John G.	Pursley, Robert E.	Raul, Alan Charles	Rice, Donald S.
Porat, Ruth	Putnam, Robert D.	Raustiala, Kal	Rice, Joseph Lee III
Porreca, Nicole Anne	Pyle, Kenneth B.	Ravenal, Earl C.	Rice, Matthew James
Porter, Damon Shelby		Ravich, Samantha F.	Rice, Susan E.
Portes, Richard	Q	Ravitch, Richard	Rich, Michael D.
Porzecanski, Arturo C.	Qamar, Sabahat†	Rawlings, Jonathan Jellis†	Rich, William G.
Posen, Adam S.	Quainton, Anthony C.E.	Rayburn, Joel D. Sr.	Richard, Anne C.
Posen, Barry R.	Quam, Lois E.	Raymond, David A.	Richards, Nicholas S.
Posner, Michael	Quarcoo, Ashley Juliette	Raymond, Douglas A.	Richards, Paul G.
Poste, George H.	Quartel, Robert Jr.	Raymond, Lee R.	Richardson, Frank E.
Postol, Theodore A.	Quelch, John Anthony	Reade, Claire E.	Richardson, Henry J. III
Potter, William C.	Querrey, Kimberly	Realuyo, Celina B.	Richardson, John M.
Pottinger, Matthew F.	Quigley, Kevin F.F.	Rebolledo, Iván C.	Richardson, William B.
Powell, Colin L.	Quigley, Scott Needham	Reckford, Jonathan T.M.	Richardson, Yolonda C.
Powell, Dina Habib	Quinn, Jane Bryant	Redden, Kaleb J.	Richburg, Keith B.
Powell, Jerome H.	Quintanilla, Pablo B.	Rediker, Douglas Alan	Richter, Anthony
Powell Jobs, Laurene	Qureshi, Rabia	Reed, Jack	Richter, Michael P.
Powell, Richard C. Jr.		Reed, Lucy Ferguson	Riddell, Malcolm
Powers, Averill L.	R	Reese, William Sears	Ridgway, Rozanne L.
Powers, Timothy E.	Raab, Jennifer J.	Reeves, Samuel Jesse	Riedl, Rachel Beatty
Pozen, Robert C.	Raas, Whitney	Regens, James L.	Rieff, David
Pradhan, Alka†	Rabb, Bruce	Reichert, William M.	Rielly, John E.
Prah Ruger, Jennifer	Rabin, Stuart J.	Reid, Rob	Rieschel, Gary E.
Pranger, Robert J.	Rachelson, David B.	Reif, Leo Rafael	Riffat, Imran
Prasad, Mukesh	Radia, Kirit M.	Reiling, Peter A.	Rifkind, Robert S.
Prasso, Sheridan	Radsch, Courtney Covey	Reilly, Saskia Shane	Rinehart, Brooke
Preble, Christopher A.*	Radtke, Robert W.	Reilly, William K.	Riordan, Michael L.
	Rafferty, Emily Kernan	Reimer, Dennis Joe	Riotta, Giovanni
	Rahman, Anika	Reimers, Fernando Miguel	Rishikof, Harvey
	Raider, Jeffrey Jacob†	Reinhart, Carmen M.	Ritch, John B. III
	Raimondo, Gina	Reinhart, Vincent	Ritter, Gretchen

* Elected to membership in 2017.

† Elected to a five-year term membership in 2017

Rivkin, David B. Jr.
Rivkin, David W.
Rivlin, Alice M.
Rizk, Nayla M.
Roach, Stephen S.
Robb, Charles S.
Robbins, Carla Anne
Robbins, Elizabeth Jane
Robbins, Jeremy
Robbins, Rachel F.
Robert, Stephen
Roberts, Bradley H.
Roberts, Carter S.
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*
Rockett, Jason Mitchell
Rockwell, Hays H.
Rockwell, Keith McElroy
Rodman, Lindsay L.
Rodríguez, Eric
Rodríguez, Rita M.
Rodríguez, Stephen Paul
Rodrik, Dani
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.

Rohlfing, Joan
Rojas, Julio
Rokke, Ervin J.
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.
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, Jack
Rosenthal, Joel H.
Rosenthal, Mitchell S.
Rosenwald, E. John Jr.
Rosenwald, Nina
Rosenzweig, Robert M.
Rosett, Claudia
Rose-Wood, Alyson Sienna†
Rosner, Jeremy D.
Rosol, Michael S.
Rosovsky, Henry
Ross, Christopher W.S.
Ross, Dennis B.
Ross, Gary N.
Ross, Robert S.
Rossabi, Morris
Rosso, David J.
Rossotti, Charles O.

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

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

Saifee, Maryum Fatima
Sakoian, Carol Knuth
Salacuse, Jeswald William
Salazar, Ana Maria
Salem, George R.
Salikuddin, Tamanna S.
Salomon, David R.
Salomon, Richard E.
Salzman, Anthony David
Samore, Gary
Samper, Cristián T.
Samuels, Barbara Christie II
Samuels, Leslie Bernard
Samuels, Michael A.
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*
Sapiro, Miriam
Sapolsky, Harvey M.
Sapp Mancini, Angela
Sargeant, Stephen Thomas
Sarotte, Mary Elise
Sassen, Saskia
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.
Schadow, Nadia
Schaefer, Ahren Joseph
Schaffer, Howard Bruner
Schaffer, Teresita C.

* Elected to membership in 2017.

† Elected to a five-year term membership in 2017

Schaible, Damian S.
Schake, Kori
Schapiro, Mary
Scharre, Paul David
Scheerer, S. Bruce
Schecter, Jerrold L.
Schecter, Kate S.
Scheffer, David J.
Schell, Orville Hickok
Schell, Theodore H.
Schenck, Kristine
Scher, Adam Anthony
Scher, Peter L.
Schick, Thomas
Schieffer, Bob L.
Schiff, Robert
Schiffrin, Nick S.
Schifter, Richard
Schiller, Vivian L.
Schleiff, Henry S.
Schlein, Michael Edward
Schlesinger, David Adam
Schlesinger, Jacob M.
Schlesinger, Leonard A.
Schlesinger, Stephen C.
Schlosser, Herbert S.
Schlosstein, Ralph L.
Schmemmann, Anya
Schmemmann, Serge
Schmerin, Daniel E.
Schmidle, Robert E. Jr.
Schmidt, Benno Jr.
Schmidt, Eric
Schmitt, Eric P.
Schmitt, Michael N.
Schmoke, Kurt L.
Schnabel, Rockwell A.
Schneider, Jan
Schneider, William
Schneider, William Jr.
Schneidman, Witney Wright
Schneier, Arthur
Schnetzler, Amanda W.
Schnitzer, Alan
Schoen, Douglas E.
Schoenholtz, Kermit L.
Schortzmann, Craig J.
Schrage, Elliot J.
Schrage, Steven Patrick
Schramm, Carl J.
Schrack, Delphine
Schreiber, Brian T.

Schroeder, Christopher
Matthew
Schroeter, Lisa M.*
Schubert, Richard Francis
Schuepbach, Martin A.
Schuker, Jill A.
Schulhof, Michael Peter
Schulman, Loren DeJonge
Schultz, Tammy S.
Schulz, Lauren Gabrielle
Schulz, William F.
Schumacher-Matos, Edward
Schwab, George D.
Schwab, Susan Carroll
Schwalbe, Nina Rebecca
Schwartz, Bernard L.
Schwartz, Daniel Ian
Schwartz, Eric Paul
Schwartz, Kathryn A.
Schwartz, Mattathias
Schwartz, Norton A.
Schwartz, Peter
Schwarz, Adam
Schwarz, David Alan
Schwarz, Jeremiah
William Jr.
Schwarzman, Stephen A.
Schwebel, Stephen M.
Schwemlein, James C.
Sciolino, Elaine F.
Sciubba, Jennifer D.
Sciutto, James E.
Scott, Jeannine B.
Scott, Robert A.
Scowcroft, Brent
Scully, Timothy R.
Sears, Jonathan E.
Seaton, Edward L.
Seaton, James B. III
Sebelius, Ned
Sechser, Todd S.
Segal, Susan Louise
Sehgal, Kabir
Seib, Gerald F.
Seibold, Frederick C. Jr.
Seiple, Chris
Sekulow, Eugene A.
Selby, Norman C.*
Selig, Stefan M.
Seligmann, Peter
Selin, Ivan
Sellitto, Michael
Semetko, Holli A.
Sender, Henny
Sennett, Richard
Senseney, Céline

Serchuk, Vance F.
Servan-Schreiber, Pascaline
Sesno, Frank W.
Sestanovich, Stephen R.
Setrakian, Lara
Sexton, John E.
Seymour, Frances J.
Shackelford, Scott James
Shafer, D. Michael
Shafer, Jeffrey R.
Shah, Raj*
Shahbandar, Oubai
Shaheen, Brett
Shailor, Barbara
Shalala, Donna E.
Shambaugh, David
Shanker, Thomas Daniel
Shapiro, Andrew J.
Shapiro, Ian
Shapiro, Isaac
Shaplen, Jason T.
Sharenow, Greg
Sharma, Deven
Sharp, Adam Mikael
Sharp, Daniel A.
Shattuck, John
Sheehan, Kevin P.
Sheen, Edward
Sheeran, Josette M.
Sheets, Nathan
Sheffield, Jill W.
Sheils, Siobhan M.
Sheldon, Eleanor B.
Shelley, Louise I.
Shelp, Ronald Kent
Shelton, Joanna Reed
Shelton-Colby, Sally A.
Shenk, George H.
Shepard, Stephen B.
Shepardson, Robert
Thomas
Shepherd, J. Michael
Sheriff, Alan R.
Sherman, Wendy R.
Sherr, Lynn B.
Sherwood, Benjamin B.
Sherwood-Randall,
Elizabeth
Sheynberg, Raisa
Shields, Joanna*
Shields, Lisa Katherine
Shiffman, Gary M.
Shifter, Michael E.
Shimony, Catherine Lieber
Shinn, James J.
Shinseki, Eric

Shipley, Walter V.
Shirk, Susan L.
Shirzad, Faryar
Shlaes, Amity Ruth
Shoemaker, Christopher C.
Shribman, David M.
Shriram, Kavitarik
Ramanujam
Shriver, Donald W. Jr.
Shriver, Timothy P.
Shulman, Colette
Shultz, George P.
Shultz, Susan Kent Fried
Shuman, David
Shuman, Stanley S.
Sick, Gary G.
Siddiqui, Islam A.
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Siegal, Bippy M.
Siegal, Brian D.
Siegel, Hanna L.
Siegel, Kenneth I.*
Siegel, Seth M.
Siegel, William D.
Siegman, Henry
Sigal, Leon V.
Sigelman, Joseph M.
Sikkink, Kathryn A.
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Silberman, Robert S.
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Silver, Daniel B.
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Simmons, Adele
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Wickard Drake†
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Sims, Calvin G.
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 Skinner, Kiron Kanina
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 Slattery, Jim C.
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 Soudriette, Richard W.
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Tzuo, Tien

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Utgoff, Victor A.

V

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Valenzuela, Arturo A.
van Aghtmael, Antoine W.
Vance, Cyrus R. Jr.
Vance, Elsie Nicoll
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vanden Heuvel, Katrina
vanden Heuvel, William J.
van der Vink, Gregory E.
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Van Oudenaren, John
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Veit, Carol Michele
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Velandy, Siddhartha M.
Velshi, Ali
Venable, Philip John
Vendley, William F.
Veneman, Ann M.
Venkayya, Rajeev V.

Verardo, Elizabeth Sara†
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 Verstandig, Toni G.
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 Verville, Elizabeth G.
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 Victor, Alice
 Victor, David G.
 Victor, Jonah A.
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 Videt, Pote P.
 Vidugiris, Vaida
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 Vila, Adis M.
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 Visotzky, Burton L.
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 Vitale, David J.
 Vitarelli, Anthony†
 Vlasic, Mark V.
 Vogel, Ezra F.
 Vogelgesang, Sandy Louise
 Vogelson, Jay M.
 Volcker, Paul A.
 Volk, Stephen R.
 von Eckartsberg, Gayle Rose
 von Lipsey, Roderick K.
 Vovchuk, Dmitry
 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, 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, Robert F.*
 Wallace, Roger Windham
 Wallace, Steven Charles*
 Wallach, Evan Jonathan*
 Wallach, Kenneth L.
 Wallander, Celeste Ann
 Wallenstein, Marc A.
 Wallerstein, Mitchel B.
 Wallich, Christine I.
 Wallison, Peter J.
 Wall Spitzer, Silda Alice
 Walsh, Brian W.
 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
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 Wang, Alex Li-Teh
 Wang, Fei-Ling
 Ward, Katherine T.
 Ward, William E.
 Wardell, Clarence L. III
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 Warner, John William
 Warner, Lesley Anne
 Warner, Margaret G.
 Warner, Mark R.
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 Warren, Rick
 Warren, Setti D.
 Warren, William Blaise†

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 Washington, Robin L.*
 Wasserman, Debra L.
 Watson, Alexander F.
 Watson, Peter S.
 Watt, Linda E.
 Watts, John H.
 Waxman, Matthew C.
 Waxman, Sharon
 Wayne, Earl Anthony
 Wayne, Valerie Rockefeller
 Weaver, Amy E.
 Weaver, David R.
 Webb, Hoyt K.
 Weber, Andrew C.
 Weber, Doron
 Weber, Jon F.
 Weber, Vin
 Webster, William H.
 Wechsler, William F.
 Weddle, Steven
 Wedgwood, Ruth
 Wehrle, Leroy Snyder
 Wei, Shang-Jin
 Weiksner, George B.
 Weil, Frank A.
 Weill, Sanford I.
 Weinberg, Adam
 Weinberg, David B.
 Weinberg, Steven
 Weiner, Allen S.
 Weiner, Rebecca Ulam
 Weinert, Richard S.
 Weinrod, W. Bruce
 Weinstein, David E.
 Weinstein, Jeremy M.
 Weinstein, Michael M.
 Weinstock, Davis II
 Weisberg, Jacob M.
 Weisman, Steven R.
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 Weiss, Andrew S.
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 Weiss, Cora
 Weiss, Daniel Gideon
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 Weiss, Jessica Chen
 Weiss, Stanley A.
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 Welch, C. David
 Welch, Jasper A. Jr.
 Welch, Larry D.
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 Westin, Sherrie Rollins
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 Weymouth, Elizabeth K.
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 Whitaker, Forest
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 Hendrixson†
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 Whitman, Marina V.
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 Wickett, Xenia B.M.
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Wisner, Melissa A.
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Wolff, Alan W.

Wolff, Evan D.*
Wolff, I. Peter
Wolff, Terry A.
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Wong, Eric
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Woodruff, Robert W.
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Wunderle, William D.
Wyler, Thomas Straus
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Wynne, Mark A.
Wyser-Pratte, Guy Patrick

X
Xenachis, Andreas

Y
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Yalowitz, Kenneth S.
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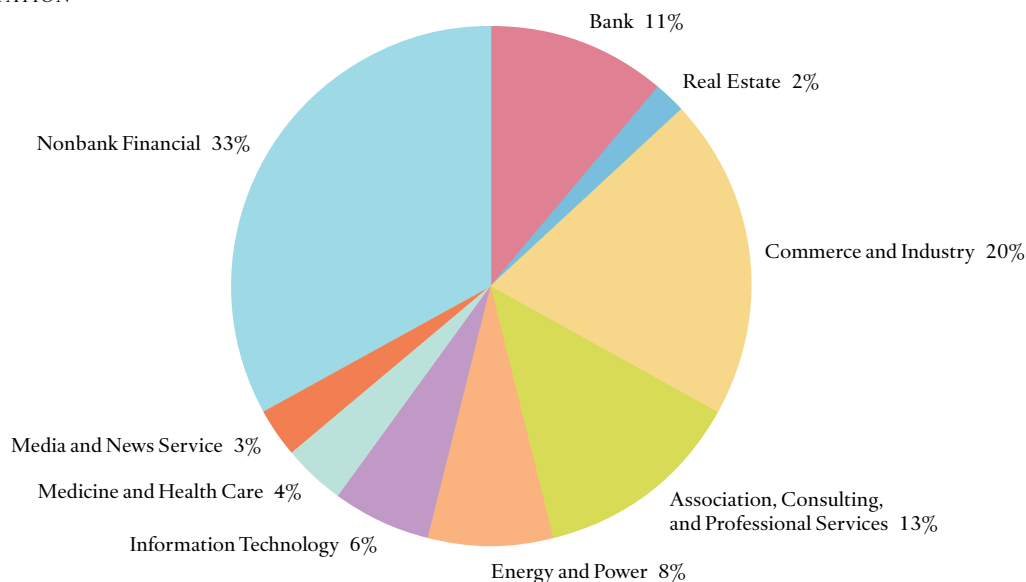
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KPMG, LLP
Mannheim LLC
Marsh & McLennan Companies, Inc.
Marubeni America Corporation
McKesson Corporation
Merck & Co., Inc.
Microsoft Corporation
Milbank, Tweed, Hadley
& McCloy LLP
Mitsubishi Corporation (Americas)
Mitsui & Co. (U.S.A.), Inc.
Northrop Grumman
The Olayan Group
Palantir Technologies
PayPal
Pfizer Inc.
PricewaterhouseCoopers LLP (PwC)
Raytheon Company
Siguler Guff & Company L.P.
Silver Lake Partners
Simpson Thacher & Bartlett LLP
Skadden, Arps, Slate, Meagher
& Flom LLP

Stephens, Inc.
Stone Canyon Industries
Sullivan & Cromwell LLP
Suntory Holdings Limited
The Tata Group
Terna
Time Warner Inc.
Tishman Speyer Properties, Inc.
TOTAL S.A.
T. Rowe Price Group
UniCredit
Unipol Gruppo Finanziario S.p.A.
Univision Communications Inc.
U.S. Chamber of Commerce
Vornado Realty Trust
Walmart
Warburg Pincus LLC
Wells Fargo
Western Union
White & Case LLP
WPP

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

BENEFITS OF CORPORATE MEMBERSHIP

FOUNDERS (\$100,000+)

- Three CFR fellow briefings tailored to the company's interests
- Professional development opportunity for three rising executives to participate as "Corporate Leaders" in conjunction with the competitive CFR Term Member Program
- One complimentary rental of the historic Harold Pratt House ballroom and library (based on availability)
- Special recognition with 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
- All President's Circle and Affiliates benefits

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

- Invitations for leadership-level executives to attend the Annual Dinner with the CFR Board of Directors and the Chairman's Circle Dinner
- Opportunities for senior executives to attend private events with world and business leaders, study groups, and roundtables led by CFR fellows
- Priority registration for meetings, roundtables, and high-level events
- Two CFR fellow briefings tailored to the company's interests
- Professional development opportunity for two rising executives to participate as "Corporate Leaders" in conjunction with the competitive CFR Term Member Program
- Discount on *Foreign Affairs* print advertising rates and complimentary digital offerings
- All Affiliates benefits

AFFILIATES (\$30,000+)

- Invitations for executives to attend a range of CFR events each year in New York, Washington, DC, and select major cities in the United States and abroad
- Opportunities for senior executives to participate in quarterly meetings 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
- Special invitations for executives to attend *Foreign Affairs* events with one client or colleague
- 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 and conference calls
- Access to the members-only website, which includes *Foreign Affairs* digital content and archives, and on-the-record conference call and meeting replays
- Six print subscriptions of *Foreign Affairs*, discounted individual and bulk subscriptions, and special shipping rates, as well as custom marketing packages
- Reduced rates for rental of the Harold Pratt House in New York City and 1777 F Street in Washington, DC
- Recognition on CFR's corporate membership roster

Endowed and Named Chairs, Fellowships, and Lectureships

ENDOWED CHAIRS, 2016–2017

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 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. **Varun Sivaram** is the current Dillon Fellow.

ENI ENRICO MATTEI CHAIR IN MIDDLE EAST AND AFRICA STUDIES

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

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

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

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

MAURICE R. GREENBERG SENIOR FELLOW IN CHINA STUDIES

This fellowship was established in 1997 with a grant from the Starr Foundation and named for the Council's honorary vice chairman, Maurice R. Greenberg, as a tribute to his many contributions to the Council and his long association with China. **Ely Ratner** is the current Greenberg Senior Fellow.

GEORGE F. KENNAN CHAIR IN RUSSIAN AND EURASIAN STUDIES

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

JEANE J. KIRKPATRICK CHAIR IN NATIONAL SECURITY STUDIES

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

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

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

IRA A. LIPMAN CHAIR IN EMERGING TECHNOLOGIES AND NATIONAL SECURITY

In recognition of the contributions of Ira A. Lipman, founder and chairman emeritus of Guardsmark, LLC, CFR established this chair in the spring of 2016 to support its ongoing work on the impact of cyber and other emerging technologies on national security. Director of CFR's Digital and Cyberspace Policy program **Adam Segal** 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 since 1971. Established in 1997, this chair is held by **Gideon Rose**.

PHILIP D. REED CHAIR IN SCIENCE AND TECHNOLOGY

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

*NELSON AND DAVID ROCKEFELLER CHAIR
IN LATIN AMERICA STUDIES*

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

*DAVID M. RUBENSTEIN CHAIR IN ENERGY
AND THE ENVIRONMENT*

This chair was established in 2008 through a generous gift from Council Vice Chairman David M. Rubenstein, cofounder and managing director 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.

HASIB J. SABBAGH CHAIR IN MIDDLE EAST STUDIES

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

WHITNEY H. SHEPARDSON FELLOWSHIP

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

C. V. STARR CHAIR IN ASIA STUDIES

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

GENERAL JOHN W. VESSEY CHAIR IN CONFLICT PREVENTION

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

PAUL A. VOLCKER CHAIR IN INTERNATIONAL ECONOMICS

This chair was established in 1997 to honor Mr. Volcker, former chairman of the Federal Reserve Board and

long-active member of the Council's Board of Directors. The chair recognizes his accomplishments as an outstanding public servant and eminent international economist and gives the Council a leading presence in international economics. The chair is held by **Sebastian Mallaby**.

SPECIAL FELLOWSHIPS

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

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

*BERNARD L. SCHWARTZ SENIOR FELLOWSHIP
IN BUSINESS AND FOREIGN POLICY*

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

*STEVEN A. TANANBAUM SENIOR FELLOWSHIP
IN INTERNATIONAL ECONOMICS*

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

VISITING FELLOWSHIPS

MILITARY FELLOWSHIPS

Every year, each service nominates an outstanding candidate for a military fellowship. These fellowships enable officers to broaden their understanding of international affairs and U.S. foreign policy by spending a year in residence at the Council. This year's fellows were Colonel **Brian R. Bruckbauer**, U.S. Air Force; Captain **Clint Carroll**, U.S. Navy; Captain **Gregory D. Case**, U.S. Coast Guard; Colonel **Thomas J. Gordon**, U.S. Marine Corps, and Colonel **Rick Ullian**, U.S. Army.

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 **Leila Fadel**, National Public Radio's international correspondent.

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 2016–2017 National Intelligence Fellow was **Timothy A. Phillips**.

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 2016–2017 fellows were **Oriana Skylar Mastro** and **Rebecca Friedman Lissner**.

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
Winston Lord Program, Asia
John J. McCloy Program, International Relations
C. Peter McColough Series on International Economics
Thomas J. Watson Meetings Program

LECTURESHIPS AND OTHER PROGRAMMING

DARRYL G. BEHRMAN LECTURE ON AFRICA POLICY

Members of the Behrman family funded this lecture on Africa policy in memory of Darryl G. Behrman, who was originally from South Africa and had an abiding passion for Africa and international peace. This year's lecture featured a panel with international CEOs, including **Hakeem Belo-Osagie**, chairman of Etisalat Nigeria; **Mo Ibrahim**, chairman of Mo Ibrahim Foundation; and **Strive Masiyiwa**, founder and executive chairman of Econet Wireless.

STEPHEN C. FREIDHEIM SYMPOSIUM ON GLOBAL ECONOMICS

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

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 Russia and the West and featured **Dmitri Trenin**, director of the Carnegie Moscow Center, and **Alexander Vershbow**, former U.S. ambassador to the Russian Federation.

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 lecturer was **Staffan de Mistura**, UN special envoy for Syria.

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 event focused on U.S. strategy in Asia with **Kurt M. Campbell**, chairman and chief executive officer of Asia Group, LLC; **Thomas J. Christensen**, William P. Boswell professor of world politics of peace and war, and codirector of China and the World program at Princeton University's Woodrow Wilson School of Public and International Affairs; and **Elizabeth C. Economy**, C. V. Starr senior fellow and director for Asia studies at the Council on Foreign Relations.

RUSSELL C. LEFFINGWELL LECTURE

Inaugurated in 1969, this lecture was named for Russell C. Leffingwell, a charter member of the Council who served as its president from 1944 to 1946 and as its chairman from 1946 to 1953. The lecture is given by a distinguished foreign official, who is invited to address Council members on a topic of major international significance. The lectureship was originally endowed by the Morgan Guaranty Trust Company and by Edward and Lucy Leffingwell Pulling, and more recently through the generosity of Thomas Leffingwell Pulling and his son Edward Leffingwell Pulling. This year's lecture 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 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 foreign policy legacies of the Obama and Reagan administrations, the state of intelligence fifteen years after the September 11 attacks, the tenth anniversary of the U.S. military surge in Iraq, the hundredth anniversary of the U.S. entry into World War I, and the fiftieth anniversary of the Six Day War.

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: General **Mark A. Milley**, chief of staff, U.S. Army; Admiral **John M. Richardson**, chief of naval operations, U.S. Navy; General **Robert B. Neller**, commandant, U.S. Marine Corps; General **David L. Goldfein**, chief of staff, U.S. Air Force; and Admiral **Paul F. Zukunft**, commandant, U.S. Coast Guard.

ROBERT B. MENSCHEL ECONOMICS SYMPOSIUM

Established in December 2014 with a generous gift from Council member Robert Menschel, a senior director at Goldman Sachs, this annual global economics symposium focuses primarily on the pitfalls of herd mentality. This year's symposium included a discussion with **Daniel Kahneman**, Eugene Higgins professor of psychology, emeritus, and professor of psychology and public affairs, emeritus at Princeton University's Woodrow Wilson School of Public and International Affairs.

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 **António Guterres**, secretary-general of the United Nations.

*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 former U.S. Secretaries of Homeland Security **Michael Chertoff** and **Jeh C. Johnson**.

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. The most recent lecturer was **Dmitry Medvedev**, former president of the Russian Federation.

*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 Greifeld**, chief executive officer of Nasdaq.

*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 **Samantha Power**, U.S. ambassador to the United Nations.

PAUL C. WARNKE LECTURE ON INTERNATIONAL SECURITY

This lecture, endowed by a number of Council members and the family and friends of Paul C. Warnke, commemorates his legacy of courageous service to the nation and international peace. This year's lecturer was **Ernest J. Moniz**, U.S. secretary of energy.

*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 current threats to U.S. cybersecurity with **Anup Ghosh**, chief strategist, next gen security, Invincea Inc., Sophos; **Adam Segal**, Ira A. Lipman chair in emerging technologies and national security and director of the Digital and Cyberspace Policy program at the Council on Foreign Relations; and **Kiersten E. Todt**, president and managing partner at Liberty Group Ventures, LLC.

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 2016–2017 PLACEMENTS

Scott R. Anderson, U.S. Court of Appeals for the District of Columbia Circuit: placed at Harvard Law School
Kate Bateman, Special Inspector General for Afghanistan Reconstruction: placed at the Center for a New American Security
Walter A. Berbrick, U.S. Naval War College: placed at the U.S. Department of State
Katherine Brown, U.S. Department of State: placed at the Center for Strategic and International Studies and Facebook
David Buckley, University of Louisville: placed at the U.S. Department of State
David M. DeBartolo, U.S. Department of State: placed at the Carnegie Endowment for International Peace
Zachary D. Kaufman, Harvard Kennedy School: placed at the U.S. Senate Foreign Relations Committee
Tiffany McGriff, U.S. Department of State: placed at the Council on Foreign Relations

Evan Montgomery, Center for Strategic and Budgetary Assessments: placed at the U.S. Department of Defense

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 2016–2017 PLACEMENTS

David Kearn, St. John's University: placed at the U.S. Department of Defense
Dinshaw Mistry, University of Cincinnati: placed at the U.S. House Foreign Affairs Committee

CFR also offers one country-specific fellowship. The IAF in Japan, sponsored by Hitachi, Ltd., seeks to strengthen mutual understanding and cooperation between the rising generations of leaders in the United States and Japan. Founded in 1997, the program provides a 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. 2016–2017 PLACEMENTS

Tania M. Chacho, U.S. Military Academy at West Point: placed at the Japan Institute for International Affairs
Perry Y. Chen, U.S. Department of State: placed at Hokkaido University and Keio Research Institute at the Shonan-Fujisawa Campus
James D. Fry, University of Hong Kong: placed at Tokyo University

Jonathan Miller, Canada Border Services Agency: placed at Japan Institute for International Affairs and National Institute for Defense Studies

Matthew S. Winters, University of Illinois at Urbana-Champaign: placed at the National Graduate Institute for Policy Studies

Building upon the program's success, CFR launched three new fellowships in the summer of 2016:

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

The IAF in Canada, sponsored by the Power Corporation of Canada, provides one to two Americans per year to spend six to twelve months hosted by a Canadian institution to deepen their knowledge of Canada.

The IAF in International Economics, funded by Kimberly Querrey, cofounder and president of SQ Advisors, LLC, offers business economists as well as university-based economics scholars hands-on experience in the U.S. government.

Global Board of Advisors

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

The GBA is composed of the following distinguished individuals:

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

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

Hakeem Belo-Osagie (Nigeria), 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

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

Tarja Halonen (Finland), former President of Finland

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

Mo Ibrahim (Sudan), Chairman, Mo Ibrahim Foundation

Gail Kelly (Australia), Senior Advisor, UBS Group AG

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

Yorihiko Kojima (Japan), Senior Corporate Advisor, Mitsubishi Corporation

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

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

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

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

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

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

Council of Councils

The Council of Councils (CoC), established by the Council on Foreign Relations in 2012, is composed of twenty-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, and the Report Card on International Cooperation, an annual report that evaluates international efforts to address ten of the world's most pressing transnational challenges. The CoC operates under CFR's International Institutions and Global Governance program and is funded by a generous grant from the Robina Foundation.

The Council of Councils includes the following distinguished institutions:

Argentine Council for International Relations (Argentina)
Lowy Institute for International Policy (Australia)
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)
Rebuild Japan Initiative Foundation (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		
Under 40	\$2,020	\$480
40 and Over	3,900	880
Washington, DC, Area		
Under 40	\$1,710	\$410
40 and Over	3,320	740
National		
Under 40	\$1,090	\$280
40 and Over	2,110	480

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

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

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

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

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

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

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

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

VI. The Board shall constitute such Committees as may from time to time be appropriate, including an Executive Committee, a Committee on Finance and Budget, an Audit Committee, a Committee on Compensation, a Committee on Corporate Affairs, a Committee on Development, a Committee on Meetings, a Committee on Washington Programs, a Committee on National Programs, a Committee on Membership, a Nominating and Governance Committee, a Committee on *Foreign Affairs*, and a Committee on Studies. Elections of Board members to Committees shall

be held at Annual Meetings of the Board, except that, on the nomination of the Chairman of the Board, a Director may be elected at any meeting of the Board to fill a Committee vacancy.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Rules, Guidelines, and Practices

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

RULE ON FOREIGN POLICY POSITIONS

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

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

RULE ON NON-ATTRIBUTION

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

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

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

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

While the substance of the above Rule has been in effect since the formation of the Council, its present formulation was adopted by the Board of Directors on June 6, 1977, on the recommendation of a special Advisory Panel on the Non-Attribution Rule, and subsequently amended in 1994 and 2015. The minutes of the June 1977 meeting contain the following explanatory comments about the Rule:

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

GUIDELINES ON MEETINGS

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

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

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

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

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

POLICY ON CONFLICTS OF INTEREST

By resolution of the Council's Board of Directors, adopted February 19, 2015, the following policy concerning actual or potential conflicts of interest was approved:

PURPOSE

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

ARTICLE 1: RELATED PARTY TRANSACTIONS AND A DUTY TO DISCLOSE

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

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

ARTICLE 2: DEFINITIONS

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

Independent Director. A member of the Board who:

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

Key Employee. A Key Employee is a person who is, or has within the last five years been, in a position to exercise substantial influence over the affairs of the Council. For the Council, this includes, but is not limited to the following job titles:

- President
- Vice President
- Treasurer
- Secretary
- Chief Financial Officer
- Editor, *Foreign Affairs*
- Other employees at the discretion of the President

Related Party. Persons who may be considered a Related Party of the Council under this Policy include the following:

- Directors or Key Employees of the Council
- Relatives of Directors or of Key Employees
- Any entity in which a Director or Key Employee of the Council, or their Relative, has a 35 percent or greater ownership or beneficial interest or, in the case of a partnership, a direct or indirect ownership interest in excess of 5 percent
- Substantial contributors to the Council (within the current fiscal year or the past five fiscal years)
- Any non-stock entity controlled by one or more Key Employees

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

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

ARTICLE 3: DISCLOSURE AND VOTING

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

Non-Participation and Review. All transactions, agreements, or other arrangements between the Council and a Related Party, and any other transactions which may involve a potential conflict of interest, shall be reviewed by the Independent Directors of the Board or the Audit Committee. All Related Parties with a Financial Interest shall leave the room in which such

deliberations are conducted. The Independent Directors of the Board or the Audit Committee will then determine whether the contemplated Related Party Transaction is fair, reasonable, and in the best interests of the Council at the time of such determination. The Council will not enter into any Related Party Transaction unless it is determined to be fair, reasonable, and in the best interests of the Council at the time of such determination.

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

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

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

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

ARTICLE 4: AUDIT COMMITTEE

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

ARTICLE 5: RECORDS OF PROCEEDINGS

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

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

ARTICLE 6: INITIAL AND ANNUAL DISCLOSURES

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

ARCHIVAL PRACTICE

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

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

Staff

EXECUTIVE OFFICE

Richard N. Haass *President*
Keith Olson *Executive Vice President,
Chief Financial Officer, and Treasurer*
Jeffrey A. Reinke *Chief of Staff to the President;
Secretary of the Corporation*
Roma Kaundal *Director, Strategic Initiatives*
Kathleen McNally *Executive Assistant to the President*
Natasha Gabbay *Special Assistant*
Melissa Guinan *Special Assistant to the President*

OFFICE OF THE CHIEF INVESTMENT OFFICER

Giovanna Ban *Chief Investment Officer*

OFFICE OF THE GENERAL COUNSEL

Mia Higgins *General Counsel*
Giselda Metaliaj *Assistant General Counsel*

INDEPENDENT TASK FORCE PROGRAM

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

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Kathryn Allawala *Deputy Managing Editor*
Stuart Reid *Deputy Managing Editor*
Justin Vogt *Deputy Managing Editor*
Nathaniel Brown *Deputy Web Editor*
Rebecca Chao *Deputy Web Editor*
Sarah Foster *Business Administrator*
Christine Clark *Editorial Assistant*
Simon Engler *Staff Editor*
Park MacDougald *Staff Editor*
Alasdair Phillips-Robins *Staff Editor*

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Mia Higgins *Interim Publisher*
Edward Walsh *Advertising Director*
Anique Halliday *Senior Product Manager*
Michael Pasuit *Senior Manager, Advertising
Accounts and Operations*

Note: Staff shown as of June 30, 2017.

Elena Tchainikova *Senior Manager, Events and Business
Development*
Jonathan Chung *Associate Director, Business
Operations*
Nora Revenaugh *Associate Director, Marketing*
Clifford Hunt *Special Assistant to the Publisher,
Foreign Affairs, and the
Chief Digital Officer*
Yegide Matthews *Publishing Assistant*

CFR DIGITAL

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

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Zachary Laub *Senior Copy Editor/Writer*
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DAVID ROCKEFELLER STUDIES PROGRAM

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Director of Studies, and
Maurice R. Greenberg Chair*
Amy R. Baker *Director, Studies Administration*
Patricia Lee Dorff *Editorial Director*
Janine Hill *Director, Fellowship Affairs*
Victoria Alekhine *Deputy Director, Fellowship Affairs*

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Shira Schwartz	<i>Deputy Director, Studies Administration</i>	James P. Dougherty	<i>Adjunct Senior Fellow for Business and Foreign Policy</i>
Aliya Medetbekova	<i>Special Assistant for Administration to the Senior Vice President, Director of Studies, and Maurice R. Greenberg Chair</i>	Elizabeth C. Economy	<i>C. V. Starr Senior Fellow and Director for Asia Studies</i>
Grace Beck	<i>Program Coordinator, Fellowship Affairs</i>	Richard A. Falkenrath	<i>Shelby Cullom and Kathryn W. Davis Adjunct Senior Fellow for Counterterrorism and Homeland Security</i>
Elizabeth Dana	<i>Production Editor, Publishing</i>	David P. Fidler	<i>Adjunct Senior Fellow for Cybersecurity</i>
Dara Jackson-Garrett	<i>Program Coordinator, Studies Administration</i>	Jendayi E. Frazer	<i>Adjunct Senior Fellow for Africa Studies</i>
Christina Wehrmann	<i>Program Coordinator, Studies Administration</i>	Michael Froman	<i>Distinguished Fellow</i>
Erik Crouch	<i>Associate Editor, Publishing</i>	Laurie Garrett	<i>Senior Fellow for Global Health</i>
Sumit Poudyal	<i>Assistant Editor, Publishing</i>	Gordon M. Goldstein	<i>Adjunct Senior Fellow</i>
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Elliott Abrams	<i>Senior Fellow for Middle Eastern Studies</i>	Jennifer M. Harris	<i>Senior Fellow</i>
Edward Alden	<i>Bernard L. Schwartz Senior Fellow</i>	Yanzhong Huang	<i>Senior Fellow for Global Health</i>
Alyssa Ayres	<i>Senior Fellow for India, Pakistan, and South Asia</i>	Miles Kahler	<i>Senior Fellow for Global Governance</i>
John B. Bellinger III	<i>Adjunct Senior Fellow for International and National Security Law</i>	Robert Kahn	<i>Steven A. Tananbaum Senior Fellow for International Economics</i>
Richard K. Betts	<i>Adjunct Senior Fellow for National Security Studies</i>	Robert K. Knake	<i>Whitney Shepardson Senior Fellow</i>
Stephen D. Biddle	<i>Adjunct Senior Fellow for Defense Policy</i>	Karen Kornbluh	<i>Senior Fellow for Digital Policy</i>
Jamille Bigio	<i>Senior Fellow for Women and Foreign Policy</i>	Charles Kupchan	<i>Senior Fellow</i>
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Willem H. Buitter	<i>Adjunct Senior Fellow</i>	Farah Pandith	<i>Adjunct Senior Fellow</i>
John Campbell	<i>Ralph Bunche Senior Fellow for Africa Policy Studies</i>	Stewart M. Patrick	<i>James H. Binger Senior Fellow in Global Governance and Director of the International Institutions and Global Governance Program</i>
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Matthew M. Taylor	<i>Adjunct Senior Fellow for Latin America Studies</i>	Shelton Fitch	<i>Research Associate, U.S. Competitiveness and Foreign Policy</i>
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Leila Fadel	<i>Edward R. Murrow Press Fellow</i>		
Colonel Thomas J. Gordon	<i>Military Fellow, U.S. Marine Corps</i>		
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Oriana Skylar Mastro	<i>Stanton Nuclear Security Fellow</i>		
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Timothy A. Phillips	<i>National Intelligence Fellow</i>		
A. Michael Spence	<i>Distinguished Visiting Fellow</i>		
Colonel Rick Ullian	<i>Military Fellow, U.S. Army</i>		
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NEW YORK

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 Christopher Mackay *Event Operations Associate*
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Melissa Hamilton	<i>Event Manager</i>
Felipe Vaquerano	<i>Building Engineer</i>
Meghan Studer	<i>Event Coordinator</i>
Kellie Karney	<i>Event Associate</i>
Javier Bonilla	<i>Facility Operations Assistant</i>
Becky Coe	<i>Facility and Reception Services Associate</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, 2017 (WITH COMPARATIVE TOTALS FOR JUNE 30, 2016)

	2017	2016
Assets		
Cash and cash equivalents	\$ 36,662,700	\$ 33,170,700
Accounts receivable, net	2,499,400	1,864,400
Prepaid expenses	917,200	785,600
Grants and contributions receivable, net	22,325,500	24,201,000
Contributions receivable for endowment, net	22,702,200	18,901,200
Inventory	86,900	190,300
Investments	404,968,400	354,033,000
Land, buildings and building improvements, and equipment, net	72,628,300	74,425,100
Total assets	\$562,790,600	\$507,571,300
Liabilities		
Accounts payable and accrued expenses	\$ 7,396,900	\$ 7,850,800
Deferred revenue	6,629,200	4,828,200
Accrued postretirement benefits	5,844,000	6,216,000
Interest-rate swap agreement	6,117,500	9,649,500
Bonds payable	56,285,000	57,975,000
Total liabilities	82,272,600	86,519,500
Net assets		
Unrestricted	71,984,500	61,216,300
Temporarily restricted	185,169,000	161,653,900
Permanently restricted	223,364,500	198,181,600
Total net assets	480,518,000	421,051,800
Total liabilities and net assets	\$562,790,600	\$507,571,300

To view the full 2017 Financial Statements, please [click here](#).

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 revenue (loss)				
Investment loss 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 revenue (loss)	9,051,500	17,528,100	25,182,900	51,762,500
Changes 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

To view the full 2017 Financial Statements, please [click here](#).

STATEMENT OF ACTIVITIES

FOR THE YEAR ENDED JUNE 30, 2016

	UNRESTRICTED	TEMPORARILY RESTRICTED	PERMANENTLY RESTRICTED	TOTAL
Operating revenue and support				
Membership dues	\$ 6,484,200	\$ —	\$ —	\$ 6,484,200
Annual giving	9,743,500	—	—	9,743,500
Corporate memberships and related income	6,571,000	201,000	—	6,772,000
Grants and contributions	1,159,000	30,425,900	—	31,584,900
<i>Foreign Affairs</i> publications	8,690,700	—	—	8,690,700
Investment return used for current operations	4,154,200	13,229,100	—	17,383,300
Rental income	2,006,800	—	—	2,006,800
Miscellaneous	244,700	—	—	244,700
Net assets released from restrictions	29,995,500	(29,995,500)	—	—
Total operating revenue and support	69,049,600	13,860,500	—	82,910,100
Operating expenses				
Program expenses:				
Studies Program	26,557,300	—	—	26,557,300
Task Force	385,500	—	—	385,500
NY Meetings	1,697,600	—	—	1,697,600
DC programs	1,891,400	—	—	1,891,400
Special events	1,177,000	—	—	1,177,000
<i>Foreign Affairs</i>	11,175,200	—	—	11,175,200
National Program	1,339,400	—	—	1,339,400
Outreach Program	1,556,700	—	—	1,556,700
Term member	355,100	—	—	355,100
Digital Program	3,167,500	—	—	3,167,500
Education Program	2,257,000	—	—	2,257,000
Global Board of Advisors	84,300	—	—	84,300
Total program expenses	51,644,000	—	—	51,644,000
Supporting services				
Fundraising:				
Development	2,295,500	—	—	2,295,500
Corporate Program	2,150,400	—	—	2,150,400
Total fundraising	4,445,900	—	—	4,445,900
Management and general	11,275,100	—	—	11,275,100
Membership	1,463,300	—	—	1,463,300
Total supporting services	17,184,300	—	—	17,184,300
Total operating expenses	68,828,300	—	—	68,828,300
Excess of operating revenue and support over operating expenses	221,300	13,860,500	—	14,081,800
Nonoperating revenue (loss)				
Investment loss in excess of spending rate	(6,132,100)	(20,344,600)	—	(26,476,700)
Endowment contributions	—	—	19,653,700	19,653,700
Change in value of interest rate swap agreement	(1,823,400)	—	—	(1,823,400)
Reversal of contribution receivable for endowment	—	—	(1,000,000)	(1,000,000)
Total nonoperating revenue (loss)	(7,955,500)	(20,344,600)	18,653,700	(9,646,400)
Change in net assets before postretirement changes other than net periodic costs	(7,734,200)	(6,484,100)	18,653,700	4,435,400
Postretirement changes other than net periodic costs	(56,000)	—	—	(56,000)
Change in net assets	(7,790,200)	(6,484,100)	18,653,700	4,379,400
Net assets, beginning of year	69,006,500	168,138,000	179,527,900	416,672,400
Net assets, end of year	\$61,216,300	\$161,653,900	\$198,181,600	\$421,051,800

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PHOTOS

Don Pollard: 10; 12; 13; 15 left, middle; 16; 19; 20; 21; 22 middle; 25 top; 29 bottom; 31; 35

Korea Foundation for Advanced Studies: 11

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