

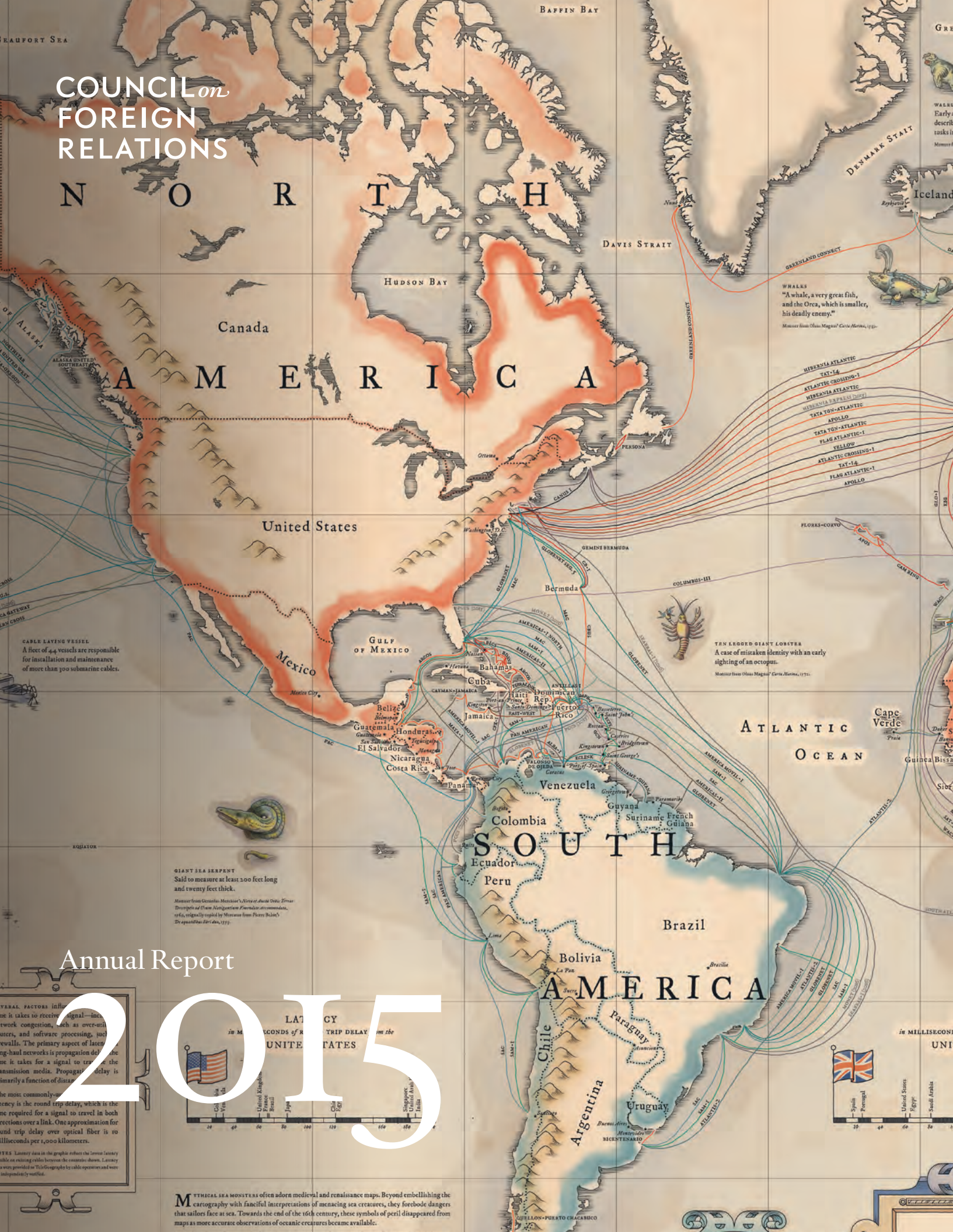
COUNCIL on FOREIGN RELATIONS

N O R T H

A M E R I C A

S O U T H

A M E R I C A



WHALES
"A whale, a very great fish, and the Orca, which is smaller, his deadly enemy."
Monna from Olaus Magnus' Carta Marina, 1539.

TEN LEGGED GIANT LOBSTER
A case of mistaken identity with an early sighting of an octopus.
Monna from Olaus Magnus' Carta Marina, 1539.

GIANT SEA SERPENT
Said to measure at least 200 feet long and twenty feet thick.
Monna from Gustavus Mercator's Nova et Accurata Tabula Terrarum Septentrionalium, 1669.

Annual Report

2015

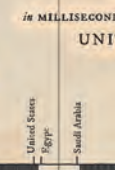


MYTHICAL SEA MONSTERS often adorn medieval and renaissance maps. Beyond embellishing the cartography with fanciful interpretations of menacing sea creatures, they forebode dangers that sailors face at sea. Towards the end of the 16th century, these symbols of peril disappeared from maps as more accurate observations of oceanic creatures became available.

Several factors influence the time it takes to receive a signal—line network congestion, such as over-saturation, and software processing, such as routing algorithms. The primary aspect of latency in long-haul networks is propagation delay, which is the time it takes for a signal to travel through the transmission media. Propagation delay is similarly a function of distance.

The most commonly cited latency metric is round trip delay, which is the time required for a signal to travel in both directions over a link. One approximation for round trip delay over optical fiber is 100 milliseconds per 1,000 kilometers.

NOTES Latency data in this graphic reflects the lowest latency available on existing cables between the countries shown. Latency data was provided by the telecommunications industry and was not independently verified.



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Annual Report

2015

Annual Report

July 1, 2014–June 30, 2015

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Mission Statement

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

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

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

Letter From the Co-Chairs

As co-chairs of the Council on Foreign Relations (CFR), it should come as no surprise that we have a great deal of affection and respect for this organization. The Council manages to be at once relevant and intellectually independent. Amid the cacophony of voices, opinions, and platforms, it is a trusted source of analysis and a rare forum for nonpartisan debate and exchange. While holding fast to its traditions, the organization also continues to evolve. As a result, one of the most influential policy institutions in the United States is positioning itself to continue making significant contributions as it has in the past.

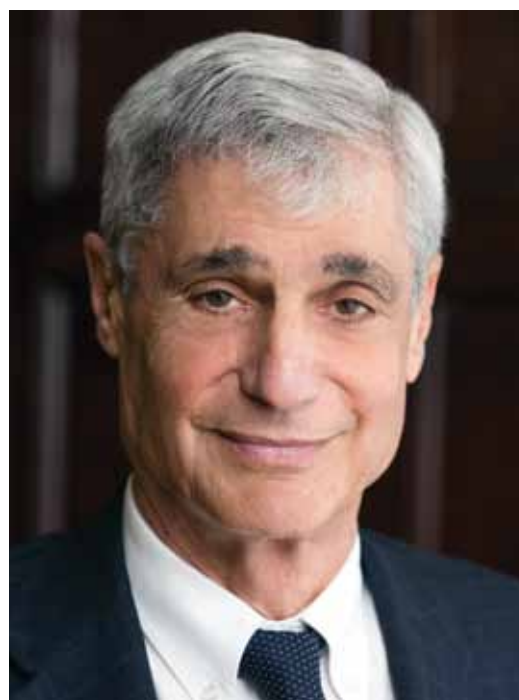
Known for its rigorous analysis and innovative thinking, CFR's scholars are one pillar of the institution's strength. Their prominence places them—and the organization—at the frontlines of debates and policy-making in the United States. This year alone, CFR fellows published four hundred op-eds and columns in leading outlets in this country and around the world; testified before Congress on at least thirteen occasions; and provided nearly two hundred briefings to lawmakers, senior administration officials, intelligence agencies, and the Departments of State, Treasury, Homeland Security, Energy, and Defense. CFR's members, for their part, help make the institution a respected and valued destination for visiting leaders. Japanese Prime Minister Shinzo Abe, Iraqi President Fuad Masum, Ukrainian Prime Minister Arseniy Yatsenyuk, Iranian Foreign Minister Javad Zarif, and some forty other foreign officials addressed and took questions from CFR members in fiscal year 2015, as dozens do every year in the midst of crises, transitions, or negotiations—or whenever they need to reach the most informed community in U.S. foreign policy.

As former officials ourselves, we know one reason leaders trust the Council as both a forum and a source: the organization and its work are entirely independent. Despite its influence among lawmakers and its proximity to high-ranking policymakers, CFR accepts no funding from governments—including the United States—preserving its ability to critique the policies of any. Along similar lines, and amid an ever-deepening political divide, the Council remains resolutely nonpartisan. In the think tank, scholars' diversity of opinion is as valued as their expertise, and with meetings that include opinions across the political spectrum and members of all ideological persuasions, the Council is a rare place today where deliberations can occur off the record and across the aisle. The same commitment informs the pages of *Foreign Affairs*, where essays are wide-ranging, thought-provoking, and, on occasion, controversial. Neither CFR nor *Foreign Affairs* takes institutional positions; what they have in common is a commitment to honest analysis. The result is an organization with the ability to speak truth to power, and one where thinking and exchange are not stymied by partisan politics.

The Council has always been characterized by inquiry and independence, and the organization is also evolving, both intellectually and institutionally, to meet the challenges and realities of a changing world. As Richard details in the pages that follow, CFR's nearly eighty full and



Co-Chairman Carla A. Hills



Co-Chairman Robert E. Rubin



Vice Chairman David M. Rubenstein

part-time scholars cover a broader range of issues today than at any other time in history, from nuclear proliferation to climate change, violent conflict to cybersecurity, and international economics to public health. At the same time, as an interconnected world renders governments, individuals, and institutions more vulnerable to events unfolding on the other side of the globe, the Council is working to reach increasingly important communities, such as those of religious leaders and local elected officials, and to include them in the dialogue surrounding international relations. To equip the next generation of Americans with the knowledge they need to understand the world that will become theirs, CFR also provides programming and content for teachers and students. And to secure the future of policymaking, the organization cultivates rising talent through its Term Member Program, which gives outstanding young professionals access to resources and programming, and through the highly esteemed International Affairs Fellowship Program, which gives mid-career scholars the opportunity to work in government and those coming from government the chance to work in academic environments.

Since it was founded nearly a century ago in opposition to a rising tide of isolationism, CFR has occupied a unique place in U.S. foreign policy and has remained a trusted resource of analysis. CFR encourages thoughtful U.S. involvement in a world that grows increasingly complex; promotes deeper understanding of international relations among our members, leaders, and the public; and lends authority, expertise, and seriousness of purpose to the foreign policy debate in the United States and around the world. We would like to acknowledge CFR Vice Chairman David M. Rubenstein for his ongoing support, and the Board of Directors for their many contributions over the past year. We are especially thankful for the creative and pragmatic leadership of Richard N. Haass, and grateful for all that he has done and continues to do for the Council.

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

President's Message

A Changing World, A Changing Council

Created in the wake of World War I, the Council on Foreign Relations came of age after World War II and amid the Cold War. The focus of much of CFR's activities during those four decades was major power relations and, above all, the highly competitive and dangerous relationship between the United States and the Soviet Union. Meetings, scholarship, and the pages of *Foreign Affairs* were often devoted to debates over how to protect and advance U.S. interests in a manner that did not lead to direct confrontation with a nuclear-armed rival.

Work on relations between and among major powers remains essential, but it is by no means sufficient. New actors, forces, and technologies are shaping international relations as never before, and American foreign policy has changed, reflecting new challenges, concerns, and priorities. One result is that CFR's agenda, too, has evolved to ensure it can fulfill its mission of remaining a resource that is relevant for its members, elected and appointed officials, the media, corporate leaders, students and teachers, and congregational and religious leaders.

Cyberspace is a prime example of a topic that barely existed a generation ago and that now occupies a large place on CFR's intellectual agenda. In some ways, the challenge posed by cyber technology is reminiscent of that presented by nuclear weapons in the 1940s and 1950s. Then, as now, a new technology had burst onto the world scene, and in both cases this technology had the potential to do considerable good or great harm. In certain ways, the policy challenges posed by cyber-related technologies and the Internet are even greater than those posed by nuclear weapons in light of the many actors—individuals, groups, and governments—who can enter the fray. But what remains consistent is the need to create a set of rules, institutions, and policies that will encourage behaviors deemed desirable and discourage those judged not. This in a nutshell is the objective of CFR's digital and cyberspace policy program.

Global health is another subject now receiving considerable attention at CFR, and for good reason. Infectious diseases, including but hardly limited to HIV/AIDS and Ebola, are a major threat not just to individuals but to entire societies; moreover, what may begin as a local outbreak can quickly become a threat to people everywhere, given the modern transportation systems intrinsic to globalization. Devising national and international policies and mechanisms for preventing and limiting outbreaks of infectious disease is an obvious need, one reflected in the work of several senior fellows who are part of CFR's global health program.

A related issue of growing importance is noncommunicable diseases (NCDs), including diabetes, heart disease, and various forms of cancer often caused by excessive alcohol consumption, poor diet, inadequate exercise, and smoking. Such diseases receive much less attention and far less in the way of resources from governments and global agencies,



President Richard N. Haass

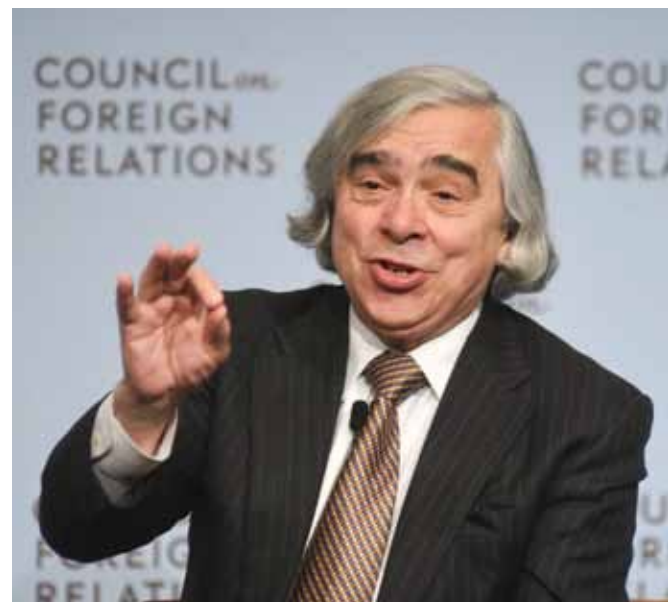
Cyberspace is a topic that barely existed a generation ago and that now occupies a large place on CFR's intellectual agenda.

The recent transformation of the U.S. energy position along with the potential of new technologies has far-reaching ramifications for the environment and U.S. national security alike.

but in some aspects they constitute an even greater problem for rich and poor countries alike. It was for this reason that in 2014 CFR sponsored an Independent Task Force on NCDs.

Energy and climate change make for a third set of issues that received little attention a generation ago but that now figure prominently in both the international agenda and in U.S. foreign policy. The recent transformation of the U.S. energy position along with the potential of new technologies has far-reaching ramifications for the environment and U.S. national security alike. This set of issues is at the heart of research being carried out by fellows in CFR's program on energy security and climate change. Energy and climate change are examples of issues that are not narrowly political or military or economic. In fact, such issues, including sanctions and trade, cross disciplinary boundaries. It is for this reason that the Maurice R. Greenberg Center for Geoeconomic Studies was created at CFR more than a decade ago.

What these and other issues also have in common is that they are both local and global. The United States cannot on its own meet such challenges; it needs the active support of other governments as well as regional and global institutions, nongovernmental organizations, and corporations. This is the logic that led to the creation of CFR's International Institutions and Global Governance (IIGG) program. One important element of IIGG is the Council of Councils, a network of some two





dozen policy-oriented think tanks from countries in every region of the world. The group meets several times a year to consider what more countries might do to combat challenges that affect all of them. This past year, the Council of Councils issued the first of what will be annual report cards assessing the world’s performance in tackling such challenges as preventing conflict between and within states, terrorism, proliferation, and migration.

Conflict remains central to international relations and the work of the Council on Foreign Relations. CFR’s Center for Preventive Action promotes strategies to prevent, mitigate, or resolve violent conflict around the world. The center’s annual Preventive Priorities Survey of experts and officials assesses likely or existing conflicts and their potential impact on the United States. Its signature product, the Global Conflict Tracker, is an interactive online guide that provides information on actual or potential conflicts, including in Libya, Syria, Iraq, and North Korea.

But the focus of the Council on Foreign Relations cannot be limited to the foreign policy of the United States or others. CFR’s Civil Society, Markets, and Democracy program examines the economic, political, and social dynamics that are critical to the spread of democratic values and

Facing page left: U.S. Secretary of Homeland Security Jeh Charles Johnson shares his thinking on the self-proclaimed Islamic State, the Ebola outbreak, and preventing homegrown terrorism.

Facing page right: U.S. Secretary of Energy Ernest J. Moniz discusses his department’s “all-of-the-above” energy strategy.

Above: Henry A. Kissinger, with President Richard N. Haass, reflects on the Cold War at a symposium to mark the twenty-fifth anniversary of the fall of the Berlin Wall.



Task Force Chairs Mitchell E. Daniels Jr. and Thomas E. Donilon call on policymakers to address the emerging crisis of noncommunicable diseases in developing countries at the report's rollout meeting in Washington, DC.

Noncommunicable diseases receive much less attention and far less in the way of resources from governments and global agencies, but in some aspects they constitute an even greater problem for rich and poor countries alike.

sustainable, inclusive development around the world. An example of the program's work is the [Women and Foreign Policy](#) program, which considers the status of women an issue tightly bound to other international priorities, including public health, security, and development.

A related point can be made about national security—namely that it, too, must transcend foreign policy. The United States' continued ability to find the human, economic, and military resources to project power abroad and to set an example other countries will want to emulate will depend in no small part on how well it does at home. Immigration policy, infrastructure modernization, quality of education, deficits and debts—all will affect American competitiveness and ability to lead. Such issues are at the heart of CFR's [Renewing America](#) initiative, now entering its fourth year.

As I trust is clear, CFR's activities and research have evolved significantly over the years in order to reflect new international realities and contribute to new domestic debates. What has not changed, however, is our commitment to serving as a resource for policymakers, the public, and our members through timely, authoritative, policy-relevant work, and we will continue to evolve as needed to ensure this resource stays of the highest value.

Richard N. Haass
President

2015 Highlights



Upper left: Turkish Prime Minister Ahmet Davutoğlu discusses his country's economy and national security.

Upper right: Afghan President Ashraf Ghani outlines his plan to address youth unemployment and inadequate infrastructure in Afghanistan.

Lower left: International Monetary Fund Managing Director Christine Lagarde explains what's next for the global economy from the Fund's perspective.

Lower right: Alan Greenspan, president of Greenspan Associates LLC and former Federal Reserve chairman, weighs in on quantitative-easing policies.

Meetings

CFR is a premier destination for the most influential voices in foreign policy and international relations. Known across the country and around the world as a unique forum for informed, serious, and both on- and off-the-record exchanges, it remains the venue of choice for leaders of government, business, and academia.

This past year, beginning with the UN General Assembly in September, CFR hosted dozens of foreign officials and heads of state. The most pressing issues were addressed by those most closely affected by them: Prime Minister Arseniy Yatsenyuk of Ukraine on Russia's annexation of Crimea; President Fuad Masum of Iraq on efforts to combat the self-proclaimed Islamic State; and Foreign Minister Javad Zarif of Iran on the nuclear talks with the United States, other members of the UN Security Council, and Germany. Newly elected heads of state, including Afghan President Ashraf Ghani and Indian Prime Minister Narendra Modi, chose CFR as the platform through which to reach the U.S. foreign policy community. And leaders including Japanese Prime Minister Shinzo Abe, President of the Kurdistan Region of Iraq Masoud Barzani, Mexican President Enrique Peña Nieto, and Italian Prime Minister Matteo Renzi spoke on the issues dominating their national agendas.



CFR also hosted an impressive number of high-ranking U.S. officials this year, including Secretary of the Treasury Jacob J. Lew, Secretary of Homeland Security Jeh Charles Johnson, and Secretary of Energy Ernest J. Moniz. CIA Director John O. Brennan and other agency heads addressed the membership, as did a number of members of Congress. Defense officials, among them Navy Secretary Ray Mabus, Pacific Fleet Commander Harry B. Harris Jr., and all five military service chiefs (including Joseph F. Dunford Jr., chairman-elect of the Joint Chiefs of Staff) shared their views on U.S. strategy and the United States' position in the world.

As conflicts escalated in Ukraine, Syria, and Iraq, and as West Africa faced the largest Ebola outbreak in history, CFR convened meetings and teleconferences to inform members, the public, and the media. The What to Do About ... series, in which meetings take the form of National Security Council sessions with speakers acting as counselors to the president, brought panels of experts together to propose and defend solutions to some of the world's most vexing problems, including the Islamic State, Iraq, and the Israeli-Palestinian peace process. Other series provided analysis on a broad range of subjects, from influential personalities (Power Profiles) to the policy impact of innovations in technology (Emerging Technologies). The CEO Speaker series brought Michael S. Dell of Dell Inc., Ellen J. Kullman of DuPont, and James P. Gorman of Morgan Stanley to CFR. Conferences and symposia focused on topics such as humanitarian intervention and the end of the Cold War, the latter of which featured a keynote address by former Secretary of State Henry A. Kissinger.

On economics, former Federal Reserve Chairman Alan Greenspan and current Vice Chairman Stanley Fischer deliberated over trade, currency, and global trends, as did central bankers and finance ministers from Germany, Ukraine, and England. International officials, including International Monetary Fund Managing Director Christine Lagarde, World Bank President Jim Yong Kim, former Executive Chairman of the UN Monitoring, Verification, and Inspection Commission Hans Blix, and UN Undersecretary-General for Humanitarian Affairs Valerie Amos, offered their perspectives on issues of global governance.



Facing page: Turkish President Recep Tayyip Erdoğan explains his plan to combat the self-proclaimed Islamic State and outlines the Turkish approach to regional security.

Upper right: Janet Napolitano, president of the University of California and former secretary of the U.S. Department of Homeland Security, argues that Americans and Europeans traveling to the Middle East to train with terrorist groups pose a major national security challenge.

Lower right: Director of National Intelligence James R. Clapper Jr. discusses violent extremism and cybersecurity.

As conflicts escalated around the world, CFR convened meetings and teleconferences to inform members, the public, and the media.

National Program



The National Program provides multiple avenues for members who live outside of New York and Washington to connect with CFR and its resources. More than one hundred National meetings were convened this year in more than a dozen cities. The program also organized a monthly Conference Call series on subjects ranging from corruption in Mexico to the shift in U.S.-Cuba relations, and it offered virtual access to nearly 130 events in New York and Washington. Trips to Atlanta and the San Francisco Bay Area introduced National members to Centers for Disease Control and Prevention Director Thomas Frieden, former Secretary of State George P. Shultz, San Francisco Mayor Ed Lee, and executives at Google, Salesforce, Uber, and Palantir Technologies.

The twentieth annual National Conference featured two and a half days of meetings and events in New York. The conference opened with an address by U.S. Secretary of Health and Human Services Sylvia Mathews Burwell and offered sessions on climate change, the geoeconomics of oil and gas, and efforts to counter violent extremism. U.S. Trade Representative Michael Froman participated in a dinner conversation with CFR President Richard Haass that assessed the U.S. trade agenda. Jami Miscik, former deputy director for intelligence at the CIA, led a special session of the What to Do About ... series on North Korea, featuring Burwell B. Bell III, former commander of U.S. forces in the Republic of Korea, and Christopher R. Hill, former ambassador to the Republic of Korea and head of the U.S. delegation to the Six Party Talks on the North Korean nuclear issue. Tom Brokaw moderated a discussion between Assistant Secretary of State Anne C. Richard and International Rescue Committee CEO David Miliband on the humanitarian challenges presented by displaced people and refugees. Former Undersecretary of State R. Nicholas Burns led an overview of the foreign policy challenges facing the United States that featured Representative of the United States to the African Union Reuben E. Brigety II, former Assistant Secretary of Defense Mary Beth Long, and former NATO Supreme Allied Commander James G. Stavridis.

Top: Sarah Sewall, undersecretary of state for civilian security, democracy, and human rights, explains U.S. initiatives to counter violent extremism and empower nonviolent voices.

Above: U.S. Secretary of the Navy Ray Mabus offers his thoughts on the service's challenges and future trajectory during a speech in September.

Facing page: Kicking off the National Conference in a conversation with ABC News Chief Health and Medical Editor Richard E. Besser, U.S. Secretary of Health and Human Services Sylvia Mathews Burwell reflects on her first year in the position.

More than one hundred National Program meetings were convened this year in more than a dozen cities.



Corporate Program

CFR's more than 160 Corporate member companies represent a broad range of industries and are a vital source of insight and support. This year, CFR welcomed thirteen new member companies: the Abraaj Group; Colliers International; DNB Bank ASA; Fitch Ratings; Fluor Corporation; Generali; Glenview Capital Management; KPMG LLP; Newmont Mining Corporation; Noble Energy, Inc.; Thomson Reuters; United Technologies Corporation; and Wells Fargo. In addition, Morgan Stanley and Shell Oil Company upgraded to the top corporate membership tier (Founders), while Zurich upgraded its membership to the President's Circle level.

The program's Senior Executives Breakfast series brought business leaders together for informal policy discussions. Meetings in New York and Washington featured Senior Fellows Adam Segal and Robert K. Knake on cybersecurity, Elizabeth C. Economy on China, Sebastian Mallaby on the global economy, Alyssa Ayres on the U.S.-India relationship, Steven A. Cook and Ray Takeyh on developments in the Middle East, and James M. Lindsay on U.S. politics and foreign policy.

This year's Corporate Conference opened with a conversation between Turkish Prime Minister Ahmet Davutoğlu and CFR President Richard Haass and included plenary sessions on the global economy with former Treasury Secretary and CFR Co-Chairman Robert E. Rubin and former International Monetary Fund Chief Economist Kenneth Rogoff; geopolitical risk with Richard Haass and CNN's Fareed Zakaria; and emerging technologies and cyber governance with CFR Senior Fellow Adam Segal and Craig Mundie, former head of research at Microsoft.





CFR's more than 160 Corporate member companies represent a broad range of industries and are a vital source of insight and support.



Facing page: John Ingraham and Jitka Grundmanova of Citi and Microsoft's John Paul Farmer listen to a panel during the Corporate Conference.

Above top: Michael S. Dell, founder and chief executive officer of Dell Inc., considers the connection between technology and growth at a CEO Speaker series event.

Above bottom: Ellen J. Kullman, chair and chief executive officer of DuPont, speaks about global competitiveness as part of the CEO Speaker series.



Above: Valerie Amos, UN undersecretary-general and emergency relief coordinator, shares her perspective on today's most pressing humanitarian challenges at the Sorensen Distinguished Lecture on the United Nations.

David Rockefeller Studies Program

CFR's scholars published more than sixty papers, reports, and essays on subjects ranging from economics and security to public health and climate change. They also authored four new books. On the complex politics of East Asia, Senior Fellow Sheila A. Smith's *Intimate Rivals: Japanese Domestic Politics and a Rising China* explored the effect of Japan's internal political dynamics on its relationship with China. *The Japan–South Korea Identity Clash: East Asian Security and the United States*, by Senior Fellow Scott A. Snyder and Brad Glosserman, executive director of the Pacific Forum at the Center for Strategic and International Studies, looked at the ways that national identity has complicated relations between Japan and South Korea. On energy and economics, Adjunct Fellow Blake Clayton's *Market Madness: A Century of Oil Panics, Crises, and Crashes* debunked the conventional wisdom on shrinking oil supplies. And *Ashley's War: The Untold Story of a Team of Women Soldiers on the Special Ops Battlefield*, by Senior Fellow Gayle Tzemach Lemmon, told the story of a team of female soldiers serving alongside special operations forces in Afghanistan. In a first for CFR, the book rights for *Ashley's War* have been optioned for a feature film. In addition, Senior Fellow Laurie Garrett released an ebook, *Ebola: Story of an Outbreak*, which recounts the 1995 Ebola outbreak in Zaire.

Experts devoted considerable attention to conflicts around the world. In December, the Center for Preventive Action released its annual *Preventive Priorities Survey* and an accompanying online interactive, the *Global Conflict Tracker*. The survey aims to help policymakers assess competing priorities in conflict prevention. In his report "Defeating ISIS," Senior Fellow Max Boot urged the United States to intensify air strikes in Syria and Iraq while fostering partnerships with local and regional powers. Senior Fellow John Campbell, former U.S. ambassador to Nigeria, authored *U.S. Policy to Counter Nigeria's Boko Haram*, in which he advocated cooperating with the Nigerian government to root out sources of extremist support and promote human rights across the country. Also focusing on the country is the Africa program's *Nigeria Security Tracker*, which maps violence perpetrated by a number of groups, including Boko Haram. Two reports focused on strategies to curb regional unrest: "Political Instability in Zimbabwe," by George F. Ward, coordinator of the Africa program at the Institute for Defense Analyses, proposed ways for the United States to foster stability in a post-Mugabe Zimbabwe; and "Political Crisis in Venezuela," by Patrick Duddy, director of Duke University's Center for Latin American and Caribbean Studies, was updated to reflect rising dysfunction and public frustration in Venezuela.

In a first for CFR, the book rights for Ashley's War have been optioned for a feature film.



Above left: Central Intelligence Agency Director John O. Brennan emphasizes his agency's growing focus on cyber threats and reflects on his time at the White House.

Above center: U.S. Environmental Protection Agency Administrator Gina McCarthy assesses U.S. international climate policy effectiveness.

Above right: Representative Mac Thornberry (R-TX), chairman of the House Armed Services Committee, discusses threats to national security.

Facing page: Sheri L. Fink, *New York Times* correspondent; Larry Brilliant, senior advisor to Jeff Skoll; and Laurie Garret, CFR senior fellow, discuss global health security.

Amid plans to rebalance U.S. foreign policy toward Asia, a number of CFR experts focused on Washington's strategy in the region. "[Breaking the Stalemate in U.S.-ROK Nuclear Cooperation Negotiations](#)," by Senior Fellow Scott Snyder, recommended a path to resolve the damaging impasse that has arisen between the two countries on whether South Korea can enrich and reprocess nuclear fuel from the United States. [Japan's New Politics and the U.S.-Japan Alliance](#), a report by Senior Fellow Sheila Smith, detailed how more-competitive elections are affecting Japan's relationship with the United States. "[Conflict in the South China Sea](#)," a report by Bonnie S. Glaser, senior advisor for Asia at the Center for Strategic and International Studies, offered suggestions to lower the risk of conflict, particularly military incidents between U.S. and Chinese armed forces. And [Revising U.S. Grand Strategy Toward China](#), a report by Senior Fellow Robert D. Blackwill and Ashley J. Tellis, senior associate at the Carnegie Endowment for International Peace, forecasts decades of intensifying competition between Washington and Beijing and recommends that the United States deemphasize efforts to integrate China into regional and global arrangements and instead focus on limiting its influence.

On economic questions, the timely report "[A Paris Club for Europe](#)," by Senior Fellow Robert Kahn, encouraged the development of a functional, rules-based approach to European debt relief. In response to fluctuating energy markets, Senior Fellows Michael A. Levi and Shannon K. O'Neil authored a working paper, "[Spillovers From Falling Oil Prices: Risks to Mexico and the United States](#)," with Alexandra Mahler-Haug, a research analyst at NewWorld Capital Group, LLC, that highlighted Mexico's vulnerability to weak energy markets and the effect that has on the United States. In "[Rare Earth Elements and National Security](#)," Eugene Gholz, an associate professor at the University of Texas at Austin, analyzed China's presence in the rare earth markets in the context of the economic and national security of the United States. The think tank also debuted a new interactive that constitutes the first effort to build a complete database of the world's central bank currency swap arrangements—little understood cross-border tools of financial crisis management.

Through CFR's Renewing America initiative, experts also continued their examination of the domestic issues underlying U.S. power abroad. Among the initiative's other work, "[A Bipartisan Work Plan: Helping America to Work](#)," a report by Adjunct Senior Fellow Matthew J. Slaughter and former World Bank President Robert B. Zoellick, advocated a jobs policy overhaul to support innovation and adaptation in a changing economy. This year also saw the release of two Renewing America Scorecards assessing the government's performance on specific issues: "[No Helping Hand: Federal Worker-Retraining Policy](#)" and "[Quality Control: Federal Regulation Policy](#)."

The think tank welcomed eleven new fellows this year—scholars and practitioners with diverse backgrounds and a range of experience: Willem H. Buiter, chief economist at Citigroup, to work on macroeconomics and globalization; David P. Fidler, professor of law and senior fellow at the Center for Applied Cybersecurity Research at Indiana University, to examine how international law applies to cyberspace; Philip Gordon, former assistant secretary of state for European and Eurasian affairs and White House coordinator for the Middle East, to write on the Middle East and Europe; Bernard Gwertzman, former editor in chief of the *New York Times* online, to write a memoir; Jennifer M. Harris, former member of the secretary of state's policy planning staff, to assess the use of economic statecraft for geopolitical ends; Miles Kahler, a former fellow who returns to the Studies Program to focus on issues of global governance; Robert Knake, former director for cybersecurity policy at the National Security Council, to work on innovations in cybersecurity; Farah Pandith, former special representative to Muslim communities for the State Department, to explore strategies to counter violent extremism; Senator John D. Rockefeller IV, former chairman of the Senate Select Committee on Intelligence, to work on Japan, East Asia, and cybersecurity; Kenneth Rogoff, former chief economist at the International Monetary Fund, to work on international economics; and Varun Sivaram, former senior associate at McKinsey & Company, to study the impact of transformative energy technologies on the global economy and geopolitics.



Council of Councils

In 2012, CFR launched the Council of Councils (CoC), an international network of think tanks and research institutions that encourages conversation and consensus building among thought leaders from around the world. Composed of more than two dozen policy institutes mostly representing G20 countries, the CoC focuses on global governance. Coinciding with the group's annual U.S. meeting, held this year at CFR's office in Washington, the CoC released its inaugural Report Card on International Cooperation. The Report Card, derived from a survey of experts from CoC member institutions, evaluates progress in ten critical areas, ranging from preventing war within and between countries to promoting global cooperation on climate change, health, and cyberspace.

Task Forces

The Independent Task Force Program convenes experts from across the political spectrum to provide findings and policy recommendations intended to influence policymakers and shape public dialogue on every subject as well as on issues where consensus has been elusive.

The Independent Task Force on Noncommunicable Diseases (NCDs), chaired by former Indiana Governor Mitchell E. Daniels Jr. and former National Security Advisor Thomas E. Donilon and directed by Senior Fellow Thomas J. Bollyky, was the first convened by CFR to examine a global health issue. The group's final report, *The Emerging Global Health Crisis: Noncommunicable Diseases in Low- and Middle-Income Countries*, analyzed NCDs as a threat to national security and international economic development. The Independent Task Force on North America, chaired by General David H. Petraeus and former World Bank President Robert Zoellick and directed by Senior Fellow Shannon O'Neil, issued its report, *North America: Time for a New Focus*, which offered recommendations to enhance the continent's competitiveness by deepening ties among the United States, Mexico, and Canada. A new Task Force, launched this spring and chaired by former Harvard Kennedy School Dean Joseph R. Nye Jr. and Warburg Pincus CEO Charles Kaye and directed by Senior Fellow Alyssa Ayres, will examine India's foreign and domestic policies as well as U.S.-India relations.



Above: Senior Fellow and Director of the International Institutions and Global Governance Program Stewart M. Patrick considers the challenges of multilateral cooperation at a Council of Councils event.

Facing page top: Elizabeth Sherwood-Randall, deputy secretary at the U.S. Department of Energy, shares her thoughts on climate change and energy security with Volker Perthes, chairman of the German Institute for International and Security Affairs.

Facing page bottom: Chatham House Associate Director Michael Keating, CFR Senior Fellow Farah Pandith, and Centre for Strategic and International Studies Executive Director Rizal Sukma discuss strategies to counter violent extremism. Lowy Institute for International Policy Research Director Anthony Bubalo moderates.



Outreach

EDUCATION

The [Academic Outreach Initiative](#) connects students with CFR research and programming and provides professors with teaching tools to facilitate a deeper understanding of international issues in their classrooms. Resources, including classroom guides and the monthly *Academic Bulletin* newsletter, help teachers and professors introduce complex policy topics to their students, while dedicated events and in-depth briefings provide a forum for the academic community to interact with CFR experts. This year, through the Academic Conference Call series, CFR fellows briefed professors and students on issues ranging from Ebola to U.S.-China relations. More than three hundred students and professors attended the initiative's annual Back-to-School Event for a screening of CFR.org's InfoGuide "[The Sunni-Shia Divide](#)" and a panel discussion on the Middle East featuring NPR International Correspondent Deborah Amos and Dean of Johns Hopkins University's Paul H. Nitze School of Advanced International Studies Vali Nasr.

Now in its fourth year, the annual College and University Educators Workshop brought more than one hundred professors from three countries and thirty-one states, including representatives from public, private, and community colleges, to CFR for conversations on pressing international concerns with experts and policymakers. The High School Educators Workshop, designed for high school teachers from the Northeast, featured discussions on global issues and teaching methods. In the annual meeting of the Higher Education Working Group, college and university presidents and foundation representatives shared their perspectives on challenges facing higher education in a rapidly changing world. The group's most recent gathering featured sessions led by University of California President Janet Napolitano and former Yale University President Rick Levin.

Education is an increasing priority for CFR, and this year the organization formed a dedicated [Education department](#) to focus on developing original content and products for university and high school students and their instructors to help prepare the next generation of citizens for the challenges of a complex world. The curriculum will focus on issues central to international relations and U.S. foreign policy as well as on building skills such as critical thinking and effective speaking and writing.

WASHINGTON OUTREACH

CFR is a rare source of nonpartisan analysis for members of Congress and government officials. CFR experts have been called to testify thirteen times before the 114th Congress since its inauguration in January. The [Congress and U.S. Foreign Policy Program](#) arranged meetings with CFR fellows and more than one hundred congressional offices. It also conducted regular meetings for officials from the State Department, the National Security Council, and the Defense Department and held quarterly briefings for members of the intelligence community, while the Diplomatic Program convened meetings with the ambassadors from Belgium, the European Union, Germany, Japan, Mexico, and Nigeria. The biennial Congressional Staff Conference, which attracts hundreds of participants, featured CFR members and fellows who led sessions on the Islamic State, Ukraine, fiscal policy, and trade.





RELIGION AND FOREIGN POLICY INITIATIVE

The Religion and Foreign Policy Initiative connects communities of faith with CFR work and serves as a forum for cross-denominational discussion of international issues. Programming highlights this year included a small roundtable with Bechara Boutros al-Rahi, the patriarch of Lebanon, that focused on the future of Christians in the Middle East; meetings on repression in North Korea, discrimination in Uganda, and the role of social media in conflict resolution; and conference calls on subjects ranging from U.S. immigration policy to the intersection of free speech and religious freedom. In May, the ninth annual Religion and Foreign Policy Workshop gathered representatives from thirty faiths at CFR's New York headquarters for two days of discussion on topics including climate change and the role of religion in peace-building.

Above: More than 120 participants, ranging from policymakers to congregational leaders, attended the Religion and Foreign Policy Workshop.

Facing page: Secretary of the Treasury Jacob Lew, speaking in Washington, DC, calls for quick action on the debt ceiling and continuing support for the long-term unemployed.

On each of CFR's main social media channels, the organization's following has more than doubled over the past year.

CFR Online

In the span of several years, CFR.org has grown into a core component of the organization's efforts to educate the public on international issues. This year, as major developments unfolded abroad, CFR.org's editorial team provided breaking analysis on the Ebola epidemic, Hong Kong's protests, nuclear talks with Iran, violence in the Middle East, U.S.-Cuba relations, and the crisis in Ukraine. Most recently, CFR.org hosted essays, interviews, and an interactive timeline and guide on the Greek financial crisis.

The website is also home to dozens of videos and interactives, including the three latest installments of the award-winning InfoGuide Series. "[The Sunni-Shia Divide](#)," "[The Time of the Kurds](#)," and "[The Taliban](#)" all combine accessible reporting with compelling multimedia elements. The website hosts a library of nearly one hundred Backgrounders on issues ranging from U.S. trade policy to Europe's migration crisis. With the recent addition of *Net Politics*, which tracks digital policy and cyber security issues, CFR.org is now home to sixteen [expert blogs](#). CFR's overall online presence has grown significantly: on each of its main social media channels—[Twitter](#), [Facebook](#), and [YouTube](#)—the organization's following has more than doubled over the past year.



CFR Senior Fellow Gayle Tzemach Lemmon presides over a discussion with Julia Gillard, board chair of the Global Partnership for Education, on the global education agenda for 2015 and beyond.

Foreign Affairs

The past year has been a strong one for *Foreign Affairs*, with the publication of excellent content on an ever-broader range of topics; the launch of a sophisticated new website; and continued growth in circulation, revenues, and digital operations.

The lead packages in the print magazine represented an unprecedented diversity of substantive coverage: Cold War covert interventions (July/August); American political dysfunction (September/October); national security lessons from Iraq and Afghanistan (November/December); entrepreneurialism (January/February); race (March/April); and contemporary China (May/June). These thematic packages have essentially replaced the “Comments” section that used to occupy the front of the book; each package contains roughly half a dozen articles written by leading experts from varying backgrounds and perspectives, offering readers an accessible yet comprehensive survey of a critical issue. They allow us to take a deeper dive into subjects of particular concern.

The China package, for example, contained seven authoritative articles on the country’s politics, economics, demographics, national identity, corruption, and racial and ethnic tensions. The authors—all top experts, most of them Chinese—had different viewpoints, with some more optimistic than others. But collectively, they painted a picture of a country bumping up against the classic challenges of development. The package offered a compelling, fair-minded take on the state of the People’s Republic today and the debate over where it is headed tomorrow, and it was widely read and praised on both sides of the Pacific.

The magazine’s lead packages were complemented by regular interviews with prominent public figures, ranging from half a dozen top entrepreneurs (including Amazon’s Jeff Bezos and Niklas Zennstrom, who cofounded Skype) to national leaders such as Syrian President Bashar al-Assad, Indonesian President Joko Widodo, and Philippine President Benigno Aquino III.

Highlights among the several dozen other print articles published during the year included a controversial debate over the responsibility for the Ukraine crisis, with John J. Mearsheimer, Michael McFaul, and Stephen Sestanovich; takes on the state of global order by Richard Haass and the European duo of Mark Leonard and Ivan Krastev; a defense of the Obama administration’s trade strategy by U.S. Trade Representative Michael B. Froman; a status report on the former Soviet bloc twenty-five years after 1989 by Andrei Shleifer and Daniel Treisman; a detailed look at Vladimir Putin’s career and mindset by Stephen Kotkin; and clusters of articles on recent developments in energy, science, and technology.

For every article appearing first in the print magazine, meanwhile, five other articles now appear only online at ForeignAffairs.com, which has established itself as an indispensable part of the world’s daily discussion of public affairs. Featuring the same editorial sensibility and author pool as the print operation, but taking advantage of the web’s greater speed, flexibility, and global reach, a steady stream of online articles provided constant coverage of ongoing issues. Topics included the rise of the



Foreign Affairs Editor Gideon Rose



Publisher Lynda Hammes introduces a *Foreign Affairs* LIVE event.

self-proclaimed Islamic State, the Iran nuclear negotiations, and tensions in the South and East China Seas. Also covered was everything from elections and domestic political crises around the world to human rights and international aid and development.

In each off-month in the print cycle, we now publish a full-length ebook, drawing on our print, web, and archival content to offer a comprehensive guide to various issues of the day. Anthologies this year included *Endgame in Iraq* (August), *Clueless in Gaza* (October), *The Best of 2014* (December), *The New Global Context: A Davos Reader* (February), *The ISIS Crisis* (April), and *The Green Book*, which focused on environmental issues (June). And 2015 has seen us expanding our multimedia offerings, with increased video, podcasts, and photo galleries complementing our traditional text-based editorial content.

In the most exciting development of the year, all of this content was finally showcased on our long-awaited and fully redesigned new website, which was launched in April. Featuring a clean, crisp, image-friendly design, the site is intuitive and easy to use and automatically and seamlessly adapts itself to whatever screen it is being viewed on, whether computer, tablet, or phone. It has several additional functions, including tools for easy sharing, lists of trending topics, and quick access to more than ninety years of articles, and it will eventually offer an array of personalized features, such as highlighting, bookmarking, and the ability to make custom collections of *Foreign Affairs* content. Visitors will also find new editorial features, including This Day in History (highlights from our archives); Recommended Reading (curated selections from top publications around the globe); expert polls and reading lists; and interactive components such as timelines, maps, and infographics. We also took the opportunity to monetize our growing traffic through integrated display advertising capabilities and sponsored content.

All this activity, fortunately, is finding responsive audiences. The magazine's social media presence continued to grow dramatically during the year, to more than 1.1 million Facebook fans and nearly half a million Twitter followers. *Foreign Affairs* reported an audited circulation of 180,252 at the end of the fiscal year, with an additional 11,000 on ereader devices. This is an increase of 8 percent over this time last year. With an outstanding renewal rate of 63 percent, loyal readers are demonstrating their willingness to pay higher rates for quality pieces across a range of platforms.

For every article appearing first in the print magazine, five other articles appear only online at ForeignAffairs.com.





Foreign Affairs LIVE, our live programming unit, continues to expand—we held ten high-profile events this past year. These build on the magazine’s distinctive content through dynamic in-person discussions, building community among our readers by offering the opportunity to connect with authors, editors, and each other. Regional investment conferences focused on Brazil, Kenya, Mexico, Israel, and other countries, with senior executives from IBM, IDE, AES, and Intel, as well as high-level representatives from governments and international organizations. In a new partnership with the International Crisis Group, we hosted a full-day forum on regional conflict. And with partners DevEx and the UN Foundation, we hosted our third annual party in Washington, DC, to kick off the White House Correspondents’ Association dinner week with a celebration of international affairs journalism.

In early 2015, the magazine received its first-ever finalist nomination for a National Magazine Award for General Excellence, in the Literature, Science, and Politics category. It was a fitting tribute, I believe, for a publication firing on all cylinders.

Gideon Rose
Editor, Foreign Affairs

*Above: Cheryl Carolus, former South African high commissioner to the UK and secretary-general of the African National Congress; Mo Ibrahim, founder and chair of the Mo Ibrahim Foundation and founder of Celtel International; and Comfort Ero, Africa program director at the International Crisis Group lead a breakout session on balancing Central Africa’s rich entrepreneurial momentum against its deadly insurgent threats at the *Foreign Affairs*/International Crisis Group joint forum, “The Changing Face of Conflict.”*

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† Ex officio

2015 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, 2015, were John P. Abizaid, Peter Ackerman, Mary McInnis Boies, Tom Brokaw, Martin S. Feldstein, Pamela Brooks Gann, and David M. Rubenstein.

The Nominating and Governance Committee was composed of Jami Miscik (Chair), David G. Bradley, Anne M. Finucane, Nancy A. Jarvis, Kenneth I. Juster, Maria Elena Lagomasino, Edward J. Mathias, Pamela S. Passman, Ruth Porat, Theodore Roosevelt IV, Stanley S. Shuman, G. Richard Thoman, R. Keith Walton, and Christine Todd Whitman. The Nominating and Governance Committee met on April 13, 2015, 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 2020: John P. Abizaid, Mary McInnis Boies, Timothy F. Geithner, Stephen J. Hadley, James Manyika, and Richard L. Plepler. A ballot was sent to all Council members on May 26, 2015.

The Annual Meeting, at which votes would be cast for the election, was held on June 8, 2015. At the meeting, 1,678 members participated in person or by proxy, fulfilling the quorum required by By-Law V. Seventy-four members included write-in suggestions of candidates the Nominating and Governance Committee should consider for the 2016 election. The members approved the slate of candidates with 91 percent of members in favor of the slate, and the six Directors on the slate were elected to the Class of 2020, with terms beginning on July 1, 2015.

The Board additionally appointed David M. Rubenstein to the Class of 2020, per By-Law VII, which allows for the Board to appoint a Chairman or Vice Chairman to the Board on a year-to-year basis in order to ensure an orderly transition of leadership.



CFR Honorary Vice Chairman Maurice R. Greenberg, Chairman Emeritus Peter G. Peterson, and Co-Chairman Robert E. Rubin at a CFR dinner meeting.

Historical Roster of Directors and Officers

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

Karen N. Horn	1992–95	Madeleine K. Albright	2004–2014	Carla A. Hills	
James R. Houghton	1992–96	Richard N. Foster	2004–2009	(Co-Chairman)	2007–
Charlayne Hunter-Gault	1992–98	Joseph S. Nye Jr.	2004–2013	Robert E. Rubin	
Donna E. Shalala	1992–93	Fareed Zakaria	2004–2014	(Co-Chairman)	2007–
Paul A. Allaire	1993–2002	Peter Ackerman	2005–2015		
Robert E. Allen	1993–96	Charlene Barshefsky	2005–2010	<i>CHAIRMAN EMERITUS</i>	
Richard N. Cooper	1993–94	Stephen W. Bosworth	2005–2009	Peter G. Peterson	2007–
E. Gerald Corrigan	1993–95	Tom Brokaw	2005–2015		
Alton Frye	1993	David M. Rubenstein	2005–	<i>HONORARY CHAIRMEN</i>	
Leslie H. Gelb	1993–2001, 2002–2003	Frank J. Caufield	2006–2010	John J. McCloy	1970–1989
		Ann M. Fudge	2006–	David Rockefeller	1985–
Rita E. Hauser	1993–97	Alberto Ibargüen	2006–2013		
Theodore C. Sorensen	1993–2004	Henry R. Kravis	2006–2012	<i>VICE CHAIRMEN</i>	
Garrick Utley	1993–2003	James W. Owens	2006–2014	<i>OF THE BOARD</i>	
Carla A. Hills	1994–	Colin M. Powell	2006–	Grayson Kirk	1971–73
Helene L. Kaplan	1994–96	Christine Todd Whitman	2006–	Cyrus R. Vance	1973–76, 1985–87
Frank G. Zarb	1994–96	Sylvia Mathews Burwell	2007–2013		
Robert B. Zoellick	1994–2001	Stephen Friedman	2007–	Douglas Dillon	1976–78
Les Aspin	1995	Jami Miscik	2007–	Carroll L. Wilson	1978–79
Mario L. Baeza	1995–2001	Alan S. Blinder	2008–	Warren Christopher	1987–91
Peggy Dulany	1995–2003	J. Tomilson Hill	2008–	Harold Brown	1991–92
Jessica P. Einhorn	1995–2005	Shirley Ann Jackson	2008–	B. R. Inman	1992–93
Louis V. Gerstner Jr.	1995–2005	George Rupp	2008–2013	Jeane J. Kirkpatrick	1993–94
Hannah Holborn Gray	1995–98	David G. Bradley	2009–	Maurice R. Greenberg	1994–2002
William J. McDonough	1995–2004	Donna J. Hrinak	2009–	Carla A. Hills	2001–2007
George J. Mitchell	1995–2005	Penny S. Pritzker	2009–2013	William J. McDonough	2002–2003
Frank Savage	1995–2002	Frederick W. Smith	2009–2014	Robert E. Rubin	2003–2007
George Soros	1995–2004	John P. Abizaid	2010–	Richard E. Salomon	2007–2013
Lee Cullum	1996–2006	Mary McInnis Boies	2010–	David M. Rubenstein	2012–
Vincent A. Mai	1997–2003	Pamela Brooks Gann	2010–2015		
Warren B. Rudman	1997–2005	Thomas H. Glocer	2011–	<i>HONORARY</i>	
Laura D'Andrea Tyson	1997–2007	Eduardo J. Padrón	2011–	<i>VICE CHAIRMAN</i>	
Roone Arledge	1998–2002	Peter B. Henry	2012–	Maurice R. Greenberg	2002–
Martin S. Feldstein	1998–2008, 2009–2015	Muhtar Kent	2012–2014		
		Margaret G. Warner	2012–	<i>PRESIDENTS</i>	
Bette Bao Lord	1998–2003	Zoë Baird	2013–	John W. Davis	1921–33
Michael H. Moskow	1998–2008	R. Nicholas Burns	2013–	George W. Wickersham	1933–36
Diane Sawyer	1998–99	Steven A. Denning	2013–	Norman H. Davis	1936–44
John Deutch	1999–2004	Laurence D. Fink	2013–	Russell C. Leffingwell	1944–46
Robert E. Rubin	2000–	Ruth Porat	2013–	Allen W. Dulles	1946–50
Andrew Young	2000–2005	Blair Effron	2014–	Henry M. Wriston	1951–64
Henry S. Bienen	2001–2011	Susan Hockfield	2014–	Grayson Kirk	1964–71
Kenneth M. Duberstein	2001–2012	John A. Paulson	2014–	Bayless Manning	1971–77
Joan E. Spero	2001–2011	James G. Stavridis	2014–	Winston Lord	1977–85
Vin Weber	2001–2011, 2012–	Daniel H. Yergin	2014–	John Temple Swing*	1985–86
		Timothy F. Geithner	2015–	Peter Tarnoff	1986–93
Fouad Ajami	2002–2012	Stephen J. Hadley	2015–	Alton Frye	1993
Jeffrey L. Bewkes	2002–2006	James Manyika	2015–	Leslie H. Gelb	1993–2003
Ronald L. Olson	2002–2010	Richard L. Plepler	2015–	Richard N. Haass	2003–
Thomas R. Pickering	2002–2007				
Helene D. Gayle	2003–2008	<i>CHAIRMEN OF THE BOARD</i>		<i>PRESIDENT EMERITUS</i>	
Richard N. Haass	2003–	Russell C. Leffingwell	1946–53	Leslie H. Gelb	2003–
Richard E. Salomon	2003–2013, 2014–	John J. McCloy	1953–70		
		David Rockefeller	1970–85		
Anne-Marie Slaughter	2003–2009	Peter G. Peterson	1985–2007		

* pro tempore

HONORARY PRESIDENTS

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

*EXECUTIVE**VICE PRESIDENTS*

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

CHIEF FINANCIAL OFFICERS

Kenneth Castiglia 2009–2011
Keith Olson 2012–

SENIOR VICE PRESIDENTS

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

VICE PRESIDENTS

Paul D. Cravath 1921–33
Norman H. Davis 1933–36
Edwin F. Gay 1933–40
Frank L. Polk 1940–43
Russell C. Leffingwell 1943–44
Allen W. Dulles 1944–46
Isaiah Bowman 1945–49
David Rockefeller 1950–70
Henry M. Wriston 1950–51
Frank Altschul 1951–71
Devereux C. Josephs 1951–52
David W. MacEachron 1972–74
John Temple Swing 1972–86
Alton Frye 1987–93
William H. Gleysteen Jr. 1987–89
John A. Millington 1987–96
Margaret
Osmer-McQuade 1987–93
Nicholas X. Rizopoulos 1989–94
Karen M. Sughrue 1993–98
Ethan B. Kapstein 1995–96
Abraham F. Lowenthal 1995–2005
Janice L. Murray 1995–2002
David J. Vidal 1995–97
Frederick C. Broda 1996–97
Kenneth R. Maxwell 1996
Paula J. Dobriansky 1997–2001
Gary C. Hufbauer 1997–98

David Kellogg 1997–2002
Lawrence J. Korb 1998–2002
Anne R. Luzzatto 1998–2005
Elise Carlson Lewis 1999–2008
Irina A. Faskianos 2002–
Robert C. Orr 2002–2003
James M. Lindsay 2003–2006
Lisa Shields 2003–
Nancy E. Roman 2004–2007
Nancy D. Bodurtha 2005–
Suzanne E. Helm 2005–
Gary Samore 2006–2009
Kay King 2007–2011
L. Camille Massey 2008–2014
Jan Mowder Hughes 2010–
Caroline Netchvolodoff 2015–

EXECUTIVE DIRECTORS

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

SECRETARIES

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

HONORARY SECRETARY

Frank Altschul 1972–81

TREASURERS

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

*EDITORS OF
FOREIGN AFFAIRS*

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

Membership

MEMBERSHIP

The Council on Foreign Relations is first and foremost a membership organization. With nearly 5,000 members, CFR's ranks include many of the most prominent leaders in the foreign policy arena. CFR's roster includes top government officials, renowned scholars, business executives, acclaimed journalists, prominent lawyers, and distinguished nonprofit professionals. The membership is divided almost equally among those living in New York, Washington, DC, and across the country and abroad, and it is a group unmatched in accomplishment and diversity in the field of international affairs.

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

STEPHEN M. KELLEN TERM MEMBER PROGRAM

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

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

For more information on the Term Member Program, please visit www.cfr.org/about/term_member_program.

APPLYING FOR MEMBERSHIP

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

ELIGIBILITY REQUIREMENTS

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

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

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

TO APPLY

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

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

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

NOMINATING AND 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. Membership development efforts are focused on recognizing and attracting diverse leaders in international affairs across all sectors.

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

NOMINATING LETTERS

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

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

SECONDING LETTERS

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

ADDITIONAL RULES AND REGULATIONS TO CONSIDER

- Officers of CFR as well as members of the Board of Directors and Committee on Membership are precluded from nominating or writing seconding letters on any candidate's behalf.

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

DEADLINES, CANDIDATE NOTIFICATION, AND REACTIVATION

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

	<i>APPLICATION DEADLINE</i>	<i>NOTIFICATION</i>
Membership	March 1 (annually)	late June
	November 1 (annually)	late February
Term Membership	January 4, 2016	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 2014, CFR membership has grown by 1.69 percent, from 4,900 to 4,983 members, as of June 30, 2015. Member records are maintained by CFR at 58 East 68th Street, New York, NY 10065.

	<i>NUMBER OF MEMBERS</i>	<i>PERCENTAGE OF MEMBERSHIP</i>
Location		
New York Area	1,589	32
Washington, DC, Area	1,567	31
National	1,827	37
Total	4,983	100
Vocation		
Business	1,641	33
Professors, Fellows, and Researchers	901	18
Nonprofit and International Organizations	698	14
Government	527	11
Law	246	5
University and College Administrators	241	5
Journalists, Correspondents, and Editors	211	4
Other	518	10
Total	4,983	100

Membership Roster

A

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

Aggarwal, Vinod K.
 Agostinelli, Robert F.
 Aguh, Chike†
 Aguiar, Eric
 Agus, David B.
 Ahern, Stephanie R.
 Ahlers, Werner F.
 Ahmed, Fahim
 Ahmed, Salman S.
 Ahn, Daniel P.†
 Ahuja, Sanjiv
 Aidinoff, M. Bernard
 Ailabouni, Rosa M.†
 Akhavi, Negar
 Akhter, Afreen†
 Albright, Alice P.
 Albright, Madeleine K.
 Alderman, Michael H.
 Alexander, John R.
 Alexander, Lewis S.*
 Alexander, Margo N.
 Alford, William P.
 Allaire, Paul A.
 Allen, Ben†
 Allen, Daniel
 Allen, Danielle*
 Allen, J. Michael III
 Allen, Jodie T.
 Allen, John R.
 Allen, Richard V.
 Allen, Thad W.
 Allison, Graham T.
 Allison Marshall, Cara L.
 Almond, Michael A.
 Alonzo, Anne L.
 Alpha, Avery M.
 Alter, Jonathan H.
 Alter, Karen J.
 Alterman, Jon B.
 Altman, Daniel
 Altman, Drew
 Altman, Roger C.
 Altman, William C.
 Altshuler, David
 Alvarez, Jose E.
 Alving, Amy E.
 Alvo, Vickie

Amdetsion, Fasil
 Amdur, Stephen B.†
 Amiri, Rina
 Amir-Mokri, Cyrus
 Amos, Deborah Susan
 Andelman, David A.
 Andersen, Harold W.
 Anderson, Craig B.
 Anderson, Desaix
 Anderson, Edward G. III
 Anderson, Gloria B.
 Anderson, Lisa
 Anderson, Mark A.
 Anderson, Paul F.
 Anderson, Wendy R.
 Andreas, Terry Lynn
 Andrews, Brian
 Andrews, Bruce H.*
 Andrews, Michael A.
 Andrus, Jon Kim
 Angelson, Mark A.
 Ansour, M. Michael
 Anthony, John Duke
 Aossey, Nancy A.
 Apgar, David P.
 Aponte, Mari Carmen
 Appiah, Kwame A.
 Applebaum, Anne E.
 Aquila, Francis J.
 Araia, Semhar
 Arbess, Daniel J.
 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.
 Aron, Adam Maximilian
 Aronson, Bernard W.
 Aronson, Jonathan David
 Arora, Gabo
 Arsenian, Deana

Arsht, Adrienne
 Art, Robert J.
 Arthurs, Alberta
 Artigiani, Carole
 Asgard, Ramin
 Assousa, George E.
 Athreya, Bama
 Atkin, Rebecca
 Atkins, Betsy S.
 Atkinson, Caroline
 Atkinson, Holly G.
 Atwood, J. Brian
 Auer, James E.
 Auerbach, Michael B.
 Auerbach, Paul S.
 Aufhauser, David D.
 Auguste, Byron Gerald
 Augustine, Norman R.
 Auspitz, Josiah Lee
 Austin, Lloyd J. III
 Ausubel, Jesse H.
 Avedon, John F.
 Awuah, Patrick G. Jr.
 Axelrod, Robert M.
 Ayers, H. Brandt
 Ayón, David R.
 Ayres, Alyssa
 Ayyar, Balan Rama
 Azim, Khalid
 Azimi, Shad

B

Babbitt, Eileen F.
 Babbitt, Harriet C.
 Babcock-Lumish, Brian C.
 Babcock-Lumish, Terry
 Babej, Peter*
 Bacchus, James L.
 Bacha, Julia
 Bader, Christine
 Baer, Donald A.
 Baer, Lauren Elizabeth
 Bagley, Bruce M.
 Bagley, Elizabeth Frawley
 Bailey, Ronald Lewis
 Bain, Christina Archer
 Bains, Leslie E.

* Elected to membership in 2015.

† Elected to a five-year term membership in 2015.

Note: Membership shown as of July 1, 2015.

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

* Elected to membership in 2015.

† Elected to a five-year term membership in 2015.

Bloomgarden, Kathy Finn
 Blum, Adam Cardozo†
 Blum, Richard C.
 Blumenthal, Sidney S.
 Blumenthal, W. Michael
 Blumrosen, Alexander B.
 Blyth, Mark M.
 Boas, Katherine
 Bob, Daniel E.
 Bobbitt, Philip Chase
 Bodansky, Daniel M.
 Bodea, Andy S.
 Bogan, Leisel
 Bogert, Carroll R.
 Bohlen, Avis T.
 Bohn, John A.
 Boies, David
 Boies, Mary McInnis
 Bolling, Landrum R.
 Bollinger, Lee C.
 Bolton, John R.
 Bondurant, Amy L.
 Boniadi, Nazanin
 Bonime-Blanc, Andrea
 Bonner, Robert C.
 Bonney, J. Dennis
 Boorstin, Robert O.
 Booth, Carter
 Borden, William B.
 Bordoff, Jason Eric
 Boren, David L.
 Borgerson, Scott G.
 Borio, Luciana Lopes
 Bork, Ellen
 Boschwitz, Rudy
 Bosworth, Stephen W.
 Botts, John C.
 Boufford, Jo Ivey
 Bouis, Antonina W.
 Boulware-Miller, Kay
 Bourkoff, Aryeh B.
 Boustany, Charles W. Jr.
 Bouton, Marshall M.
 Bovin, Denis A.
 Bower, Eve
 Bower, Joseph Lyon
 Bower, Whitney
 Bowles, Erskine B.
 Bown, Chad P.
 Boyd, Charles Graham
 Boyer, Spencer Phipps
 Bracken, Paul
 Bradbury, Darcy E.
 Braddock, Richard S.
 Brademas, John
 Bradford, Zeb B. Jr.
 Bradley, Bill
 Bradley, David G.
 Brady, Linda Parrish
 Brady, Nicholas F.
 Brady, Rose
 Brainard, Lael
 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
 Bremer, L. Paul III
 Bremer, Louis William
 Bremmer, Ian A.
 Brennan, Margaret Mary
 Brenner, Kieran
 Brenner, Lee J.
 Breslauer, George William
 Brewer, John D.
 Breyer, Chloe A.
 Breyer, Jim
 Breyer, Stephen G.
 Briger, Peter L. Jr.
 Brigety, Reuben Earl II
 Brigham, Lawson W.
 Brill, Steven D.
 Brillembourg, Clara E.
 Brilliant, Larry
 Brilliant, Myron A.*
 Brimley, Shawn William
 Brimmer, Esther Diane
 Brinker, Nancy Goodman
 Brinkley, Douglas G.
 Brinkley, Paul A.
 Brister, Paul D.
 Britell, Jenne K.
 Britt, David V.B.
 Broad, Molly Corbett
 Broad, Robin
 Broadbent, Meredith M.*
 Broadman, Harry G.
 Brock, Steven Vernon
 Broda, Frederick C.
 Brodsky, William J.
 Brody, Christopher W.
 Brody, Kenneth D.
 Brokaw, Tom
 Bronfman, Edgar Jr.
 Bronin, Luke A.
 Bronner, Ethan S.
 Bronson, Rachel
 Brookins, Carole L.
 Brosens, Frank P.
 Broughton, Christopher
 Nicholas
 Brower, Brooke Andrew†
 Brower, Charles N.
 Brown, Alice L.
 Brown, Bartram S.
 Brown, Binta Niambi
 Brown, Caroline E.
 Brown, Carroll
 Brown, Frances Z.
 Brown, Frederic J.
 Brown, Gwendolyn A.
 Brown, Harold
 Brown, John Preston
 Brown, Katherine A.
 Brown, Katherine A.
 Brown, Kathleen
 Brown, Leon Carl
 Brown, Michael
 Brown, Michael E.
 Brown, Neil Robert
 Brown, Richard P. Jr.
 Brown, Seyom
 Brown, Tina*
 Browning, David S.
 Brown Weiss, Edith
 Bruce, Judith
 Brun, Leslie A.
 Brune, Nancy E.
 Bruno, Greg
 Bruton, Bronwyn E.
 Bryan, Greyson L.
 Bryant, Michael E.
 Bryant, Ralph C.
 Bryson, John E.
 Brzezinski, Mark F.
 Brzezinski, Mika
 Brzezinski, Zbigniew
 Buaron, Roberto
 Buchanan, Scott C.
 Buchman, Mark Edward
 Buchwald, Mike
 Bucknam, Mark A.
 Budinger, William
 Bueno de Mesquita, Bruce
 Buergethal, Thomas
 Buffett, Howard Warren
 Buffone, Steven
 Bukowski, Raven M.
 Bullock, Mary Brown
 Bumpas, Stuart Maryman
 Bunzel, Jeffrey H.
 Burand, Deborah K.
 Burch, Tory
 Burden, Amanda
 Burgess, John A.
 Burke-White, William W.
 Burks, Jonathan W.
 Burnett, Dale A.
 Burnett, Edward W.†
 Burnham, Christopher B.
 Burns, Patrick Owen
 Burns, R. Nicholas
 Burns, William J.
 Burroughs, Nikole
 Burrows, Mathew
 Burt, Richard R.
 Burwell, Sylvia Mathews
 Busby, Joshua W.
 Bush, Mary K.
 Bush, Richard Clarence III
 Bushell, Andrew
 Bussey, John C.
 Butler, Paul W.
 Butler, Samuel C.
 Butler, William J.
 Buultjens, Ralph
 Buxbaum, Richard M.
 Buyske, Gail
 Byrne, Barbara
 Byrne, Patrick M.
 Byrnes, Maureen K.
 C
 Cabrera, Ángel
 Cáceres, Diane Alleva
 Caesar, Camille M.
 Cahill, Kevin M.
 Cahn, Jonathan D.
 Calabia, Dawn Tennant
 Calabia, F. Christopher
 Calabresi, Massimo F.T.
 Calder, Kent Eyring
 Caldera, Louis E.
 Caldwell, Dan Edward
 Caldwell, William B. IV
 Calhoun, Craig J.
 Califano, Joseph A. Jr.
 Califano, Mark Gerard
 Callaghy, Thomas M.
 Callander, Robert J.

* Elected to membership in 2015.

† Elected to a five-year term membership in 2015.

Callen, Michael A.
 Calleo, David Patrick
 Calvo-Platero, Mario*
 Cambria, Salvatore F.
 Camilleri, Michael John†
 Cammack, Perry A.
 Camp, Roderic Ai
 Campbell, Carolyn
 Margaret
 Campbell, Colin G.
 Campbell, Elizabeth C.
 Campbell, F. Gregory
 Campbell, Kurt M.
 Campbell, Thomas J.
 Canavan, Terence Chris
 Cannella, Margaret M.
 Canton, Mikki
 Caperton, William
 Gaston III
 Cappello, Alexander L.
 Cappello, Juan Carlos
 Cappello, Michael
 Capus, Stephen A.
 Caputo, David A.
 Caputo, Lisa M.
 Carbonell, Néstor T.
 Cárdenas, José A.
 Carey, John
 Cari, Joseph A. Jr.
 Carlson, Neal David
 Carlson, Scott A.
 Carlucci, Frank C.
 Carmichael, William D.
 Carnahan, John Russell
 Carnesale, Albert
 Carothers, Thomas
 Carpenter, Scott
 Carpenter, Ted Galen
 Carr, Earl Alexander Jr.
 Carr, John W.
 Carrington, Walter C.
 Carroll, J. Speed
 Carruth, Reba Anne
 Carson, Charles William Jr.
 Carson, Johnnie
 Carswell, Robert
 Carter, Ashton B.
 Carter, James Earl
 Carter, James H.
 Carter, Mark Andrew
 Cartwright, James P. II
 Caruso-Cabrera, Michelle

Casella, Sam H.
 Casellas, Gilbert F.
 Casey, Claire
 Cashin, Stephen D.
 Casper, Gerhard
 Cassel, Douglass W. Jr.
 Cassell, Gail H.
 Cattarulla, Elliot R.
 Caufield, Frank J.
 Caulfield, Matthew P.
 Cavanagh, Michael J.
 Cavanagh, Richard Edward
 Cavanaugh, Carey
 Cavanaugh, Matthew
 Lampman
 Cave, Ray Charles
 CdeBaca, Luis
 Cervantes, Samuel Anthony
 Cha, Victor D.
 Chadda, Maya
 Chae, Michael*
 Chamberlain, Robert
 Pfundstein
 Chambers, Anne Cox
 Chambers, Kristin N.†
 Chambers, Tiffani
 Chamie, Joseph
 Chan, Gerald L.
 Chan, Ronnie C.
 Chan, Sewell
 Chang, David C.
 Chang, Gareth C.C.
 Chang, Joyce
 Chang, Juju
 Chanin, Clifford
 Chanis, Jonathan A.
 Chao, Angela A.
 Chao, Elaine L.
 Chapin, Edith C.
 Charap, Samuel
 Charles, Robert Bruce
 Charlet, Katherine Phillips
 Charney, Craig R.
 Charnovitz, Steve
 Chartener, Robert
 Chase, Anthony R.
 Chatterjee, Purnendu
 Chatterji, Aaron K.
 Chaudhary, Shamila
 Chaves, Robert J.
 Chavez, Rebecca Bill
 Chayes, Antonia Handler
 Chayes, Sarah P.
 Checki, Terrence J.
 Chen, Cameron Ray
 Chen, John S.

Chen, Kimball C.
 Chen, Lincoln C.
 Chenault, Kenneth I.
 Cheney, Richard B.
 Cheney, Stephen A.
 Chenoweth, Erica
 Cherian, Saj
 Chesler, Ellen
 Cheston, Sheila C.
 Chewning, Eric Dwight
 Chiarelli, Peter W.
 Chickering, A. Lawrence
 Chin, Sally Portia
 Chira, Susan D.
 Cho, Albert H.
 Choffnes, Eileen R.
 Choi, Audrey
 Chollet, Derek H.
 Chon, Julie
 Chopivsky, Alexa†
 Choucri, Nazli
 Chowdhry, Aysha Afzal
 Chretien, Jean-Paul*
 Christensen, Guillermo
 Santiago
 Christensen, Stanley F.
 Christensen, Thomas J.
 Christenson, Michael J.
 Christianson, Geryld B.
 Christman, Daniel William
 Churchill, Bruce B.
 Cicerone, Ralph J.
 Cirincione, Joe
 Cisneros, Adriana M.
 Clancy, Lauren
 Clapp, Priscilla A.
 Clarida, Richard H.
 Clark, J. H. Cullum
 Clark, John Stephen Jr.
 Clark, Kristofer L.†
 Clark, Mark Edmond
 Clark, Mayree C.
 Clark, Ronald J.*
 Clark, Wesley K.
 Clarke, Donald C.
 Clarke, Teresa Hillary
 Clark-Johnson, Susan J.
 Claire, Raul Marcelo
 Claussen, Eileen B.
 Clay, Tiffany A.†
 Clement, Peter A.
 Cleveland, Peter Matthews
 Clifford, Donald K. Jr.
 Clifford, Mark Lambert
 Cline, William R.
 Clinton, Chelsea

Clinton, William Jefferson
 Cloherty, Patricia M.
 Cloonan, Edward T.
 Clooney, George
 Coatsworth, John H.
 Cobb, Charles E. Jr.
 Cobb, Sue McCourt
 Coben, Lawrence S.*
 Cochran, Barbara S.
 Coffey, C. Shelby III
 Cogan, Charles G.
 Coggins, Bridget L.
 Cohan, William David
 Cohen, Abby Joseph
 Cohen, Andrew*
 Cohen, Ariel
 Cohen, Benjamin J.
 Cohen, Betsy
 Cohen, Eliot A.
 Cohen, Herman J.
 Cohen, Jared
 Cohen, Jerome Alan
 Cohen, Joel E.
 Cohen, Michael David
 Cohen, Richard M.
 Cohen, Roberta Jane
 Cohen, Stephen Bruce
 Cohen, Stephen F.
 Cohen, Stephen S.
 Cohen, Warren I.
 Cohen, William S.
 Colby, Jonathan E.
 Cole, Jonathan R.
 Coleman, Isobel
 Coleman, John W.
 Coleman, Lewis W.
 Coleman, William T. Jr.
 Coles, Julius E.
 Coles, Tony*
 Coll, Alberto R.
 Collazo, Ernest J.
 Collins, Jay
 Collins, Joseph J.
 Collins, Mark M. Jr.
 Collins, Nancy Walbridge
 Collins, Susan M.
 Collins, Timothy C.
 Collins, Wayne Dale
 Colwell, Rita R.
 Comstock, Barbara*
 Comstock, Philip E. Jr.
 Conde, Cesar R.
 Conde, Enrique Augusto
 Cone, Sydney M. III
 Conley, Dalton
 Conley, Jill G.

* Elected to membership in 2015.

† Elected to a five-year term membership in 2015.

Conners, Leila Anne
 Connolly, Gerald E.
 Connor, John T. Jr.
 Connors, Celeste
 Considine, Jill M.
 Constable, Pamela
 Conti-Brown, Peter M.†
 Contreras, Pat
 Conway, Jill
 Cook, Charles
 Cook, Frances D.
 Cook, Gary M.
 Cook, Lisa D.
 Cook, Steven A.
 Cooke, Goodwin
 Cooke, John F.
 Cooley, Thomas F.
 Coombe, George William Jr.
 Coon, Jane Abell
 Cooney, Joan Ganz
 Cooper, Ann K.
 Cooper, Christian Harley
 Cooper, John Milton Jr.
 Cooper, Kathleen B.
 Cooper, Kerry
 Cooper, Richard N.
 Copelin, Edward Clark
 Corcoran, Andrea M.
 Corcoran, Carole A.
 Cordell, Kristen A.†
 Cornell, Henry
 Cortez, Christopher
 Cosgrove, Elliot J.
 Costello, Patrick†
 Cote, David M.*
 Cott, Suzanne
 Cotter, William R.
 Couric, Katherine A.
 Courington, Karen
 Elizabeth
 Courtney, Alexandra Marie
 Courtney, William
 Cousens, Elizabeth M.
 Covey, Jock
 Cowal, Sally Grooms
 Cowan, Geoffrey
 Cowell, Janet
 Cowhey, Peter F.
 Cox, Berry R.
 Cox, Edward F.
 Cox, Howard E. Jr.
 Cox, Jessica Lynn

Cox, Stephen John
 Coy, Craig P.
 Craddock, Bantz J.
 Crahan, Margaret E.
 Crain, Alan R.
 Crandall, Russell C.
 Craner, Lorne W.
 Crawford, Edward Jacobs IV
 Crawford, John F.
 Crebo-Rediker, Heidi E.
 Creed, Alexandra Wallace
 Creekmore, Marion V. Jr.
 Creighton, James L.
 Crichton, Kyle
 Crippen, Dan L.
 Crittenden, Ann
 Crocker, Bathsheba N.
 Crocker, Chester A.
 Crocker, Ryan C.
 Croft, Helima L.
 Cromwell, Adelaide
 McGuinn
 Cronin, Audrey Kurth
 Cronin, Kevin E.†
 Cross, Devon G.
 Cross, June V.
 Cross, Mai'a K. Davis
 Cross, Mary S.
 Cross, Sam Y.
 Crossette, Barbara
 Crovitz, L. Gordon
 Crow, Michael M.
 Crowley, Monica Elizabeth
 Crown, Lester
 Cruise, Daniel
 Crumpton, Henry A.
 Cruz, Ginger M.
 Crystal, Lester M.
 Cuellar,
 Mariano-Florentino
 Cukier, Kenneth N.
 Culhane, Michael J.†
 Cullum, Lee
 Cully, James Clark
 Culora, Thomas J.
 Cumming, Alfred
 Cumming, Christine M.
 Cummings, Alexander B. Jr.
 Cunningham, James B.
 Cunningham, Nelson W.
 Cuomo, Scott A.
 Curley, Walter J.P. Jr.
 Curtis, Charles B.
 Curtis, Gerald L.
 Cutler, Walter L.
 Cutshaw, Kenneth A.

Cutter, W. Bowman
 Cvetkovic Bajrovic, Ivana
 Cyr, Arthur I.

D
 Daalder, Ivo H.
 Dach, Leslie A.
 Dady, Teresa Gail
 Dahan, Elizabeth
 Dahm, Evelyn Pignatari
 Dailey, Brian D.
 Dakin, Brett
 Dakolias, Constantine M.
 Dal Bello, Michael Anthony
 Dale, Catherine M.
 Dale, Helle
 Dale, Nan
 Daley, William M.
 Dalio, Ray
 Dallara, Charles H.
 Dalley, George Albert
 Dallmeyer, Dorinda G.
 Dalton, James E.
 Dalton, Melissa Griffin
 Dalton, Roy Bale III†
 Daly, Sarah Zukerman
 Dam, Kenneth W.
 Dam, Marcia Wachs
 D'Amato, Alfonse M.
 Damrosch, Lori Fisler
 Danforth, William H.
 Daniel, D. Ronald
 Daniel, Donald C.F.
 Danilovich, John J.
 Danin, Robert M.
 Danly, James P.
 Danner, Mark D.
 Daschle, Thomas Andrew
 Dash, Somesh
 Da Silva, Joseph V.
 DaSilva, Russell J.
 Daulaire, Nils M.
 Dave, Mona†
 David, Danny
 David, Jack
 Davidson, Amy S.
 Davidson, Janine Anne
 Davidson, Peter W.
 Davis, Christina L.*
 Davis, Florence A.
 Davis, Geoffrey Clark
 Davis, Jacquelyn K.
 Davis, Jerome
 Davis, Kim Gordon
 Davis, Lynn E.
 Davis, Marion Thomas

Davis, Stephen B.
 Davis, Susan M.
 Davis, William Keith
 Davison, Kristina Perkin
 Davis-Packard, Kent
 Elizabeth†
 Dawisha, Karen Lea
 Dawson, Christine L.
 Dawson, Horace G. Jr.
 Dawson Carr, Marion M.
 Day, Arthur R.
 Days, Drew Saunders III
 Deagle, Edwin A. Jr.
 Deahl, Jessica
 Deal, Jacqueline Newmyer
 Dean, Robert W.
 Dear, Alice M.
 Deason, Jennifer
 Debevoise, Eli Whitney II
 Debs, Richard A.
 DeBusk, F. Amanda
 De Coster, Jamie Lynn
 DeCotis, Deborah A.
 Decyk, Roxanne J.
 Deffenbaugh, Ralston H. Jr.
 DeGioia, John J.
 de Habsburgo, Inmaculada
 de la Cruz, Carlos M. Sr.
 DeLaMater, Robert G.
 Delaney, Kevin J.
 de Lasa, Jose M.
 del Castillo, Graciana
 De Leon, Jordana M.†
 Delph, Walter
 Del Rosso, Stephen J.
 Demarest, Heidi B.
 de Ménil, Georges
 de Menil, Joy Alexandra
 de Ménil, Lois Pattison
 Deming, Rust Macpherson
 Dempsey, Jason K.*
 Deng, Francis M.
 Denham, Robert E.
 Denison, Robert J.
 Denning, Steven A.
 Dennis, Everette E.
 Dennis, Kirby
 Denoon, David B.H.
 Denton, Hazel
 Denton, James S.
 Dentzer, Susan
 DePoy, Phil E.
 Dergham, Raghida
 Derham, Michael T.
 de Rothschild, Lynn
 Forester

* Elected to membership in 2015.

† Elected to a five-year term membership in 2015.

Derrick, James V. Jr.
 Derryck, Vivian Lowery
 Desai, Anand
 Desai, Mihir
 Desai, Padma
 Desai, Rohit M.
 Desai, Vishakha N.
 Desch, Michael C.
 DeShazer, MacArthur Sr.
 DeSouza, Patrick J.
 Destler, I. M.
 de Swaan, JC
 DeTrani, Joseph R.
 Deutch, John
 Deutch, Shelley
 DeVecchi, Robert P.
 Devine, C. Maury
 Devine, John J.
 Devine, Thomas J.
 Devlin, Matthew†
 De Vos, Christian Michael
 de Vries, Rimmer
 Dewey, Taylor B.
 DeYoung, Karen J.
 Diamond, Larry J.
 Diamond, Michael W.
 Diamond, Robert E.
 Diaz, Anthony J.
 Diaz, Charley L.
 DiCarlo, Rosemary A.*
 Dickey, Christopher S.
 Dicks, Norman D.
 Dickson-Horton, Valerie L.
 Didion, Joan
 Diehl, Jackson K.
 di Giovanni, Janine
 Dilenschneider, Robert L.
 DiMartino, Rita
 Dimon, Jamie
 Dine, Thomas A.
 Dinerstein, Robert C.
 Dinkins, David N.
 DiPerna, Paula
 Dirks, Nicholas Bernard
 Distlerath, Linda M.
 Diuk, Nadia
 Djerejian, Edward P.
 Dobbins, James F.
 Dobriansky, Paula J.
 Doctoroff, Daniel L.
 Dodd, Christopher J.
 Dodin, Reema
 Doebele, Justin W.
 Doggett, Martha Lyn
 Dogo, Harun
 Doherty, Brendan H.
 Doi, Ayako
 Doley, Harold E. Jr.
 Domencic, Christopher
 Justin
 Domínguez, Agustín
 Ernesto
 Dominguez, Jorge I.
 Domm, Patti
 Donahoe, Eileen
 Chamberlain
 Donahue, Thomas R.
 Donaldson, Peter J.
 Donaldson, Robert H.
 Donaldson, William H.
 Donatich, John E.
 Donehoo, Stephen C.
 Donfried, Karen Erika
 Dong, Nelson G.
 Donilon, Thomas E.
 Donohoe, Charles
 Donohue, Laura K.
 Donohue, Thomas J. Sr.
 Donovan, Michael Geiger
 Doran, Charles F.
 Doran, Michael Scott
 Dory, Amanda Jean
 Doshi, Raj Ramesh
 Doty, Grant R.
 Dougan, Diana Lady
 Dougherty, James P.
 Dougherty, Jill M.
 Dougherty, Tara Murphy†
 Douglas, Michael
 Douglass, Loren Robert
 Douglass, Robert R.
 Douraghy, Ali
 Dowling, John Nicholas
 Downie, Richard D.
 Doyle, Michael W.
 Doyle, Noreen
 Dozier, Kimberly
 Draper, William H. III
 Drayton, William
 Dreier, David T.
 Drew, Elizabeth
 Dreyfuss, Joel
 Dreyfuss, Richard S.
 Drezner, Daniel W.
 Driskill, Matthew Taylor†
 Drobnick, Richard Lee
 Drozdak, William M.
 Drucker, Joy E.
 Drucker, Richard A.
 Druyan, Ann
 Dryden, Sam
 Duberstein, Kenneth M.
 Dubik, James Michael
 Dubin, Seth H.
 DuBois, Maurice A.
 Dubovi, Talia†
 Duckenfield, David A.*
 Dudley, William C.
 Duelfer, Charles A.
 Duersten, Althea L.
 Duffey, Joseph D.
 Duffie, David A.
 Duffy, Gloria Charmian
 Duffy, James H.
 DuGan, Gordon F.
 Duggan, Tim
 Dulá, Sonia L.
 Dulany, Peggy
 Dunbar, Charles F.
 Duncan, Charles William Jr.
 Duncan, Graham A.
 Dunigan, Patrick Andrew
 Dunkerley, Craig G.
 Dunn, Lewis A.
 Dunn, Michael M.
 Dur, Philip A.
 Durkin, Patrick J.
 Dutt, Mallika
 Dworkin, Douglas A.
 Dyer, James W.
 Dylan, Jesse
 Dynan, Karen
 Dyson, Esther
 E
 Ear, Sophal
 Easterly, Jennie M.
 Eastman, John Lindner
 Easum, Donald B.
 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, Richard Winston
 Ederle, Brendan G.
 Edington, Mark D.W.
 Edley, Christopher Jr.
 Edwards, George C. III
 Edwards, Howard L.
 Edwards, Mickey
 Edwards, Robert H.
 Edwards, Robert H. Jr.
 Effron, Blair
 Efros, Laura L.
 Egan, Julie M.
 Eggers, Thomas E.
 Ehrenkranz, Joel S.
 Eichengreen, Barry J.
 Eichensehr, Kristen E.
 Eikenberry, Karl W.
 Einaudi, Luigi Roberto
 Einhorn, Jessica P.
 Einhorn, Robert J.
 Eisendrath, Charles R.
 Eizenstat, Stuart E.
 Elden, Richard
 Elders, Christopher C.
 Elgin-Cossart, Mary E.†
 Elias, Christopher J.
 El Koubi, Jason R.†
 Ellenbogen, Andrew†
 Elliott, Dorinda
 Elliott, Inger McCabe
 Ellis, James Reed
 Ellis, Mark S.
 Ellis, Patricia
 Ellis, Rodney
 Ellison, Keith
 Ellison, Keith Paty
 El-Shazli, Heba F.
 Elson, Edward Elliott
 Ely-Raphel, Nancy Halliday
 Emanuel, Ezekiel Jonathan
 Embree, Ainslie Thomas
 Emehelu, Chinonso T.
 Emerson, John B.
 Emmert, Mark A.
 Engel, Eliot L.*
 Engel, Richard
 Engelberg, Stephen
 Ensor, David B.
 Entwistle, L. Brooks
 Epstein, Joshua M.
 Erb, Guy F.
 Erb, Richard D.
 Erbsen, Claude E.
 Erck, Dara F.
 Ercklentz, Alexander T.
 Erdmann, Andrew P.N.
 Erickson, Andrew S.
 Ervin, Clark K.
 Escrogima, Ana A.
 Esfandiari, Haleh

* Elected to membership in 2015.

† Elected to a five-year term membership in 2015.

Esper, Mark T.
 Esserman, Susan G.
 Esty, Daniel C.
 Etzioni, Amitai
 Evans, Gail H.
 Evans, Harold M.
 Evans, Peter C.

F

Factor, Mallory
 Fair, C. Christine
 Fairman, David M.
 Falco, Mathea
 Falk, Pamela S.
 Falk, Richard A.
 Fallon, Robert E.
 Fallon, William J.*
 Fallows, James
 Fanton, Jonathan Foster
 Faraci, John V. Jr.
 Farer, Tom J.
 Farkas, Evelyn N.
 Farman-Farmaian,
 Alexander M.
 Farmer, John Paul†
 Farnum, Andrew
 Farokhi, Amir
 Farooqui, Rafay H.
 Farrar, Jay C.
 Farrar, Stephen Prescott
 Farrell, Diana
 Faskianos, Irina A.
 Fawaz, Leila
 Faye, Michael L.
 Fazili, Sameera
 Fazili, Yousra Yousuf
 Feigenbaum, Evan A.
 Feinberg, Mark B.
 Feinberg, Richard E.
 Feiner, Ava S.
 Feinstein, Dianne
 Feinstein, Lee A.
 Feissel, Gustave
 Feist, Samuel H.
 Feith, Douglas J.
 Feldman, Alexander C.
 Feldman, Daniel F.
 Feldman, Mark B.
 Feldstein, Martin S.
 Felix, Donald
 Fenton, David
 Fenzel, Michael R.

Ferguson, Charles H.
 Ferguson, James L.
 Ferguson, Roger W. Jr.
 Ferguson, Tim W.
 Fernandes, Benjamin J.
 Fernandez, Jose W.
 Fernandez, Katherine
 Berglund
 Ferrari, Bernard Thomas
 Ferrari, Mario B.
 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*
 Filippone, Robert J.
 Findakly, Hani K.
 Finder, Joseph Alan
 Findlay, D. Cameron
 Finelli, Francis A.
 Fink, Laurence D.
 Fink, Sheri L.
 Finkelstein, Lawrence S.
 Finley, Mark
 Finn, Edwin A. Jr.
 Finnemore, Martha
 Finney, Nathan K.†
 Finucane, Anne M.
 Firestone, Charles M.
 Fisch, Mark
 Fischer, Stanley
 Fischer Martin, Betsy
 Fisher, Julie Ann
 Fisher, Peter R.
 Fisher, Richard W.
 Fisher, Todd A.
 Fishlow, Albert
 Fishman, Brian Howes
 Fishman, Jay S.
 Fisk, Daniel W.
 Fitchett, Mercedes Carmela
 Fitts, Sarah A.W.
 FitzGerald, Frances
 Fitzgibbons, John B.
 Fitz-Pegado, Lauri J.

Flaherty, Martin S.
 Flaherty, Pamela P.
 Flaherty, Peter
 Flanagan, Stephen J.
 Fleischmann, Alan H.
 Fleming, Gregory James
 Fletcher, Denise K.
 Fletcher, Phillip Douglas
 Flournoy, Michèle A.
 Flynn, Carol
 Flynn, George J.
 Flynn, John Stratton
 Flynn, Mary Laurence
 Flynn, Stephen E.
 Fn'Piere, Patrick John
 Foggo, James G. III
 Fogleman, Ronald R.
 Foley, S. Robert Jr.
 Foley, Thomas C.
 Folsom, George Anderson
 Fontaine, Richard H. Jr.
 Fontana, David
 Foote, Edward T. II
 Foote, William Fulbright
 Forbes, Kristin J.
 Ford, Celeste V.
 Ford, Christopher A.*
 Ford, Harold E. Jr.
 Ford, Katie
 Ford, Paul B. Jr.
 Fore, Henrietta Holsman
 Foresman, Bob*
 Forman, Shepard L.
 Foroohar, Rana A.
 Forrester, Jason William
 Forsythe, Rosemarie
 Fosler, Gail D.
 Foss, Michelle Michot
 Foster, Brenda Lei
 Foster, Charles C.
 Foster, Jeffrey Alan
 Foster, Kathleen Aldworth
 Foster, Richard N.
 Fourquet, José A.
 Fowler, Jeffrey L.
 Fowler, Wyche Jr.
 Fox, Christine H.
 Fox, Daniel M.
 Fox, Donald T.
 Fox, Eleanor M.
 Fox, Merritt Baker
 Fox, Nicole Davison
 Foxman, Abraham H.
 Fraga Neto, Arminio
 Frank, Andrew D.
 Frank, Charles R. Jr.

Frankel, Adam Bynoe
 Frankel, Adam P.
 Frankel, Francine R.
 Frankel, Jeffrey A.
 Franklin, Barbara Hackman
 Franklin, Robert M.
 Franklin, Shirley Clarke
 Franklin, William Emery
 Fraser, Jane
 Frazer, Jendayi E.
 Fredman, Jonathan M.
 Freedman, Alix M.
 Freedman, Jacob M.†
 Freeman, Bennett
 Freeman, Constance J.
 Freidheim, Cyrus F.
 Freidheim, Scott J.
 Freidheim, Stephen C.
 Freifeld, Daniel
 Freire, Maria C.
 Frett, Latanya Mapp
 Freyer, Dana H.
 Fribourg, Paul J.
 Friedberg, Aaron Louis
 Friedberg, Barry S.
 Frieden, Thomas R.
 Friedman, Alexander
 Stephen
 Friedman, Alison Kiehl
 Friedman, Bart
 Friedman, Benjamin M.
 Friedman, Fredrica S.
 Friedman, Jordana D.
 Friedman, Stephen
 Friedman, Stephen J.
 Friedman, Thomas L.
 Friedman, Zachary Adam
 Frieman, Wendy
 Friend, Alice Hunt†
 Friend, Theodore W.
 Frimpong, Naana A.N.†
 Frist, William H.
 Froman, Michael B.G.
 Fromkin, David
 Frost, Ellen L.
 Fry, Earl H.
 Fryday, Josh
 Frye, Alton
 Frye, Timothy Michael
 Fuchs, Michael H.
 Fudge, Ann M.
 Fuhrmann, Matthew†
 Fukushima, Glen S.
 Fukuyama, Francis
 Fulgham, Alonzo L.
 Fuller, William P.

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Fulton, Laurie S.
Fung, Mark T.
Fung, Victor K.
Furlaud, Richard Mortimer
Furman, Gail A.
Futter, Ellen V.

G

Gabbard, Tulsi
Gacek, Stanley Arthur
Gaddis, John Lewis
Gadiesh, Orit B.
Gaer, Felice D.
Gaghan, Stephen W.
Gaines, James R.
Gaither, Kendra
Galbraith, James K.
Galbraith, Jean
Galbraith, Peter W.
Gallagher, John Patrick
Gallagher, Kelly Sims
Gallagher, Leigh*
Gallagher, Mike†
Gallo, Rommel Antonio
Gallogly, Mark T.
Gallucci, Robert L.
Galvis, Sergio J.
Gamble, David Hardt Jr.
Gandhi, Sajit
Ganguly, Sumit
Gann, Pamela Brooks
Gannon, John C.
Ganoë, Charles S.
Garber, Larry A.
Garcetti, Eric*
Gard, Robert G. Jr.
Gardels, Nathan P.
Gardner, Anthony Luzzatto
Gardner, Nina Luzzatto
Gardner, Richard N.
Garment, Suzanne R.
Garnett, Sherman
Garrett, Geoffrey M.
Garrett, Laurie
Garriott de Cayeux,
Laetitia
Garten, Jeffrey E.
Garwin, Richard L.
Garza, Antonio Oscar Jr.
Gaston, Erica L.
Gates, Henry Louis Jr.
Gates, Robert M.

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Gati, Toby Trister
Gaudiani, Claire L.
Gause, F. Gregory III
Gavin, Francis J.
Gavrillis, James A.
Gay, Catherine
Gayle, Helene D.
Gedmin, V. Jeffrey
Geier, Philip O.
Geithner, Timothy F.
Gelb, Bruce S.
Gelb, Leslie H.
Gellert, Michael E.
Gellman, Barton
Gell-Mann, Murray
Gelpern, Anna
Geltzer, Joshua A.
Genachowski, Julius*
Genser, Jared
George, Robert P.
Georgescu, Peter Andrew
Gephardt, Richard A.
Gerami, Leili†
Gerber, Burton L.
Gerber, Louis
Gerber, Sander
Geren, Preston M.*
Gerety, Amias M.
Gergen, David R.
Gerhart, Gail M.
Gerrol, Rachel Cohen†
Gerschel, Patrick A.
Gerson, Allan
Gerson, Elliot F.
Gerson, Ralph J.
Gerstein, Daniel M.
Gerstell, Glenn S.
Gerstner, Louis V. Jr.
Getler, Michael
Gewirtz, Paul David
Geyer, Georgie Anne
Gfoeller, Joachim Jr.
Gfoeller, Michael
Gfoeller, Tatiana C.
Ghaemi, Hadi
Ghiglione, Loren
Gholz, Charles Eugene
Ghori-Ahmad, Safiya J.
Giacomo, Carol Ann
Giambastiani, Ed Jr.
Gibson, Recardo A.†
Giffen, James Henry
Giffin, Gordon D.
Gil, Andrés Valerio
Gilbert, G. S. Beckwith
Gilbert, Jackson B.

Gilbert, Nili E.M.
Gilbert, Steven J.
Gill, Bates
Gillette, Michael James
Gillis, Ryan M.
Gilmore, James S. III
Gilmore, Richard
Gimelli, Noa Catalina
Ginsberg, Gary L.
Ginsburg, Jane C.
Ginsburg, Ruth Bader
Girald, Catalina
Givhan, Walter D.
Gjelten, Thomas G.
Glaser, Bonnie S.
Glauber, Robert R.
Gleicher, Nathaniel J.†
Glennon, Michael J.
Gleysteen, Peter
Glickman, Daniel R.
Glickman, Steven G.
Globerman, Norma
Glocer, Thomas H.
Gluck, Carol
Gluck, Frederick W.
Glynn, Jason J.
Godwin, Peter
Goeltz, Richard Karl
Gohar, Kian
Goins, Charlynn
Golby, James T.
Goldberg, Nicholas
Goldberg, Ronnie L.
Goldbrenner, Rachel
Anne†
Goldfarb, Deborah
Goldfield, Harold P.
Goldfield, Jacob D.
Goldgeier, James M.
Goldin, Harrison J.
Goldman, Charles N.
Goldman, Guido
Goldman, Merle D.
Goldman, Neal D.
Goldman, Zachary K.
Goldmark, Peter C. Jr.
Goldsmith, Barbara
Goldsmith, Jack
Landman III
Goldsmith, Russell D.
Goldstein, Gordon M.
Goldstein, Jeffrey A.
Goldstein, Judith S.
Goldstein, Morris
Goldstone, Jack A.
Goldwyn, David L.

Golhar, Shawn P.M.
Golob, Paul D.
Golodryga, Bianna
Golston, Allan C.
Gomez, Heidi N.
Gomory, Ralph E.
Gompert, David C.
Gonen, Ron
González, Alessandra L.†
Gonzalez, Emilio Tomas
Gonzalez, Juan Sebastian
Goodman, Allan E.
Goodman, Herbert I.
Goodman, John B.
Goodman, Mary Beth
Goodman, Matthew P.
Goodman, Nancy F.
Goodman, Ryan
Goodman, Sherri W.
Goosby, Eric P.*
Gordon, John A.
Gordon, Michael R.
Gordon, Philip H.
Gordon-Hagerty, Lisa E.
Gordon-Reed, Annette
Gorelick, Jamie S.
Gorman, James P.*
Gorman, Monica J.
Gorordo, L. Felice
Gostin, Lawrence O.
Gottdiener, Noah
Gottemoeller, Rose E.
Gottfried, Kurt
Gottlieb, Gidon A.G.
Gottlieb, Michael J.
Gottsegen, Peter M.
Gould, Cheryl
Gould, Peter G.
Gourevitch, Peter A.
Grace, Lola Nashashibi
Grady, Robert E.
Graff, Garrett M.
Graff, Henry Franklin
Graham, Bob
Graham, Thomas Edward
Graham, Thomas Jr.
Graham, Thomas W.
Granger, Kay
Granoff, Michael D.
Grant, Heidi Honecker
Grant, James D.
Graubard, Stephen
Richards
Graves, Christopher J.
Gray, C. Boyden
Gray, Hanna Holborn

Grayer, Cara	Guff, Andrew J.	Hamilton, Maxwell J.†	Haseltine, William Alan
Gray-Little, Bernadette	Gund, Agnes	Hamilton, Stevie Bernard Jr.	Hashemi, Noosheen
Greathead, R. Scott	Gunderson, Bryan	Hammer, Craig S.†	Hass, Ryan L.†
Greco, Richard Jr.	Gundlach, Andrew S.	Hammonds, D. Holly	Hathaway, James Lindley
Green, Carl J.	Gupta, Sanjay K.	Hamre, John J.	Hathaway, Oona A.
Green, Daniel Rogers	Gupte, Pranay	Hancock, Ellen	Hathaway, Robert M.
Green, Eric F.	Gustafson, Ellen	Hand, Lloyd N.	Hau, Sandor*
Green, Jerrold D.	Gutfreund, John H.	Hand, Scott M.	Hauge, John Resor
Green, Mark Andrew	Guth, John H.J.	Handelman, Stephen	Hauser, Rita E.
Green, Michael J.	Gutow, Steve*	Handler, Scott	Hauser, William Locke
Green, Robert Shane	Gwertzman, Bernard M.	Handler, Stephenie Gosnell	Hausman, Victoria
Green, Viviana López	Gyari, Lodi Gyaltzen	Hanft, Noah	Havell, Theresa A.
Greenberg, Arthur N.		Hansell, Herbert J.	Hawkins, Ashton
Greenberg, David	<i>H</i>	Hanson, Gordon H.	Hawkins, Neil C.*
Greenberg, Evan G.	Haas, Mimi L.	Hanson, Stephanie†	Hawley, F. William
Greenberg, Glenn H.	Haass, Richard N.	Hantz, Giselle P.	Hayden, Michael V.
Greenberg, Jeffrey W.	Haave, Christopher E.	Hantzopoulos, Paraskeve	Hayes, Jeff W.
Greenberg, Karen J.	Hachigian, Nina L.	Hardin, Edward J.	Hayes, Margaret Daly
Greenberg, Lawrence Scott	Haddad, Yvonne Yazbeck	Hardin, Katherine A.	Hayes, Michael Edward
Greenberg, Maurice R.	Haddon, Dayle	Harding, Deborah A.	Hayes, Rita Derrick
Greenberg, Sanford D.	Hadley, Stephen J.	Harding, Harry	Haykel, Bernard A.
Greenberger, Robert	Hafner, Joseph A. Jr.	Hardman, Hilliard	Haynes, Lukas Harrison
Stephen	Hagel, Chuck	Hardman, John Boisfeuillet	Haynes, Ulric Jr.
Greene, Wade	Hagen, Katherine A.	Hardt, John P.	Hays, Laurie
Greenspan, Alan	Haggard, Stephan	Hargrove, John Lawrence	Hayward, Thomas B.
Greenwald, G. Jonathan	Hahn, Natalie D.	Hariharan, Hari N.	Healey, Kerry Murphy
Greenway, Hugh D.S.	Haider, Ziad	Harlan, Joshua D.	Healey, Sean M.
Green-Weiskel, Lucia	Hailston, Earl B.	Harland, Christopher	Healy, Thomas P.
Gregg, Donald P.	Hajari, Nisid J.	Munro	Heaney, Andrew P.
Gregorian, Vartan	Hajjar, David Phillip	Harley, Jeffrey Allan	Heck, Charles B.
Gregson, Wallace C. Jr.	Hakakian, Roya	Harlow, D. Brooke	Hecker, Siegfried S.
Grenier, Robert L.	Hake, James D.	Harman, Jane	Heckman, Leila
Grenier, Stephen M.	Haldeman, William E.	Harmon, Deborah L.*	Hedstrom, Mitchell W.
Gresh, Geoffrey F.†	Hale, Christopher D.	Harmon, James A.	Heep-Richter, Barbara D.
Griego, Linda	Hale, David D.	Harold, Jacob	Heer, Paul
Griffin, Andrea C.†	Hale, Lyric Hughes	Harold, Scott W.	Heginbotham, Stanley J.
Griffin, Derrick L.†	Hall, C. Barrows	Harpel, James W.	Hegseth, Pete
Grimes, William W.	Hall, John P.	Harper, Conrad K.	Hehir, J. Bryan
Grinberg, Itai	Hall, Kathryn Walt	Harrington, Maureen Ann	Heimann, John G.
Grissom, Janet Mullins	Hall, Shawn D.	Harris, David A.	Heimbold, Charles A. Jr.
Grose, Peter	Hallen, John R. Jr.†	Harris, Joshua J.	Heimowitz, James B.
Gross, David A.*	Hallett, Stephanie L.	Harris, Karen	Heineman, Benjamin W. Jr.
Gross, Martin J.	Halper, James D.	Harris, Martha Caldwell	Heineman, Melvin L.
Gross, Patrick W.	Halperin, David R.	Harris, Maya L.	Heintz, Stephen B.
Grossman, Gene M.	Halperin, Morton H.	Harrison, Hope M.	Heinz Kerry, Teresa
Grossman, Marc	Haltzel, Michael H.	Harrison, Michael L.	Heleniak, David W.
Grove, Paul C.	Ham, Carter F.*	Harrison, Todd Samuel	Helfer, Michael Stevens
Groves, Ray J.	Hamburg, David A.	Harrison, William B. Jr.	Helfer, Ricki Tigert
Gruppo, David M.	Hamburg, Margaret Ann	Harrison Fullerton, Jessica	Helfstein, Scott
Gudwin, Ella R.	Hamel, Michael A.	Hart, Clifford Awtrey Jr.	Helgerson, John L.
Guengerich, Galen J.	Hamilton, Charles V.	Hart, Gary	Heller, Bridgette P.
Guenov, Tressa S.	Hamilton, Daniel	Hart, Robert C.	Heller, Rebecca M.
	Hamilton, Edward K.	Hart, Todd Christopher	Heller, Richard M.
	Hamilton, Hugh Gerard Jr.	Hartig, Luke R.†	Hellman, Steven E.
	Hamilton, John Maxwell	Hartley, Jane D.	Hellmann, Donald Charles
	Hamilton, Lee H.	Hartley, Scott E.	Helm, Robert W.

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Helm, Suzanne E.
Helman, Joseph J.
Helprin, Mark
Henderson, Simon
Hendricks, Darryll E.
Hendrickson, David C.
Henkin, Alice H.
Hennessy, James R.
Henninger, Daniel P.
Henrikson, Alan K.
Henry, Emil W. Jr.
Henry, Nancy L.
Henry, Peter Albert
Henry, Peter Blair
Henry, Robert H.
Hensman, Chris D. †
Hentov, Elliot
Heppner, Donald Gray Jr.
Herberger, Roy A. Jr.
Herbst, Jeffrey I.
Hermann, Charles F.
Hernandez, Antonia
Herrera-Flanigan,
 Jessica Rae
Herrnstadt, Owen Edward
Hersh, Kenneth A.
Herskovits, Jean
Hersman, Rebecca K.C.
Herspring, Dale R.
Hertog, Roger
Hertzberg, Hendrik
Hertzberg, Robert M.
Herz, Barbara K.
Herzfeld, Charles M.
Herzstein, Jessica
Hess, John B.
Hess, Marlene
Hessler, Curtis A.
Hessman, Robin
Hewko, John P.
Hewlett, Sylvia Ann
Hexter, James R.
Heyman, Ronnie F.
Heyman, William H.
Hiatt, Fred
Hicks, Irvin
Hicks, John F. Sr.
Hicks, Kathleen Holland
Hicks, Peggy L.
Higginbotham, F. Michael
Higgins, Heather
 Richardson

Higgins, Robert F.
Hightower, Edward T.
Hildner, Laura J.
Hill, Christopher R.*
Hill, Fiona
Hill, James T.
Hill, Janine W.
Hill, Joseph C.
Hill, J. Tomilson
Hill, Pamela
Hill, Raymond D.
Hill, Shephard William
Hill, Steven
Hill, Thomas Matthew
Hillen, John
Hillman, Jennifer Anne
Hills, Carla A.
Hiltz, William O.*
Himmelberger, Liesl K. †
Hindery, Leo J. Jr.
Hinerfeld, Ruth
Hines, Rachel
Hinman, Katie
Hirsch, John L.
Hirschhorn, Abigail M.
Hirsh, Michael P.
Hirsi Ali, Ayaan*
Hitz, Frederick P.
Hoagland, Jim
Hobson, H. Lee
Hochberg, Fred Philip
Hockfield, Susan
Hodes, Matthew
Hodges, Eliot I. †
Hodgkinson, Sandra Lynn
Hodin, Michael W.
Hoeber, Amoretta M.
Hoehn, Andrew R.
Hoehn, William E. Jr.
Hoenlein, Malcolm I.
Hof, Frederic C.
Hoffman, A. Michael
Hoffman, Auren*
Hoffman, Bruce
Hoffman, Reid*
Hoffmann, Stanley
Hogan, Jeffrey N.
Hogan, Timothy
Hoge, James F. Jr.
Hoge, Warren
Hoguet, George Roberts
Hoinkes, Mary Elizabeth
Holcomb, Scott
Holden, John L.
Holdren, John P.
Holewinski, Sarah Theresa

Holford, Mandë N.*
Holgate, Laura S.H.
Hollick, Ann Lorraine
Holliday, Stuart W.
Hollifield, James Frank
Holloway, Dwight F. Jr.
Holmes, Henry Allen
Holmes, Kim R.
Holmes, Stephen T.
Holmgren, Brett Michael
Holt, Blaine D.
Holtschneider, Dennis H.
Holtzman, Elizabeth
Holum, John D.
Hooda, Sheila
Hooker, Richard D. Jr.
Hope, Judith Richards
Hope, Richard O.
Hopkins, Jonathan James
Horlick, Gary N.
Hormats, Robert D.
Horn, Karen N.
Horn, Sally K.
Horner, Matina Souretis
Hornig, George R.
Hornik, Richard H.
Hornthal, James
Horowitz, Michael C.
Horton, Robert Scott
Hosmer, Bradley C.
Hoston, Germaine A.
Houck, James W.
Houghton, Amory Jr.
Houghton, James R.
House, Karen Elliott
Houser, Trevor
Howard, A. E. Dick
Howard, Christopher
 Bernard
Howard, John L.*
Howard, LeAnne Noelani
Howard, Lyndsay C.
Howard, M. William Jr.
Howell, Ernest M.
Howson, Nicholas Calcina
Hrinak, Donna J.
Hruby, Aubrey †
Hrynkow, Sharon H.
Hsu, Ta-Lin
Huang, Cindy Y. †
Huang, Eugene J.
Hubbard, Allan B.
Hubbard, R. Glenn
Huber, Richard L.
Huberman, Benjamin
Hudson, Manley O. Jr.

Hudson, Michael C.
Huebner, David*
Huebner, Lee W.
Huey, John W. Jr.
Huey Evans, Gay J.
Hufbauer, Gary C.
Hughes, Christopher
Hughes, Lynn N.
Hughes, R. John
Hughes, Thomas Lowe
Hull, Edmund J.
Hulsman, John C.
Hultman, Tamela
Hultquist, Timothy A.
Hume, Cameron R.
Hume, Ellen H.
Hummer-Tuttle, Maria
Hunt, David A.
Hunt, Kathleen E.
Hunt, Swanee
Hunter, Robert E.
Hunter, Shireen T.
Hunter, Thomas O.
Hunter, William Curt
Huntington, Patricia
 Skinner
Hurd, Joseph K. III
Hurlock, James B.
Hurlock, Matthew H.*
Hurst, Robert J.
Hurwitz, Sol
Huszar, Andrew C.
Hutchings, Robert L.
Hutchins, Glenn H.
Huyck, Philip M.
Hyatt, Joel Z.
Hyde, Dana J.*
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
Inderfurth, Karl F.
Indig, Jennifer Buntman
Indyk, Martin S.
Inman, Bobby R.
Irvin, Patricia L.
Isaac, Nicole M. †
Isaacs, Maxine
Isaacson, Walter S.

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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, Sarah
Jackson, Shirley Ann
Jacobs, Kenneth
Jacobs, Lawrence A.
Jacobson, Mark R.
Jacobson, Roberta S.
Jacoby, Charles H. Jr.
Jacoby, Jonathan Todd
Jaffe, Amy Myers
Jaffe, Eric
Jagannath, Ram M.
Jakes, Susan J.
Jamal, Amaney A.
James, Francis John
Janes, Jackson
Janis, Mark Weston
Janke, Aleksandra
Janklow, Morton L.
Janow, Merit E.
Jao, Richard C.
Jaquette, Jane S.
Jarvis, Nancy A.
Jayanti, Anuradha T.
Jebb, Cindy R.
Jeddy, Aly Sheezar
Jeffery, Reuben III
Jeffrey, James Franklin
Jehl, Douglas
Jenevein, E. Patrick III
Jenkins, Carol
Jennings, Elizabeth
Jervis, Robert
Jeter, Howard F.
Jett, Dennis C.
Jilani, Erum Rubina

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Jimenez, Marguerite Rose†
Joeck, Neil*
John, Eric G.
Johns, Leslie
Johns, Raymond E. Jr.
Johnson, Brett†
Johnson, David E.
Johnson, James A.
Johnson, James E.
Johnson, Jay L.
Johnson, Jeh Charles
Johnson, Jerry Lavell
Johnson, Karen H.
Johnson, L. Oakley
Johnson, Larry D.
Johnson, Michelle D.
Johnson, Robbin S.
Johnson, Robert W. IV
Johnson, Suzanne Nora
Johnson, Tana†
Johnson, Thomas Stephen
Johnson, Willene A.
Johnson, Wyatt Thomas
Jolie, Angelina
Jones, Alan Kent
Jones, Anita K.
Jones, Benjamin F.*
Jones, David L.
Jones, Gina Maria O.
Jones, James R.
Jones, Kermit
Jones, Kerri-Ann
Jones, Stuart Jr.
Jonker, Jared Christian†
Joost, Peter Martin
Jordan, Boris Alexis
Jordan, Eason
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, Joseph F.
Kahn, Thomas S.
Kaiser, Miranda Margaret
Kaiser, Robert G.
Kalaris, Thomas Llewellyn
Kalb, Marvin
Kalicki, Jan H.
Kalir, Erez C.
Kalmbach, Charles F.
Kamarck, Elaine C.
Kamin, David
Kaminsky, Howard
Kamsky, Virginia Ann
Kanak, Donald P.
Kandra, Robert A.
Kanet, Roger E.
Kang, C. S. Eliot
Kang, Jane
Kaniewski, Daniel John
Kaniki, Mbago
Kann, Peter R.
Kansteiner, Walter H. III
Kanter, Rosabeth Moss
Kantor, Laurence G.
Kantor, Mickey
Kapadia, Gaurav K.
Kaplan, Ann F.
Kaplan, Eben I.†
Kaplan, Gilbert
Kaplan, Helene L.
Kaplan, Mark N.
Kaplan, Richard N.
Kaplan, Stephen S.
Kaplan, Thomas S.
Kapnick, Scott Bancroft
Kapoor, Vikas
Kapp, Robert A.
Kapstein, Ethan B.
Karabell, Zachary
Karafa, Kristian C.
Karafa, Lenore J.†
Karalekas, Anne
Karamanian, Susan L.
Karatnycky, Adrian
Karatz, Bruce E.
Karl, Jonathan David
Karl, Terry Lynn
Karlin, Mara E.
Karns, Margaret P.
Karol, Adam
Karp, Jonathan D.
Karsner, Andy
Kasdin, Robert
Kass, Stephen L.
Kassalow, Jordan S.
Kassel, Whitney M.

Kassinger, Theodore W.
Kassof, Allen H.
Kasten, Robert 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.
Kazemi, Farhad
Kea, Charlotte G.
Kean, Thomas H.
Keane, John M.
Keck, Elizabeth Ellen
Keefe, Patrick S.R.
Keen, Purl Ken
Keene, Lonnie
Keene, Tom
Keith, James R.
Keker, John W.
Kelleher, Catherine M.
Keller, Edmond J.
Keller, Kenneth H.
Kellerman, Barbara L.
Kelley, Kevin H.
Kelley, Paul X.
Kellner, Peter Bicknell
Kellogg, David
Kelly, Alfred F. Jr.
Kelly, Arthur L.
Kelly, Francis J.
Kelly, James P.
Kelly, Jeffrey†
Kelly, Raymond W.
Kelman, Herbert C.
Kemble, Eugenia
Kemp, Geoffrey
Kempe, Frederick S.
Kempner, Lee S.
Kempner, Maximilian W.
Kendall, Donald McIntosh
Kennan, Christopher J.
Kennedy, Craig

Kennedy, David W.
 Kennedy, Edward Jr.
 Kennedy, Joe
 Kennedy, Mark R.*
 Kent, Andrew†
 Kent, Muhtar
 Kent, Philip I.
 Keohane, Nannerl O.
 Keohane, Robert O.
 Kerr, Ann Zwicker
 Kerrey, Bob
 Kerry, Cameron F.
 Kerry, Peggy
 Kessler, Glenn Andrew
 Kessler, Martha Neff
 Kester, W. Carl
 Ketcham, Janet W.
 Keys, Arthur B. Jr.
 Khaishgi, Mohammedulla
 Khalilzad, Zalmay M.
 Khan, Amjad Mahmood†
 Khan, Noorain F.†
 Khandelwal, Amit K.†
 Khator, Renu
 Khrushcheva, Nina L.
 Khuri, Nicola N.
 Kiernan, Robert Edward III
 Kiley, Robert R.
 Kim, Andrew
 Kim, Andrew Byong-Soo
 Kim, Ann S.†
 Kim, Hanya Marie
 Kim, John Yohan
 Kim, Spencer H.
 Kim, Sukhan
 Kimball, Astri B.
 Kimball, William F.
 Kimmitt, Mark T.
 Kimmitt, Robert M.
 Kimsey, James V.
 Kinane, William Patrick
 King, Charles E.
 King, Elizabeth Lee
 King, Henry L.
 King, Kay
 King, Robert R.
 King, Susan Robinson
 Kingston, Peter R.
 Kingston, Timothy M.
 Kinsella, Kevin J.
 Kipper, Judith
 Kirchhoff, Christopher M.

Kirchick, James R.†
 Kireopoulos, Antonios
 Steve
 Kiriakou, Heather
 Katherine
 Kirkland, Richard I.
 Kirkpatrick, J. David
 Kirkpatrick, Melanie M.
 Kishkovsky, Leonid
 Kissel, Mary E.
 Kissinger, Henry A.
 Kitfield, James
 Kittrie, Orde F.
 Kizer, Karin L.
 Klaber, Andrew David
 Klajn, Tamara†
 Klarman, Seth A.
 Klatsky, Peter
 Klein, Edward
 Klein, George
 Klein, Jacques Paul
 Klein, Jonathan David*
 Klein, Joseph A.
 Kleine-Ahlbrandt,
 Stephanie T.
 Klevatorick, Caitlin B.
 Klobuchar, Amy J.*
 Klotz, Frank G.
 Klurfeld, James M.
 Knake, Robert K.
 Knapp, Albert Bruce
 Knapp, Steven
 Knee, Jonathan A.
 Knell, Gary E.
 Knight, Edward S.
 Knight, Jessie J. Jr.
 Knudsen, Ciara
 Koellner, Laurette T.
 Kofmehl, Scott E.†
 Kogan, Richard Jay
 Koh, Jay L.
 Kohler, Jeffrey B.
 Kohn, Donald L.
 Kohut, Andrew
 Kojac, Jeffrey
 Kojima, J. Christopher
 Kolb, Charles E.M.
 Kolbe, Jim
 Kolodziej, Edward A.
 Koltai, Steven R.
 Komisar, Lucy
 Konzelmann, Joseph
 Koonin, Steven E.
 Korb, Lawrence J.
 Korgaonkar, Nikhilesh
 Kormi, Nushin

Kornbluh, Karen
 Kornblum, John C.
 Kosaraju, Akhila
 Kostiw, Michael Vincent
 Kotecha, Mahesh K.
 Kotler, Steven
 Kourakos, William
 Kovner, Bruce S.
 Koziol, Peter†
 Kraiem, Rubén*
 Kramek, Robert E.
 Kramer, J. Reed
 Kramer, Jane
 Kramer, Michael
 Kramer, Orin S.
 Kramer, Steven Philip
 Kranz, Thomas F.
 Krasner, Stephen D.
 Krasno, Richard M.
 Krauss, Clifford
 Krauthammer, Charles
 Kravis, Henry R.
 Kravis, Marie-Josée
 Kreek, Mary Jeanne
 Kreikemeier, Chad
 Krepinevich, Andrew F.
 Krepon, Michael
 Kreps, Sarah Elizabeth
 Kriegel, Jay L.
 Krikorian, Victoria Reznik
 Krilla, Jeffrey R.*
 Krisher, Bernard
 Kristof, Nicholas D.
 Kristoff, Sandra J.
 Kroeger, Kate M.
 Kroenig, Matthew
 Kronman, Anthony
 Townsend
 Krueger, Anne O.
 Krulak, Charles Chandler
 Ku, Charlotte
 Kubarych, Roger M.
 Kuehnast, Kathleen R.
 Kuenstner, Nancy Jo
 Kuiken, Michael
 Kull, Steven G.
 Kullman, Ellen Jamison
 Kumar, Anil
 Kumar, Nisha
 Kumar, Raj Udiaver
 Kumar-Sinha, Punita
 Kumra, Raina
 Kundra, Vivek
 Kuniholm, Bruce Robellet
 Kunstadter, Geraldine S.
 Kupchan, Charles A.

Kupchan, Clifford A.
 Kurth, James R.
 Kurtz-Phelan, Daniel
 Kuryk, Hildy
 Kushen, Robert A.
 Kux, Dennis
 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.
 Lai, Joseph G.
 Laipson, Ellen
 Lake, David A.
 Lalka, Robert Tice†
 LaMarche, Gara
 Lamb, Denis
 Lambert, Brett B.
 Lambeth, Benjamin S.
 Lamb-Hale, Nicole Yvette
 Lampton, David M.
 Lan, Iris
 Land, Richard D.
 Landau, George W.
 Lander, Eric S.
 Landow, Charles†
 Lane, Aikojean
 Lane, Charles M.
 Lane, David J.
 Lane, Randall Arthur
 Lane, Robert W.
 Laney, James T.
 Langlois, Robert James
 Lanken, Jonathan P.
 LaPalombara, Joseph
 Lapham, Lewis H.
 Lardy, Nicholas R.
 Lariviere, Richard W.
 Larrabee, F. Stephen
 Larsen, Randall J.
 Larson, Ellie K.
 LaSpada, Salvatore
 Lasry, Marc
 Lasser, Lawrence J.
 Lateef, Noel V.
 Lauder, Laura Heller
 Lauder, Leonard A.
 Lauder, Ronald S.
 Lauder, William Philip

* Elected to membership in 2015.

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Laudicina, Paul A.
 Lauinger, Philip C. Jr.
 Laurenti, Jeffrey
 Lautenbach, Ned C.
 Lautz, Terrill Edward
 Lavelle, Kathryn C.
 Lavizzo-Mourey, Risa
 La Vorgna, Marc V. †
 Lawrence, Richard D.
 Lawrence, Robert Z.
 Lawson, Eugene K.
 Lawson, Hugh*
 Lawson, Sandra Guylay
 Lawson-Remer, Terra
 Layne, Christopher
 Lazarus, Shelly B.
 Lazarus, Steven
 Leach, James A.
 Leach, Richard Alan
 Leader-Chivee, Lauren
 Leaman, J. Welby
 Leatherman, John Matthew
 LeClerc, Paul
 Lee, David Y.
 Lee, Ellana
 Lee, 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
 Leggett, Paul Matthews
 Legro, Jeffrey W.
 Legvold, Robert
 Lehman, John F.
 Lehman, Ronald Frank II
 Lehner, Peter H.
 Lehr, Amy Karen
 Lehr, Deborah M.*
 Lehrer, Jim
 Leich, John Foster
 Leidholdt, Dorchen A.
 Leiter, Michael E.
 Leland, Marc E.

Lemack, Carie A.
 Le Melle, Tilden J.
 Lemkin, Bruce Stuart
 Lemle, J. Stuart
 Le Mon, Christopher J.
 Lempert, Robert J.
 Lenfest, Harold F.
 Lenihan, Ashley Anne
 Thomas
 Lenihan, Michelle
 Lennon, Alexander T.J.
 Lennox, William J. Jr.
 Lenzen, Louis C.
 LeoGrande, William M.
 Leonard, Robert T. †
 Leopold, Evelyn R.
 Lesch, Ann Mosely
 Leslie, John W. Jr.
 Lesser, Ian O.
 Lettre, Marcel J. II
 Levensohn, Pascal N.
 Leverett, Flynt L.
 Levi, Michael A.
 Levin, Herbert
 Levin, John A.
 Levin, Michael Stuart
 Levin, Richard C.
 Levine, Mel
 Levine, Ross
 Levine, Susan B.
 Levinsohn, James A.
 Levinson, Marc
 Levitan, Aida T.*
 Levitsky, Jonathan E.
 Levitt, Arthur Jr.
 Levitt, Matthew A.
 Levy, Jay A.
 Levy, Julia C.
 Levy, Mickey D.
 Levy, Miriam
 Levy, Reynold
 Lew, Jacob J.
 Lewin, Leslie A.
 Lewinsohn, Jonathan
 Lewis, Bernard
 Lewis, Earl
 Lewis, Eric L.
 Lewis, Margaret Katri
 Lewis, Maureen A.
 Lewis, Peter M.
 Lewis, Stephen R. Jr.
 Lewis, W. Walker
 Lewis-Berry, Jason C.
 Lewy, Glen S.
 Li, Cheng
 Libby, I. Lewis Jr.

Liberi, Dawn
 Lichtblau, John H.
 Lichtenstein, Cynthia
 Crawford
 Lieber, James E.
 Lieber, Robert J.
 Lieberman, Joseph I.
 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, Gregory T.
 Lindsay, James M.
 Linen, Jonathan S.
 Link, Troland S.
 Lipman, Gustave K.
 Lipman, Ira A.
 Lipman, Joanne
 Lipper, Kenneth
 Lippey, Brian C.
 Lippman, Thomas W.
 Lipsitz, Rochelle J.
 Lipsky, John Phillip
 Lipsky, Seth
 Lissakers, Karin M.
 Litan, Robert E.
 Little, David
 Littlefield, Elizabeth L.
 Litwak, Robert S.
 Liu, Betty W.
 Liu, Eric P.
 Liu, Yawei
 Livingston, Robert Gerald
 Lockhart, Dennis P.
 Lodal, Jan M.
 Lodge, George Cabot
 Loeb, Daniel S.
 Loeb, Marshall
 Loewenstein, Andrew B.
 Logan, Francis D.
 Lombardi, Clark B.
 London, Herbert I.
 Lonergan, Shawn W. †
 Long, Mary Beth
 Long, William J.

Longmuir, Shelley A.
 Longstreth, Bevis
 Lopatin, Andrew*
 Lopes, Mark
 López Tirú, Lisa
 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
 Loury, Glenn Cartman
 Love, Reginald L.
 Lovejoy, Thomas E.
 Lowenkron, Barry F.
 Lowenstein, James G.
 Lowenstein, Price Gordon
 Lowenthal, Abraham F.
 Lowey, Nita M.
 Lowry, Glenn D.
 Loy, Frank E.
 Lozano, Ignacio E.
 Lozano, José Ignacio
 Lozano, Monica C.
 Lu, Li
 Lu, Xiaobo
 Lubin, Nancy
 Lubman, Stanley B.
 Luck, Edward C.
 Luers, Amy
 Luers, Wendy W.
 Luers, William H.
 Lujan, Fernando M.
 Lukatsevich, Ross Z.
 Luke, John A. Jr.
 Lundeberg, Greta*
 Lundqvist, Bertil
 Lundstrom, Mark
 Lustick, Ian S.
 Lustig, Matthew J.
 Lute, Douglas E.
 Lute, Jane Holl
 Luttwak, Edward N.
 Lux, Marshall
 Luyten, Derek †
 Luzzatto, Anne R.
 Lyman, Princeton N.
 Lynch, Thomas F. III
 Lyne, Susan Markham
 Lynk, Myles V.

* Elected to membership in 2015.

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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*
Mabry, Marcus B.
Mabus, Raymond E.
MacCormack, Charles
Frederick
MacDonald, Bruce Walter
MacDougal, Gary E.
Mack, Consuelo Cotter
Mack, William Brady III
Mackay, Leo Sidney Jr.
Mackevich, Eileen R.
Mackey, Timothy Ken
Macklin, Ronita
Madhavan, Akshay
Maffei, Greg
Maguire, John David
Mahaney, Patrick J. Jr.*
Mahanty, Daniel R.
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
Mallery, David W.
Mallery, Richard
Mallett, Robert L.
Mallow, Betsy†
Malmgren, Harald B.
Malmgren, K. Philippa
Malmstrom, Erik Edward†
Maloney, Jason D.
Malpass, David R.
Maltese, Michael
Maltz, Gideon Daniel

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† Elected to a five-year term membership in 2015.

Mamdani, Mahmoud A.
Manca, Marie Antoinette
Mancuso, Mario
Mandaville, Alicia Phillips
Mandelbaum, Michael
Maniatis, Gregory A.
Mann, James H.
Mann, Michael D.
Mann, Thomas E.
Mannina, Michael Angelo
Mans, Darius
Mansoor, Peter R.
Manuel, Anja
Manyika, James
Manzi, Jim
Marans, Joel Eugene
Marchetti, Louis G. III
Marchick, David M.
Marcom, John E. Jr.
Marczak, Jason
Mares, David Richard
Maricle, Genevieve E.†
Mariner, Joanne
Mariotti, Steve J.
Mark, Hans M.
Mark-Jusbasche, Rebecca P.
Marks, Joshua Antoni Meyer
Marks, Paul A.
Marlin, Alice Tepper
Marquet, Louis David
Marquis, Susan L.
Marr, Phebe A.
Marron, Donald B.
Marsh, Tom F.
Marshall, Andrew W.
Marshall, Dale Rogers
Marshall, F. Ray
Marshall, Katherine
Marshall, Zachary Blake
Marteau Emerson,
Kimberly K.
Marten, Kimberly Joy
Martin, Daniel Richard
Martin, Lynn Morley
Martin, Susan F.
Martin, William F.
Martinez, Roman IV
Marton, Kati I.
Maru, Vivek
Mas, Jorge
Masin, Michael T.
Masoud, Tarek
Massey, L. Camille
Massey, Walter E.
Massimino, Elisa C.
Mast, Brian J.†

Mast, Jeffrey Barclay†
Mastanduno, Michael
Masters, Carlton A.
Mathews, Jessica T.
Mathews, Michael S.
Mathias, D. Stephen
Mathias, Dale
Mathias, Edward J.
Mathis, Brian Pierre
Matlock, Jack F. Jr.
Matos Rodríguez, Félix V.
Matsukata, Naotaka
Matthews, Barbara C.
Matthews, Eugene A.
Mattox, Gale A.
Matuszewski, Daniel C.
Matzke, Richard H.
Mauro, Paul*
Maxwell, Ann Titiev
Maxwell, Kenneth R.
Maxwell, Rahsaan
May, Peter W.
Mayer, Claudette
Mayer, Jason D.
Mayer, William Emilio
Mazur, Jay
McAfee, William Gage
McAllister, Jef Olivarius
McAllister, Singleton B.
McAndrews, Brendan J.
McAuliffe, Jamie*
McAuliffe, Jane Dammen
McCaffrey, Barry R.
McCain, John S. III
McCann, Edward F. II
McCarron, Suzanne
McCarter, John W. Jr.
McCarthy, James P.
McCarthy, Kathleen D.
McCarthy, Terence Arthur
McCarthy-Beehner, Julie
McCaw, Craig O.
McCaw, Susan R.
McChrystal, Stanley A.
McClure, Robert L.
McClymont, Mary E.
McConnell, Dan Joseph Jr.†
McConnell, M. Porter
McCord, Gordon C.
McCormack, Elizabeth J.
McCormack, Richard
Thomas Fox
McCormick, David H.
McCouch, Donald G.
McCoy, Debbie
McCoy, Jennifer L.

McCracken, Andrew B.
McCue, Susan
McCurdy, Dave K.
McDermott, Jim
McDevitt, Sean Daniel
McDonald, Alonzo L.
McDonald, Gabrielle Kirk*
McDonald, Tom
McDonough, William J.
McDougall, Gay J.
McEneaney, Kyle
McEvoy, Edward Bruce
McFarland, Kathleen Troia
McFarlane, Jennifer A.
McFarlane, Robert C.
McFaul, Michael A.
McGarr, Cappy R.
McGlynn, Margaret Grace
McGowan, Alan H.
McGregor, James Louis
McGurn, William
McHale, Judith A.
McHenry, Donald F.
McIntosh, Sean Justin
McKean, David
McKenna, Tjada D'Oyen
McKenney, Morgan*
McKeon, Elizabeth A.
McKibben, Tracy B.
McLarty, Thomas F. III
McLaughlin, Charles
James IV
McLaughlin, John E.
McLean, Jeffrey J.
McLean, Mora L.
McLean, Sheila Avrin
McLin, Jon Blythe
McManus, Doyle
McMaster, Herbert R.
McMullin, D. Evan
McNairy, Margaret
Leighton†
McNamara, Dennis L.
McNamara, Kathleen R.
McNamara, Thomas E.
McNamer, Bruce W.
McNaugher, Thomas L.
McPeak, Merrill A.
McPherson, M. Peter
McQuade, Lawrence C.
McRaven, William H.
McWade, Jessica C.
Meacham, Carl E.
Meacham, Jon
Mead, Dana G.
Mead, E. Scott

Mead, Walter Russell	Metzl, Jamie Frederic	Miscik, Jami	Morrison, J. Stephen
Meadows, Jeanne Terry	Meyer, Edward C.	Mishkin, Alexander V.	Morrison, Trevor W.*
Mearsheimer, John J.	Meyer, Joel T.†	Misko, Sean A.	Morrissey, Arthur C.
Medavoy, Mike	Meyer, Karl E.	Mitch, Ian Scott	Morse, Edward L.
Medawar, Adrienne	Meyer, Laurence H.	Mitchell, Andrea	Morse, Kenneth P.
Medeiros, Evan S.*	Meyer, Michael Ryder	Mitchell, Arthur M. III	Morse, Stephen S.
Medina, Kathryn B.	Meyer, Noa	Mitchell, George J.	Mortimer, David H.
Medish, Mark Christian	Meyerman, Harold J.	Mitchell, Marc	Mosbacher, Robert A. Jr.
Meeker, Mary	Meyers, Hannah Elka	Mitchell, Patricia E.	Moseley, T. Michael
Meeks, James Joseph	Michel, Christopher	Mitchell, Wandra G.	Moser, Joel H.
Meers, Sharon I.	Prentiss	Mitre, Jim	Moses, Alfred H.
Meertens, Michelle A.	Michelson, Evan S.†	Mize, David M.	Mosettig, Michael David
Meese, Michael J.	Mickiewicz, Ellen	Mizel, Larry A.	Moskow, Michael H.
Mehlman, Kenneth B.	Midgley, Elizabeth	Mochizuki, Kiichi	Moss, Ambler H. Jr.
Mehra, Sanjeev K.	Mihaly, Eugene B.	Modi, Kalpen Suresh	Moss, Ian C.
Mehreteab, Ghebre	Mikell, Gwendolyn	Moe, Sherwood G.	Moss, Jeff
Selassie	Mikolay, Justin	Moffett, George D.	Moss, Todd J.
Mehta, Probir J.	Milestone, Judith B.	Mohamed, Saira	Mossman, James
Mehta, Ved	Millard, Robert B.	Mohandas, Siddharth	Motley, Joel W.
Meigs, Montgomery C.	Miller, Aaron David	Mohyeldin, Ayman	Mottahedeh, Roy P.
Meiman Hock, Kellie	Miller, Aaron Weidner†	Molano, Walter Thomas	Motulsky, Daniel T.
Meisels, A. Greer	Miller, Alisa	Monaco, Lisa O.	Mouat, Lucia
Meissner, Doris M.	Miller, Amber D.*	Mondale, Walter F.	Moulton, Seth†
Melby, Eric D.K.	Miller, Anthony Murray	Moneyhon, Matthew	Moyer, Homer E. Jr.
Melia, Allison	Miller, Blair E.†	Moniz, Ernest J.	Mudd, Daniel H.
Melin, Nicholas O'Brien	Miller, Brian Andrew	Montañez, Benjamin A.	Mudd, Margaret F.
Melloan, George R.	Miller, Charles R.	Montelongo, Michael	Mujal-Leon, Eusebio
Melton, Carol A.	Miller, Christopher D.	Montgomery, Harold H.	Mukhopadhyay, Dipali
Melwani, Anish	Miller, David Charles Jr.	Montgomery, Mark C.	Mukunda, Gautam
Melwani, Prakash A.*	Miller, Debra Lynn	Montgomery, Parker G.	Mulberger, Virginia A.
Mendelson, Sarah E.	Miller, Eyrique V. Jr.	Montoya, Manuel-Julian	Mulford, David C.
Mendelson Forman,	Miller, Franklin C.	Moock, Joyce Lewinger	Mullaney, Craig M.
Johanna Sebastian	Miller, Heidi G.	Moody, Jim	Mullen, Michael G.
Mendillo, Jane L.	Miller, Ingrid C.	Moody, William S.	Muller, Edward R.
Mendlovitz, Saul H.	Miller, James N. Jr.	Moore, Brandon David	Mundie, Craig James
Mendonca, Lenny	Miller, Judith	Moore, John J. Jr.	Muñoz, George
Mendoza, Roberto G.	Miller, Justin R.†	Moore, John M.	Munroe, Alexandra
Meng, Sue	Miller, Ken	Moore, John Norton	Kneeland
Menon, Rajan	Miller, Linda B.	Moore, Jonathan	Munsch, Stuart B.
Menschel, Robert B.	Miller, Matthew L.	Moore, Julia A.	Murase, Emily Moto
Mentor, Joel Y.†	Miller, Paul J.†	Moorman, Thomas S. Jr.	Murdeswar, Sid†
Merisotis, Jamie P.	Miller, Rodrick T.	Moose, George E.	Murdock, Deroy
Merkel, Claire Sechler	Miller, Scott L.	Mora, Alberto J.	Murphy, Clarke
Merkel, David A.	Miller, Thomas J.	Mora, Antonio G.	Murphy, Ewell E. Jr.
Meron, Theodor	Miller, William Green	Moran, Michael E.	Murphy, Micah D.†
Merow, John E.	Miller, William Scott II	Moran, Terence P.	Murphy, Richard W.
Merritt, Jack Neil	Milliken, James B.*	Moran, Theodore H.	Murray, Alan S.
Merszei, Zoltan	Millington, John A.	Moravcsik, Andrew	Murray, Douglas J.
Mesdag, Willem	Mills, Bradford	Morell, Michael J.	Murray, Ian P.
Meselson, Matthew S.	Mills, Karen Gordon	Morey, David Edward	Murray, Janice L.
Meserve, Richard A.	Mills, Susan Linda	Morgan, Charlotte M.	Murray, Lori Esposito
Mestre, Eduardo Goar*	Milner, Helen V.	Morgan, Richard O.W.†	Murray, Robert J.
Mestres, Ricardo A. Jr.	Milrod, Donna	Morin, Jamie Michael	Musalem, Alberto G.*
	Mintz, Daniel R.	Morningstar, Richard L.	Musham, Bettye Martin
	Mir, Aimen N.	Morris, Charles R.	Muthiah, Radha
	Mirchandani, Bhakti	Morris, Frederic A.	Mutua, Makau W.
	Ramesh	Morris, Nate	Myers, Margaret†

* Elected to membership in 2015.

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Myers, Micah S.
Myers, Richard B.
Myerson, Roger B.
Myerson, Toby S.
Myrow, Stephen A.

N

Nachman, David Eli
Nacht, Michael
Nadiri, M. Ishaq
Naftalis, Benjamin
Nagl, John A.
Nagorski, Andrew
Nagorski, Thomas G.
Naím, Moisés
Nájera, Peter F.
Najmi, Rosita
Nakhleh, Emile A.
Napoli, Matthew Clark
Napolitano, Janet A.
Narasimhan, Laxman
Nash, Nicholas A.
Nash, William L.
Nasr, Vali R.
Nathan, James A.
Nathanson, Marc B.
Nathoo, Raffiq A.
Nau, Henry R.
Navab, Alexander
Neal, Jeffrey C.
Neal, Stephen L.
Nealer, Kevin G.
Nederlander, Robert Jr.
Negron, Michael Angelo
Negroponte, Diana
 Villiers
Negroponte, John D.
Neier, Aryeh
Nelson, Alyse
Nelson, Anne
Nelson, Daniel N.
Nelson, Richard D.
Nelson, Robert L. Jr.
Nelson, Thomas C.
Nemeroff, Theodore
 Nathan
Nesbit, Lynn
Neuger, Win J.
Neuman, Stephanie G.
Neureiter, Norman P.
Nevels, James Edwin*
Newberg, Esther R.
Newburg, Andre

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† Elected to a five-year term membership in 2015.

Newcomb, Nancy S.
Newell, John F. III
Newhouse, John
Newman, Charlotte L.†
Newman, Jay H.
Newman, Pamela J.
Newman, Pauline
Newman, Peter K.†
Newman, Priscilla A.
Newman, Richard T.
Newton, M. Diana Helweg
Nguyen, Ha Nhu
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.
Noam, Eli M.
Noble, Abigail†
Nolan, Janne Emilie
Nolan, Leigh Elizabeth
Nolan, Robert
Noland, Marcus
Nolte, William M.
Nonacs, Eric Steven
Noonan, Peggy
Noorani, Ali R.*
Norman, William S.
Norquist, Grover Glenn
Northup, Nancy J.
Norton, Augustus Richard
Norton, Burke Fremont
Norton, Eleanor Holmes
Norton, Patrick M.
Nossel, Suzanne F.
Noto, Lucio A.
Novack, Lynne Dominick
Novogratz, Jacqueline
Novotny, Thomas E.
Nuechterlein, Jeffrey D.
Nunn, Sam
Nussbaum, Bruce
Nuzum, Henry G.
Nwogu, Nneoma V.†
Nye, J. Benjamin H.
Nye, Joseph S. Jr.
Nye, Seth

O

Oakley, David P.
Oat-Judge, Siobhan
Obey, David R.
O'Brien, James C.
O'Brien, Justus J.*
Ocampo, Juan
Occomy, Marcia D.*
Ochoa-Brillembourg, Hilda
O'Cleireacain, Carol
O'Connor, Eileen M.
O'Connor, Nuala*
Odeen, Philip A.
Odell, Jamieson Meldal
Odell, John S.
Odum, Marvin E. III
Oettinger, Anthony G.
Offenheiser, Raymond C. Jr.
Offit, Morris W.
O'Flaherty, J. Daniel
Oh, Kongdan
O'Hanlon, Michael
O'Hearn, Katherine I.
Ohtagaki, Johna
Ojito, Mirta
O'Keefe, Daniel
Okobi, Ebelechukwu
 Adaeze
Olayan, Hutham S.
Oliver, April A.
Oliver, John L. III
Olivera, Armando J.
Ollivant, Douglas A.
Olson, Jane T.
Olson, Lyndon L. Jr.
Olson, Ronald L.
Olver Parchi, Parizad June
O'Malley, Cormac K.H.
Omestad, Thomas E.
O'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.
Orbach, Ashley Kushner
Orbach, Benjamin
Ordway, John M.
Orentlicher, Diane
Orlins, Stephen A.
Ornstein, Norman J.
O'Rourke, Patrick J.

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

P

Paal, Douglas Haines
Pachios, Harold C.
Packard, George R.
Padmanabhan, Vijay M.
Padrón, Eduardo J.
Page, Carter W.
Paine, D. Thompson
Paine, George C. II
Paisner, Bruce Lawrence
Pakula, Hannah C.
Palmer, Matthew A.
Palmisano, Samuel J.
Pandith, Farah Anwar
Papagapitos, Ariadne
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, Michelle S.
Parker, Ned
Parker, Penny L.
Parker Feld, Karen

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

Pérez-Stable, Marifeli
Perkin, Linda J.
Perkins, Edward J.
Perkins, Roswell B.
Perkovich, George R.
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.
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.
Philion, Suzanne K.
Phillips, Cecil M.
Phillips, David L.
Phillips, Gretchen A. †
Phillips, Jeanne L.
Phillips, Robert Macon III †
Pickering, Thomas R.
Piedra, Alberto M. Jr.
Pierce, John vanden Heuvel
Pierce, Lawrence W.
Pierce, Ponchitta
Piercy, Jan
Pierre, Andrew J.
Pifer, Steven K.
Pigott, Charles M.
Pike, John E.
Pilgrim, Kathryn
Pillar, Paul R.
Pillsbury, Marnie S.
Pillsbury, Michael
Pilon, Juliana Geran
Pincus, Walter H.
Pineda, Patricia S.*

Pipes, Daniel
Pipes, Richard
Pitts, Joe W. III
Pitts-Kiefer, Samantha
Pizzarello, Louis D.
Plasencia, Jorge
Platt, Alan A.
Platt, Alexander H.
Platt, Kobi †
Platt, Nicholas
Platt, Sheila Maynard
Plattner, Marc F.
Platts, James T. †
Plepler, Richard L.
Plutzik, Jonathan
Poats, Rutherford M.
Pocalyko, Michael Nicholas
Podhoretz, John
Pogue, Richard W.
Poizner, Stephen L.
Pokempner, Dinah R.
Polan, Mary Lake
Pollack, Gerald A.
Pollack, Jonathan D.
Pollack, Kenneth Michael
Pollack, Lester
Pollard, Neal A.
Pollock, Robert Lansing
Polovets, Stan*
Pond, Elizabeth
Poneman, Daniel Bruce
Pool-Eckert, Marquita J.
Popadiuk, Roman
Popat, Pranav Pravin
Popkin, Anne B.
Popp, John G.
Porat, Ruth
Porges, Marisa L.
Porreca, Nicole Anne
Porter, John Edward
Portes, Richard
Porzecanski, Arturo C.
Posen, Adam S.
Posen, Barry R.
Posner, Michael
Poste, George H.
Postol, Theodore A.
Potter, William C.
Pottinger, Matthew F.
Powell, Colin L.
Powell, Dina Habib
Powell, Jerome H.
Powell, Laurene
Powell, Nancy J.
Powell, Richard C. Jr.
Powers, Averill L.

Powers, Timothy E.
Pozen, Robert C.
Pranger, Robert J.
Prasad, Mukesh*
Prasso, Sheridan
Pregenzer, Arian L.
Press, William H.
Pressler, Larry
Pressman, Evan D. †
Preston, Stephen W.
Prewitt, Kenneth
Price, Daniel M.
Price, Jonathon David
Price, Raymond K. Jr.
Price, Robert
Price, Steven
Priest, William W. Jr.
Prieto, Daniel B. III
Prince, Charles O. III
Prince, Charles O. IV
Pringle, Robin Stevens †
Pritzker, Penny S.
Pritzker, Thomas J.
Probasco, Emelia S.
Prueher, Joseph Wilson
Pryce, Jeffrey F.
Psaki, Jennifer R. †
Puchala, Donald James
Puckett, Robert H.
Pulling, Edward L.
Pulling, Thomas L.
Purcell, Susan Kaufman
Pursley, Robert E.
Putnam, Robert D.
Pyle, Kenneth B.
Pyle, Michael Jason

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

R
Raab, Jennifer J.
Raas, Whitney
Rabb, Bruce
Rabin, Stuart J.
Radia, Kirit M.

* Elected to membership in 2015.

† Elected to a five-year term membership in 2015.

Radsch, Courtney Covey†
Radtke, Robert W.
Rafferty, Emily Kernan*
Rahman, Anika
Raimondo, Gina
Raines, Franklin D.
Raisian, John
Ramakrishna, Kilaparti
Ramamurthy, Pradeep
Raman, Aneesh
Raman, Sujit†
Ramaswamy, Sangeetha
Ramchandani, Sunny
Ramer, Bruce M.
Ramirez, Lilia L.
Ramo, Simon
Ramsay, Alston
Ramsey, W. Russell
Randall, Lisa
Randolph, R. Sean
Randt, Clark T. Jr.
Rankin, Clyde E. III
Raphel, Robin Lynn
Rapp, Edward J.
Rappaport, Alan
Rascoff, Samuel James
Ratchford, J. Thomas
Rather, Dan
Ratnesar, Romesh M.
Rattner, Steven L.
Rattray, Gregory John
Rauch, Rudolph S.
Rauert, Tyler Reid
Raul, Alan Charles
Raustiala, Kal
Raval, Aditya M.
Ravenal, Earl C.
Ravich, Samantha F.
Ravitch, Richard
Rayburn, Joel D. Sr.*
Raymond, David A.
Raymond, Douglas A.
Raymond, Lee R.
Reade, Claire E.
Realuyo, Celina B.
Rebolledo, Iván C.
Reckford, Jonathan T.M.
Redden, Kaleb J.†
Rediker, Douglas Alan
Reed, Charles B.
Reed, Jack
Reed, Joseph Verner
Reed, Lucy Ferguson
Reese, William Sears
Reeves, Samuel Jesse
Regens, James L.
Reichert, William M.
Reid, Rob
Reif, Leo Rafael
Reiling, Peter A.
Reilly, Saskia Shane
Reilly, William K.
Reimer, Dennis Joe
Reimers, Fernando Miguel
Reinhardt, John E.
Reinhart, Carmen M.
Reinhart, Vincent
Reinharz, Jehuda
Reisman, William Michael
Reiss, Mitchell B.
Reitz, Jessica K.†
Rejto, Khadija
Remington, Thomas F.
Remnick, David J.
Remy, Luce M.
Renan, Daphna
Renfrew, Charles Byron
Rennie, Milbrey
Rennie, Renate
Renuart, Victor Eugene Jr.
Reppert, John C.
Resnicoff, Arnold E.
Ressel, Teresa M.
Revere, Evans J.R.
Revesz, Richard L.
Revzin, Philip S.
Reynoso, Julissa*
Rhinesmith, Stephen H.
Rhodes, William R.
Ricardel, Mira R.
Riccardi, Steven Matthew
Rice, Condoleezza
Rice, Donald S.
Rice, Joseph Lee III
Rice, Matthew James†
Rice, Susan E.
Rich, Michael D.
Richard, Anne C.
Richards, Nicholas S.
Richards, Paul G.
Richardson, Frank E.
Richardson, Henry J. III
Richardson, William B.
Richardson, William R.
Richardson, Yolonda C.
Richburg, Keith B.
Richter, Anthony
Richter, Michael P.†
Riddell, Malcolm
Ridgway, Rozanne L.
Riedl, Rachel Beatty†
Rieff, David
Rielly, John E.
Rieschel, Gary E.
Riffat, Imran
Rifkind, Robert S.
Rinehart, Brooke
Riordan, Michael L.
Riotta, Giovanni
Rishikof, Harvey
Ritch, John B. III
Rivkin, David B. Jr.
Rivkin, David W.
Rivlin, Alice M.
Rizk, Nayla M.
Roach, Stephen S.
Robb, Charles S.
Robbins, Carla Anne
Robbins, Elizabeth Jane
Robbins, Jeremy
Robbins, Rachel F.
Robert, Stephen
Roberts, Bradley H.
Roberts, Carter S.
Roberts, John J.
Robertson, Charles K.
Robichaud, Carl Alexander
Robinson, Barbara Paul
Robinson, Chase F.*
Robinson, David Z.
Robinson, Davis R.
Robinson, Guyton Lee
Robinson, James D. III
Robinson, Janet L.
Robinson, Linda
Robinson, Mark J.*
Robinson, Pearl T.
Robison, Olin C.
Rocca, Christina B.
Rocha, V. Manuel
Rochberg, Daniel Robert
Roche, James G.
Rockefeller, David
Rockefeller, David Jr.
Rockefeller, John D. IV
Rockefeller, Mark L.
Rockefeller, Nicholas
Rockefeller, Steven C.
Rockett, Jason Mitchell
Rockwell, Hays H.
Rockwell, Keith McElroy
Rodin, Judith
Rodman, Lindsay L.
Rodríguez, Eric
Rodriguez, Javier
Rodriguez, Rita M.
Rodriguez, Stephen P.
Rodrik, Dani
Roedy, Bill
Roett, Riordan
Rogers, Edward M. Jr.
Rogers, James E.
Rogers, John M.
Roggero, Frederick F.
Rogoff, Kenneth S.
Rohan, Karen M.
Rohatyn, Felix G.
Rohlen, Thomas P.
Rohlfing, Joan
Rokke, Ervin J.
Roman, Nancy Ellen
Romanowski, Alina L.
Romer, Paul
Romero, Philip Joseph
Romero-Barcelo, Carlos A.
Rometty, Virginia M.
Romig, Alton D. Jr.
Rondeau, Ann E.
Rooney, Megan E.
Roosevelt, Theodore IV
Roper, William Bruce Jr.
Rose, Charles Peete Jr.
Rose, Daniel
Rose, Elihu
Rose, Gideon
Rose, Joseph B.
Rose, Marshall
Rosecrance, Richard
Rosen, Amy M.
Rosen, Daniel H.
Rosen, Gary
Rosen, Jack
Rosen, Jeffrey A.
Rosen, Robert L.
Rosenberg, Mark B.
Rosenberg, Zeda F.
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, Douglas Eurico
Rosenthal, Jack
Rosenthal, Joel H.
Rosenthal, Mitchell S.
Rosenwald, E. John Jr.

* Elected to membership in 2015.

† Elected to a five-year term membership in 2015.

Rosenwald, Nina
 Rosenzweig, Robert M.
 Rosett, Claudia
 Rosner, Jeremy D.
 Rosol, Michael S.
 Rosovsky, Henry
 Ross, Christopher W.S.
 Ross, Dennis B.
 Ross, Gary N.
 Ross, Robert S.
 Rossabi, Morris
 Rosso, David J.
 Rossotti, Charles O.
 Rostow, Nicholas
 Rotberg, Robert I.
 Rotenberg, Marc*
 Roth, Kenneth
 Roth, Stanley O.
 Rothkopf, David Jochanan
 Rottenberg, Linda D.
 Roubini, Nouriel
 Roughead, Gary
 Rouse, Cecilia E.*
 Route, Ronald A.
 Rovine, Arthur W.
 Rowen, Henry S.
 Rowny, Edward L.
 Roy, J. Stapleton
 Rubenstein, David M.
 Rubenstein, Leonard S.
 Rubin, Arthur Mark
 Rubin, Barnett R.
 Rubin, Gretchen C.
 Rubin, James P.
 Rubin, Nancy H.
 Rubin, Nilmini Gunaratne
 Rubin, Robert E.
 Rubin, Trudy S.
 Rudder, Philip C.
 Rudenstine, Neil L.
 Rudin, William C.
 Ruenitz, Robert M.
 Ruger, Jennifer Prah
 Ruggie, John G.
 Ruggiero, Anthony II
 Rugh, William A.
 Rumbaugh, Russell
 Rumer, Eugene B.
 Runde, Daniel FitzGerald
 Runge, Carlisle Ford
 Rupp, George
 Russell, Bradley S.

Rutherford, Alanna C.
 Ryan, Evan M.*
 Ryan, John T. III
 Ryan, Jordan Dimock
 Ryan, Kevin P.
 Ryan, Patrick
 Ryan, Patrick G. Jr.

S

Sabonis-Helf, Theresa
 Sachs, Jeffrey D.
 Sachs, Philippe Eric
 Sacks, Paul M.
 Sadat, Leila Nadya
 Saeed, Ahmed M.
 Sagan, Scott D.
 Saghri, Faraj
 Saifee, Maryum F.†
 Sakoian, Carol Knuth
 Salacuse, Jeswald William
 Salam, Reihan
 Salazar, Ana Maria
 Saleh, Ulla Rickert
 Salem, George R.
 Salikuddin, Tamanna
 Salomon, David R.
 Salomon, Richard E.
 Salzman, Anthony David
 Samore, Gary
 Samper, Cristián T.
 Sample, Steven B.
 Samuels, Barbara Christie II
 Samuels, Leslie Bernard
 Samuels, Michael A.
 Samuels, Richard J.
 Sanchez, Francisco J.
 Sanchez, Miguel Antonio
 Sanchez, Orlando
 Sandalow, David
 Sandberg, Sheryl K.
 Sandel, Michael J.
 Sander, Alison B.
 Sanders, Barry A.
 Sanders, Marlene
 Sanderson, Steven E.
 Sands, Amy
 Sanger, David E.
 Sanghvi, Sunil
 Santosham, Shireen
 Hannah
 Sapiro, Miriam
 Sapolsky, Harvey M.
 Sapp Mancini, Angela
 Sapra, Puneet
 Sargeant, Stephen Thomas
 Sarotte, Mary Elise

Sassen, Saskia
 Sasser, James R.
 Satcher, David
 Satkalmi, Ravi†
 Satloff, Robert B.
 Satter, Muneer A.
 Saul, Ralph Southey
 Saunders, Elizabeth
 Saunders, Harold H.
 Savitt, Jill A.
 Savoy, Conor M.†
 Sawoski, Mark
 Sawyer, Diane
 Sawyers, Charles L.
 Scarborough, Charles J.
 Schacht, Henry B.
 Schadlow, Nadia
 Schaefer, Ahren Joseph
 Schaffer, Howard Bruner
 Schaffer, Teresita C.
 Schaible, Damian S.
 Schake, Kori
 Scharre, Paul David†
 Schearer, 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
 Schifter, Richard
 Schiller, Vivian L.
 Schlein, Michael Edward
 Schlesinger, David Adam
 Schlesinger, Leonard A.
 Schlesinger, Stephen C.
 Schlickemaier, William
 Schlosser, Herbert S.
 Schlosstein, Ralph L.*
 Schmemann, Anya
 Schmemann, Serge
 Schmerin, Daniel E.
 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
 Schnetzer, Amanda W.*
 Schnitzer, Alan
 Schoen, Douglas E.
 Schortzmann, Craig J.†
 Schouten, Schuyler J.
 Schrage, Elliot J.
 Schrage, Steven Patrick
 Schragger, Allison
 Schramm, Carl J.
 Schreiber, Brian T.
 Schroeder, Christopher
 Matthew
 Schubert, Richard Francis
 Schuepbach, Martin A.
 Schuker, Jill A.
 Schulhof, Lesley Gurkin
 Schulhof, Michael Peter
 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, Mattathias†
 Schwartz, Norton A.
 Schwartz, Peter
 Schwarz, Adam
 Schwarz, David Alan
 Schwarz, Jeremiah
 William Jr.†
 Schwarzer, William W.
 Schwarzman, Stephen A.
 Schwebel, Stephen M.
 Sciolino, Elaine F.
 Scitutto, James E.
 Scott, Jeannine B.
 Scott, Robert A.
 Scotten, Hagan C.
 Scowcroft, Brent
 Scully, Timothy R.
 Sears, Jonathan E.
 Seaton, Edward L.
 Seaton, James B. III
 Sechser, Todd S.
 Segal, Susan Louise
 Sehgal, Kabir
 Seib, Gerald F.
 Seibold, Frederick C. Jr.

* Elected to membership in 2015.

† Elected to a five-year term membership in 2015.

Seiple, Chris
Sekulow, Eugene A.
Selib, Jonathan
Selig, Stefan*
Seligmann, Peter
Selin, Ivan
Semetko, Holli A.
Sender, Henny
Sennett, Richard
Senseney, Céline
Servan-Schreiber, Pascaline
Sesno, Frank W.
Sestanovich, Stephen R.
Setrakian, Lara
Sewall, John O.B.
Sexton, John E.
Seymour, Frances J.
Shackelford, Scott James
Shafer, D. Michael
Shafer, Jeffrey R.
Shah, Raj
Shahbandar, Oubai
Shailor, Barbara
Shalala, Donna E.
Shambaugh, David
Shanker, Thomas Daniel
Shapiro, Andrew J.
Shapiro, Ian
Shapiro, Isaac
Shapiro, Jacob Norman
Shaplen, Jason T.
Sharenow, Greg
Sharma, Amit
Sharma, Deven
Sharp, Adam Mikael
Sharp, Daniel A.
Shattuck, John
Sheehan, Kevin P.
Sheen, Edward†
Sheeran, Josette M.
Sheets, Nathan
Sheffield, Jill W.
Sheldon, Eleanor B.
Shelley, Louise I.
Shelp, Ronald Kent
Shelton, Joanna Reed
Shelton-Colby, Sally A.
Shenai, Neena G.
Shenk, George H.
Shepard, Stephen B.
Shepardson, Robert
Thomas

Shepherd, J. Michael
Sheriff, Alan R.
Sherman, Wendy R.
Sherr, Lynn B.
Sherwood, Benjamin B.
Sherwood-Randall,
Elizabeth
Shields, Brendan P.
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, Mustafa Mohsin
Sidhu, Dawinder S.†
Siegal, Bippy M.
Siegel, Seth M.
Siegel, William D.
Siegman, Henry
Sigal, Leon V.
Sigelman, Joseph M.
Sikkink, Kathryn A.
Siko, John Alan
Silber, Laura J.
Silber, Mitchell D.
Silberman, Laurence H.
Silberman, Robert S.
Silberstein, Alan M.
Silkenat, James R.
Silver, Allison
Silver, Daniel B.
Silverberg, Kristen L.*
Silverman, Josh
Sillers, Robert†
Sillers, Robert B.
Simakovsky, Mark D.
Simes, Dimitri K.
Simmons, Adele
Simmons, P. J.

Simmons, Ruth J.
Simon, Denis Fred
Simon, Hugh V. Jr.
Simon, Joel*
Simon, Steven
Simpson, Erin M.†
Sims, Calvin G.
Singh, Ashika
Singh, Prabhjot
Singham, Shanker A.
Singleton, Lincoln
Cameron
Sinha, Nidhi†
Sinha, Sylvana Q.
Sinkin, Richard N.
Sisk, Mark S.
Sitaraman, Ganesh
Sitrick, James Baker
Skelton, DJ
Skinner, Kiron Kanina
Sklarew, Jennifer Friedman
Skoczylas, Paul Edward
Skol, Michael
Skolnikoff, Eugene B.
Skora, Alexander J.
Skorka, Melissa
Skorton, David J.
Slade, David R.
Slater, Alexander
Slattery, Jim C.
Slaughter, Anne-Marie
Slaughter, Richard A.
Slavin, Barbara
Slawson, Paul S.
Sloane, Ann Brownell
Sloane, Howard G.
Slobogin, Kathy
Slocombe, Walter B.
Small, Andrew
Small, Lawrence M.
Smalley, Kathleen
Smart, Christopher W.
Smeall, Christopher
Smidt, Jonathan David*
Smith, Adam
Smith, Anna Deavere
Smith, Dane F. Jr.
Smith, Edwin Milton
Smith, Fred Gary
Smith, Frederick Wallace
Smith, Gayle E.
Smith, Gordon Dee
Smith, Harold C. Jr.
Smith, Hedrick L.
Smith, Jean Kennedy
Smith, Jeffrey H.

Smith, Justin B.
Smith, Malcolm B.
Smith, Martin
Smith, Michael B.
Smith, Michelle Marie†
Smith, Peter Hopkinson
Smith, R. Jeffrey
Smith, Richard M.
Smith, Shannon L.
Smith, Stephen G.
Smith, Taiya M.
Smith, Tony
Smith, W. Y.
Snodgrass, Guy
Snowe, Olympia J.
Snyder, Jed C.
Snyder, Richard E.
Snyder, Timothy D.
Sobel, Clifford M.
Sobel, Richard Paul
Sobol, Dorothy Meadow
Sobol, Julia
Soderberg, Nancy E.
Sofaer, Abraham David
Sokolski, Henry D.
Solis, Lorna*
Solnick, Steven L.
Solomon, Andrew Wallace
Solomon, Anne G.K.
Solomon, Joshua N.
Solomon, Peter J.
Solomon, Richard H.
Sondheimer, Rachel
Milstein
Sonenshine, H. Marshall
Sonenshine, Tara Diane
Sonnenberg, Maurice
Sorel, Marc
Sorensen, Gillian Martin
Sorkin, Andrew Ross
Soros, George
Soros, Jonathan
Soudriette, Richard W.
Sovern, Michael I.
Spalding, Robert S. III*
Spalter, Jonathan
Spangenberg, Joel C.
Spangler, Scott M.
Spar, Debora L.
Speckhard, Daniel V.
Spector, Katherine
Spector, Leonard S.
Speedie, David C.
Speltz, Paul W.
Spence, A. Michael
Spence, Matthew

* Elected to membership in 2015.

† Elected to a five-year term membership in 2015.

Spencer, John
 Spengler, Laurie Jean
 Sperling, Gene B.
 Spero, Joan E.
 Spero, Joshua B.
 Speyer, Jerry I.
 Spiegel, Daniel L.
 Spiegel, John W.
 Spielvogel, Carl
 Spiers, Ronald Ian
 Spies, Katherine L. †
 Spindle, Bill*
 Spindler, J. Andrew
 Spoon, Alan
 Sridhar, Aparna †
 Srinivasan, Sujatha
 Aravinda †
 Staats, Jennifer Bulkeley
 Stahl, Lesley R.
 Staley, Jes
 Staley, Thomas Walter
 Stam, Allan C.
 Stamas, George Paul
 Stamas, Stephen
 Stanger, Allison Katherine
 Stanislaw, Joseph A.
 Stanley, Deirdre
 Starrs, Ann M.
 Stavridis, James George
 Stavropoulos, Daphne Zoe
 Stearns Lawson, Brooke
 Stecher, Esta Eiger
 Steel, Ronald
 Steiger, Paul E.
 Stein, Elliot
 Stein, Eric †
 Steinberg, David J.
 Steinberg, James B.
 Steinberg, Mark R.
 Steinberg, Richard H.
 Steiner, Joshua L.
 Steiner, Steven E.
 Steinhardt, Michael H.
 Steinhaus, Joel
 Stempel, John D.
 Stengel, Richard
 Stent, Angela Evelyn
 Stepan, Alfred C.
 Stephanopoulos, George R.
 Stephenson, Randall L.
 Stern, David J.
 Stern, Fritz
 Stern, Jeffrey M.
 Stern, Jessica E.
 Stern, Paula
 Stern, Paul G.
 Stern, Todd D.
 Stern, Walter P.
 Sternberg, Seymour
 Sterner, Michael E.
 Stetson, Anne
 Stevens, Charles R.
 Stevens, James W.
 Stevens, Paul Schott
 Stevens, Robert J.
 Stevenson, Charles A.
 Stewart, C. Evan
 Stewart, Donald M.
 Stewart, Jamie B. Jr.
 Stewart, Meghan Elizabeth
 Stiehm, Judith Hicks
 Stiglitz, Joseph E.
 Stiles, Deborah F.
 Stith, Charles R.
 Stith, Kate
 Stobaugh, Robert B.
 Stoessinger, John G.
 Stoga, Alan J.
 Stokes, Bruce
 Stoll, Lona S.
 Stone, Benjamin D.
 Stone, Randall W.
 Stoneman, Shelly O'Neill
 Stonesifer, Patricia Q.
 Stong, Elizabeth S.
 Streeb, Gordon L.
 Stremlau, John J.
 Strianese, Michael T.
 Strmecki, Marin J.
 Strock, James M.
 Stromseth, Jane E.
 Stromseth, Jonathan R.
 Strossen, Nadine
 Strzalka, Caroline
 Stuart, Scott M.
 Stubbs, John
 Studzinski, John J.
 Sturchio, Jeffrey L.
 Styron, Rose
 Styslinger, Lee J. III*
 Sughrue, Karen M.
 Suleiman, Ezra N.
 Sullivan, Daniel S.
 Sullivan, Gordon R.
 Sullivan, John D.
 Sullivan, Travis J.
 Sulmeyer, Michael
 Sultan, Masuda
 Sumar, Fatema Z.
 Summers, Lawrence H.
 Sun, Angela
 Sundiata, Ibrahim K.
 Sununu, John E.
 Suominen, Kati
 Suro, Roberto A.
 Sutphen, Mona K.
 Suzman, Cedric L.
 Svejnar, Jan
 Swan, Guy C. III
 Swanson, Carl A.
 Swanson, Jonathan †
 Swartz, Salli Anne
 Sweeney, James P.
 Sweig, Julia Ellen
 Sweitzer, Brandon W.
 Swid, Scott L.
 Swiers, Peter Bird
 Swift, Christopher J.*
 Swonk, Diane
 Syron, Richard F.
 Szekely, Deborah
 Szewczyk, Bart M.J.
 Szporluk, Roman

T
 Taft, William H. IV
 Tagliabue, Paul
 Tahir-Kheli, Shirin R.
 Taiclet, James D.
 Talbott, Strobe
 Talwar, Puneet
 Tama, Jordan
 Tananbaum, Steven A.
 Tan Bhala, Kara W.Y.
 Tang, David K.Y.
 Tanner, David A.
 Tanner, Harold
 Tanter, Raymond
 Tapia, Raul R.
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 Temple-Raston, Dina
 Tenet, George J.
 Tepperman, Jason Harris
 Tepperman, Jonathan
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 Terrell, Frederick O.
 Terry, Sarah Meiklejohn
 Theobald, Thomas C.
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 Thoman, G. Richard
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 Thomas, Lee B. Jr.
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 Thompson, Kristen D. †
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 Thornell, Richard P.
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 Tienda, Marta
 Tierney, Paul E. Jr.
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 Till, Kimberly
 Timbers, William H.

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† Elected to a five-year term membership in 2015.

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 Timpson, Sarah Livingston
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 Tipson, Frederick S.
 Tirana, Amina
 Tisch, Andrew Herbert
 Tisch, James S.
 Tiven, Marjorie B.
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 Toll, Maynard J. Jr.
 Toloui, Ramin*
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 Elizabeth
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 Toungara, Jeanne Maddox
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 Townsend, Kathleen
 Kennedy
 Trachtenberg, Stephen Joel
 Train, Harry D. II
 Train, John
 Trani, Eugene P.
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 Travers, David
 Treadway, Stephen J.
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 Tsai, Frederick H.†
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 Tung, Ko-Yung
 Tung, Savio Wai-Hok
 Turner Moffitt, Andrea

 Turner, Ginger Leigh
 Turner, James M.
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 Tutts, Donna M.
 Twombly, Ann-Janette
 Fuentes
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 Tyson, Carole Henderson
 Tyson, Laura D'Andrea
 Tytel, Bradley L.†

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

V
 Vaitheeswaran, Vijay V.
 Vajjhala, Shalini
 Valenta, Jiri
 Valentine, Curtis C.
 Valentine, Debra A.
 Valenzuela, Arturo A.
 van Agtmael, Antoine W.
 Vance, Elsie Nicoll
 Vande Berg, Marsha
 vanden Heuvel, Katrina
 vanden Heuvel, William J.
 van der Vink, Gregory E.
 Van Dusen, Michael H.
 Van Dyk, Ted
 Van Evera, Stephen
 Van Oudenaren, John
 Van Vliet-Goodrich, Carina
 Kristen
 Van Zandt, David Edgar
 Varela, Marta B.
 Varia, Nisha
 Varmus, Harold E.
 Varney, Christine A.
 Vaughan, Patricia C.
 Vecchi, Sesto E.
 Vega, Yvette Ellen
 Veit, Carol Michele

 Veit, Lawrence A.
 Velandy, Siddhartha M.
 Velshi, Ali
 Venables, Philip John
 Vendley, William F.
 Veneman, Ann M.
 Venkayya, Rajeev V.
 Verbinnen, Paul
 Verleger, Philip K. Jr.
 Verma, Richard R.
 Verrastro, Frank Anthony
 Verstandig, Toni G.
 Verveer, Melanne S.
 Verville, Elizabeth G.
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 Victor, David G.*
 Victor, Jonah A.
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 Villasenor, John
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 Vinograd, Samantha
 Viscusi, Enzo
 Visner, Samuel Sanders*
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 Vitale, Alberto
 Vitale, David J.
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 Vogel, Ezra F.
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 Vogelson, Jay M.
 Volcker, Paul A.
 Volk, Stephen R.
 von Eckartsberg, Gayle Rose
 von Lipsey, Roderick K.
 Votaw, Carmen Delgado
 Vovchuk, Dmitry
 Vradenburg, George III
 Vuono, Carl E.

W
 Wachner, Linda J.
 Wachtel, Andrew Baruch
 Wadsworth Darby, Mary

 Wager, Todd K.
 Waggoner, Robert C.
 Wagner, Caroline S.*
 Wagner, Gernot
 Wagner, Rachael Anne
 Wahba, Marcelle M.
 Wainstein, Kenneth L.
 Wais, Marshall I. Jr.
 Wait, Jarett F.
 Wala, Raha
 Wald, Jesse M.
 Waldron, Arthur
 Wales, Jane M.
 Walker, Darren
 Walker, Jenonne
 Walker, John L.
 Walker, Joshua W.
 Walker, Nancy J.
 Walker-Huntley, Mary L.
 Wall, Christopher R.
 Wallace, Roger Windham
 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.
 Walters, Barbara
 Walton, Anthony John
 Walton, R. Keith
 Wang, Alex Li-Teh
 Wang, Fei-Ling
 Ward, Katherine T.
 Ward, William E.
 Wardell, Clarence L. III†
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 Warner, Lesley Anne
 Warner, Margaret G.
 Warner, Mark R.
 Warner, Volney James
 Warren, Rick
 Warren, Setti D.
 Washburn, Bre M.
 Washburn, John L.
 Washington, Kweli E.
 Wasserman, Debra L.
 Watson, Alexander F.

* Elected to membership in 2015.

† Elected to a five-year term membership in 2015.

Watson, Peter S.
 Watt, Linda E.
 Watts, John H.
 Waxman, Matthew C.
 Waxman, Sharon
 Wayne, Earl Anthony
 Weaver, David R.
 Webb, Hoyt K.
 Weber, Andrew C.
 Weber, Doron
 Weber, Jon F.
 Weber, Vin
 Webster, Timothy
 Webster, William H.
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 Weymouth, Elizabeth K.
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 Wheeler, Seth F.
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 Whitaker, Mark
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 White, Julia A.
 White, Mary Jo
 White, Maureen
 White, Peter C.
 White, William H.
 Whitman, Christine Todd
 Whitman, Marina V.
 Whitney, Craig R.
 Whitson, Sarah Leah Sally
 Whittemore, Frederick B.
 Wiarda, Howard J.
 Wickett, Xenia B.M.
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 Wiener, Carolyn Seely
 Wiener, Malcolm H.
 Wier, Anthony D.
 Wiesel, Elie
 Wilby, Peter
 Wildenthal, C. Kern
 Wilhelm, Robert E.
 Wilkerson, Thomas Lloyd
 Wilkie, Robert
 Wilkinson, Amy M.
 Wilkinson, Sharon P.
 Williams, Aaron S.
 Williams, Barry K.
 Williams, Brian D.
 Williams, Christine

Williams, Dave H.
 Williams, Harold M.
 Williams, Margaret
 Douglas
 Williams, Michael John
 Williams, Paul D.
 Williams, Paul R.
 Williams, Reba White
 Williams, Whitney R.
 Williams, William J. Jr.
 Williamson, Edwin D.
 Williamson, Irving A.
 Williamson, John Clint*
 Williamson, Samuel Gates
 Willkie, Wendell Lewis II
 Willrich, Mason
 Wilmers, Robert G.
 Wilson, Don M. III
 Wilson, Ernest James III
 Wilson, Isaiah III
 Wilson, Margaret S.
 Wilson, Rodney K.
 Wimmer, Andreas*
 Winch, Steve
 Windrem, Robert
 Winfield, W. Montague
 Wing, Adrien Katherine
 Winik, Jay
 Winkler, Matthew A.
 Winokur, Barton J.
 Winokur, Herbert S. Jr.
 Winterer, Philip S.
 Winters, Laura
 Wirth, David A.
 Wirth, Timothy E.
 Wisch, Steven J.
 Wise, Carol
 Wise, Louise
 Wiseman, Michael Martin
 Wisner, Frank G.
 Wisner, Graham G.
 Wisner, Melissa A.
 Witkowsky, Anne A.
 Wittes, Tamara Cofman
 Wohlforth, William C.
 Wolcott, Jackie
 Wolf, Benjamin
 Wolf, Charles Jr.
 Wolf, Ira
 Wolf, Michael J.
 Wolf, Robert
 Wolfe, Josh
 Wolfensohn, Adam R.*
 Wolfensohn, James D.
 Wolff, Alan W.
 Wolff, I. Peter

Wolff, Terry A.*
 Wolfowitz, Paul D.
 Wolin, Neal S.
 Wolosky, Lee S.
 Wolstencroft, Tracy R.
 Wong, Alex Nelson
 Wong, Eric
 Woo, Meredith Jung-En
 Woodruff, Judy C.
 Woodruff, Robert W.
 Woods, Ward W.
 Woodward, Susan L.
 Woolsey, R. James
 Woolsey, Suzanne H.
 Woon, Eden Y.
 Worden, Minky
 Worenklein, Jacob J.
 Worley, Elizabeth
 Worn, David B.
 Worthington, Samuel A.
 Wortzel, Larry M.
 Wray, Cecil
 Wright, Joseph R. Jr.
 Wright, Lawrence G.
 Wright, Robin
 Wright, William H. II
 Wrona, Richard M. Jr.
 Wu, Patricia †
 Wucker, Michele M.
 Wuellner, Melinda
 Wunderle, William D.
 Wyler, Thomas Straus
 Wylie, Andrew
 Wynne, Mark A.*
 Wyser-Pratte, Guy Patrick

X
 Xenachis, Andreas †

Y
 Yacoubian, Mona
 Yaffe, Andrea Meryl
 Yale, Matthew Alan
 Yalman, Nur O.
 Yalowitz, Kenneth S.
 Yamada, Tadataka
 Yang, Jerry
 Yang, Linda Tsao
 Yang, Phoebe L.
 Yankelovich, Daniel
 Yanney, Michael B.
 Yared, Pierre
 Yassif, Jaime M.
 Yegen, Christian C.
 Yellen, Janet Louise
 Yeo, Andrew I.

* Elected to membership in 2015.

† Elected to a five-year term membership in 2015.

Yeo, Peter
Yergin, Daniel H.
Yochelson, John N.
Yoffie, David B.
Yohannes, Daniel W.
Yordan, Jaime Ernesto
York, Jed
Yost, Casimir A.
Young, Alice
Young, Andrew
Young, George H. III
Young, Jay T.
Young, Jeremy†
Young, M. Crawford
Young, Mark D.
Young, Michael K.
Young, Nancy
Youngblood, Kneeland C.
Younger, Stephen M.
Youngwood, Alfred D.
Yun, Philip W.
Yunus, Monica Helena
Yzaguirre, Raul H.

Zilkha, Donald E.
Zilkha, Ezra K.
Zimmerman, Jay S.
Zimmerman, Peter D.
Zimmermann, Stephen S.
Zimpher, Nancy L.
Zinberg, Dorothy Shore
Zingher, Tally
Zinsmeister, Jeffrey E.†
Zipp, Brian R.
Zirin, James D.
Zittrain, Jonathan L.
Zoellick, Robert B.
Zogby, James J.
Zonis, Marvin
Zubrow, Barry L.
Zucker, Howard Alan
Zuckerman, Harriet
Zuckerman, Mortimer B.
Zwick, Charles J.
Zysman, John A.

Z

Zabel, William D.
Zacharia, Janine
Zack, Stephen N.
Zafar, Shaarik H.
Zagoria, Donald S.
Zahn, Paula A.
Zaidi, Zeeshan
Zakaria, Arshad R.
Zakaria, Fareed
Zakem, Vera†
Zakheim, Dov S.
Zaleski, Michel
Zames, Matthew E.
Zarate, Juan Carlos
Zarb, Frank G.
Zartman, I. William
Zawacki, Benjamin
Zbar, Brett Ives Wally
Zegart, Amy B.
Zelenko, Laura S.
Zelikow, Philip D.
Zell, Leah Joy
Zelleke, Andargachew S.
Zelnick, C. Robert
Zemmol, Jonathan I.
Zephyrin, Laurie C.
Zheng, Nan

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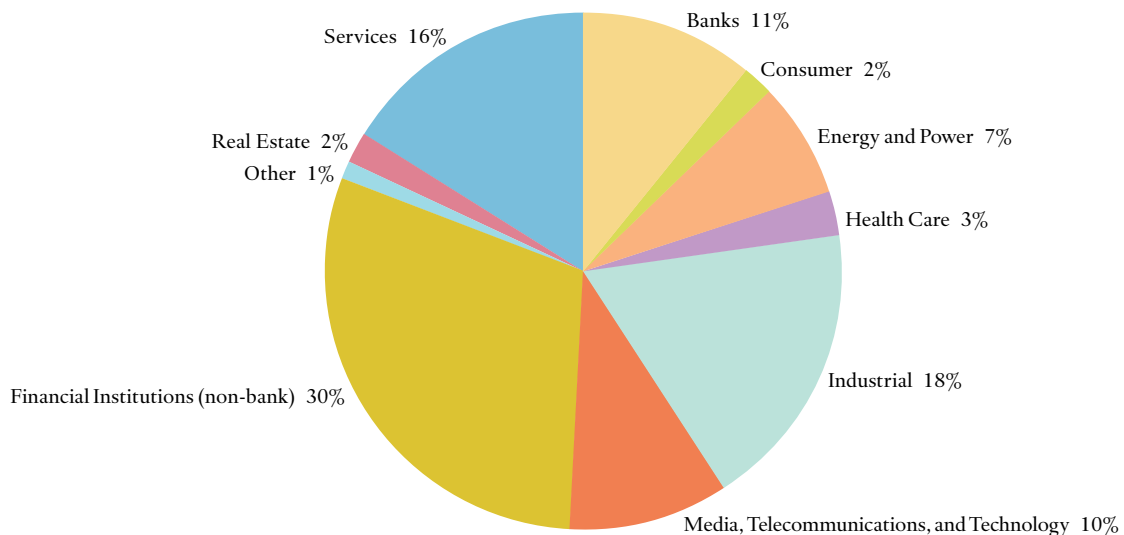
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For more information, please contact the Corporate Program at 212.434.9684 or corporate@cfr.org.

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

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

- One invitation for the chief executive officer or designate to attend the annual fall dinner with the CFR Board of Directors
- Professional development opportunity for two rising executives to participate as "Corporate Leaders" in conjunction with the highly competitive CFR Term Member Program
- Opportunities for senior executives to attend small private events with world and business leaders, Ambassador's Lunch series, breakfasts with members of Congress, in-depth study groups, and roundtables led by CFR fellows
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- All Affiliates benefits

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

Endowed and Named Chairs, Fellowships, and Lectureships

ENDOWED CHAIRS, 2014–2015

RALPH BUNCHE CHAIR IN AFRICA POLICY STUDIES

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

DOUGLAS DILLON FELLOWSHIP

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

ENI ENRICO MATTEI CHAIR IN MIDDLE EAST AND AFRICA STUDIES

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

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

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

MAURICE R. GREENBERG SENIOR FELLOW IN CHINA STUDIES

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

GEORGE F. KENNAN CHAIR IN RUSSIAN AND EURASIAN STUDIES

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

JEANE J. KIRKPATRICK CHAIR IN NATIONAL SECURITY STUDIES

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

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

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

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

PETER G. PETERSON CHAIR, EDITOR OF FOREIGN AFFAIRS

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

PHILIP D. REED CHAIR IN SCIENCE AND TECHNOLOGY

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

NELSON AND DAVID ROCKEFELLER CHAIR IN LATIN AMERICA STUDIES

This chair honors two distinguished Americans who have been influential in the development of U.S. policy in the Western Hemisphere. The chair, held by **Julia E. Sweig** through January 2015, was created to provide analysis of current developments in Latin America.

DAVID M. RUBENSTEIN CHAIR IN ENERGY AND THE ENVIRONMENT

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

HASIB J. SABBAGH CHAIR IN MIDDLE EAST STUDIES

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

WHITNEY H. SHEPARDSON FELLOWSHIP

The Shepardson Fellowship is periodically awarded to persons with experience and professional stature in public or academic affairs related to international relations. **Charles A. Kupchan** was the Shepardson Fellow through October 2014.

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 long-time 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

The Tananbaum Senior Fellowship was established in 2012 by a generous gift from **Steven A. Tananbaum**, founder, managing partner, and chief investment officer of Golden

Tree Asset Management, to support the Council's work at the intersection of international relations and international economics. **Robert Kahn** is the first to hold this fellowship.

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 Rear Admiral **Pat DeQuattro**, U.S. Coast Guard; Colonel **Samuel C. Hinote**, U.S. Air Force; Colonel **Stephen E. Liszewski**, U.S. Marine Corps; Captain **Robert A. Newson**, U.S. Navy; and Colonel **Michael W. Rauhut**, U.S. Army.

EDWARD R. MURROW PRESS FELLOWSHIP

Named in honor of **Edward R. Murrow** and funded by the CBS Foundation, this fellowship offers a foreign correspondent or editor a period of nine months at the Council's headquarters in New York for sustained analysis and writing, free from the daily pressures that characterize journalistic life. The 2014–2015 Murrow Fellow was **Barbara Demick**, former Beijing bureau chief, *Los Angeles Times*, and contributor, *New Yorker*.

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 2014–2015 National Intelligence Fellow was **Deborah A. McDonald**.

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 2014–2015 fellows were **Adam Mount** and **Caitlin Talmadge**.

ENDOWED AND OTHER SPECIALLY FUNDED PROGRAMS

ExxonMobil Women and Development Series
Pieter A. Fisher Program, International Relations
W. Averell Harriman Program, Europe
HBO History Makers Series
Winston Lord Program, Asia
John J. McCloy Program, International Relations
C. Peter McCough 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 **Patricia de Lille**, executive mayor of the City of Cape Town, Republic of South Africa.

STEPHEN C. FREIDHEIM SYMPOSIUM ON GLOBAL ECONOMICS

This symposium, created to address the broad spectrum of issues affecting Wall Street and international economics, was established through the generosity of a gift from Council member Stephen C. Freidheim, chief investment officer, founder, and managing partner at Cyrus Capital Partners. This year's symposium celebrated the one hundredth anniversary of the Federal Reserve System and featured **Stanley Fischer**, vice chairman of the Board of Governors of the Federal Reserve System.

ARTHUR C. HELTON MEMORIAL LECTURE

This lecture was established by the Council and the family of Council Senior Fellow Arthur C. Helton, who died in the August 2003 bombing of the UN headquarters in Baghdad. The lecture addresses pressing issues in the broad field of human rights. This year's lecture featured **Anthony Lake**, executive director of the United Nations Children's Fund (UNICEF).

JOHN B. HURFORD MEMORIAL LECTURE

Inaugurated in 2002 in memory of Council member John B. Hurford, this annual lecture features individuals who represent critical new thinking in foreign policy and international affairs. This year's lecture featured Admiral **Michael S. Rogers**, commander of U.S. Cyber Command, director of the National Security Agency, and chief of the Central Security Service.

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 featured **Enrique Peña Nieto**, president of Mexico.

ROBERT B. MCKEON ENDOWED SERIES ON MILITARY STRATEGY AND LEADERSHIP

This series of meetings featuring prominent individuals from the military and intelligence communities has been endowed in perpetuity through a gift from Council member Robert B. McKeon, founder and former president of Veritas Capital LLC. This year's lecture featured the service chiefs, General **Raymond T. Odierno**, chief of staff, U.S. Army; General **Joseph F. Dunford Jr.**, commandant, U.S. Marine Corps; Admiral **Jonathan W. Greenert**, chief of staff, U.S. Navy; General **Mark A. Welsh III**, chief of staff, U.S. Air Force; and Admiral **Paul F. Zukunft**, commandant, U.S. Coast Guard.

THE ROBERT B. MENSCHEL ECONOMICS SYMPOSIUM

This annual symposium was established in December 2014. Given by Council member Robert Menschel, a senior director at Goldman Sachs, the meeting will take the form of an annual global economics symposium that focuses primarily on the pitfalls of herd mentality. The inaugural symposium will be held in 2015.

DAVID A. MORSE LECTURE

Inaugurated in 1994, this lecture supports an annual meeting with a distinguished speaker. It honors the memory of lawyer, public servant, and internationalist David A. Morse, an active Council member for nearly thirty years. This year's lecture featured **Fernando Henrique Cardoso**, former president of the Federative Republic of Brazil.

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 **James R. Clapper Jr.**, director of national intelligence.

DAVID ROCKEFELLER LECTURE

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

RUSSIA AND RUSSIAN-AMERICAN RELATIONS LECTURE

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

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

This lecture was established in 2002 and is funded by Bernard L. Schwartz, retired chairman and chief executive officer of Loral Space and Communications. The lecture focuses on the relationship between business and government in foreign policy. This year's lecture featured **Michael S. Dell**, chairman and chief executive officer of Dell, Inc.

*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 **Valerie Amos**, undersecretary-general for humanitarian affairs and emergency relief coordinator of the United Nations.

PAUL C. WARNKE LECTURE ON INTERNATIONAL SECURITY

This lecture, endowed by a number of Council members and the family and friends of Paul C. Warnke, commemorates his legacy of courageous service to the nation and international peace. This year's lecture featured **Antony Blinken**, deputy secretary of state of the U.S. Department of State.

*MALCOLM AND CAROLYN WIENER LECTURE
ON SCIENCE AND TECHNOLOGY*

This annual lectureship, which addresses issues at the intersection of science, technology, and foreign policy, has been endowed in perpetuity through a gift from Council members Malcolm and Carolyn Wiener. This year's lecture featured a panel discussion on artificial intelligence and robotics with **Rodney Brooks**, Panasonic professor of robotics (emeritus) at the Massachusetts Institute of Technology's (MIT) Computer Science and Artificial Intelligence Lab; **Abhinav Gupta**, assistant research professor at Carnegie Mellon University's Robotics Institute; and **Andrew McAfee**, principal research scientist and cofounder of the Initiative on the Digital Economy at MIT's Sloan School of Management.

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 Program is open only to U.S. citizens and permanent residents between the ages of twenty-seven and thirty-five who are eligible to work in the United States.

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

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

INTERNATIONAL AFFAIRS FELLOWS 2014-2015 PLACEMENTS

- Benjamin Brake**, U.S. Department of State. Placed at the Council on Foreign Relations.
- Melissa G. Dalton**, U.S. Department of Defense. Placed at the Center for Strategic and International Studies.
- Van A. Jackson**, Catholic University of America. Placed at the Center for a New American Security.
- Scott Moore**, Harvard University. Placed at the U.S. Department of State.
- Nathaniel Myers**, U.S. Agency for International Development. Placed at the Carnegie Endowment for International Peace.
- Bart M.J. Szewczyk**, Columbia Law School. Placed at the U.S. Department of State.
- Ariella Viehe**, U.S. Department of State. Placed at the Center for American Progress.

INTERNATIONAL AFFAIRS FELLOWS IN NUCLEAR SECURITY, SPONSORED BY THE STANTON FOUNDATION 2014-2015 PLACEMENTS

- Austin G. Long**, Columbia University. Placed at the U.S. Department of Defense.
- Sharon K. Weiner**, American University. Placed at the White House.

INTERNATIONAL AFFAIRS FELLOWS IN JAPAN, SPONSORED BY HITACHI, LTD. 2014-2015 PLACEMENTS

- Jennifer Friedman**, U.S. House of Representatives. Placed at the Meiji Institute for Global Affairs.
- Andrei Greenawalt**, White House. Placed at the Research Institute of Economy, Trade, and Industry.
- Marta L. McLellan Ross**, U.S. Senate. Placed at the Japan Institute for International Affairs.
- Daryl G. Press**, Dartmouth College. Placed at the National Institute for Defense Studies.
- Brent Sadler**, U.S. Navy. Placed at the National Institute for Defense Studies.

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, the Carlyle Group

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

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

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

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

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

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

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

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

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

Mo Ibrahim (Sudan), Chairman, Mo Ibrahim Foundation

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

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

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

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

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

Idan Ofer (Israel), Principal, Quantum Pacific Group

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

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

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

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

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

Woods Staton (Colombia), Chairman and Chief Executive Officer, Arcos Dorados

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

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

Note: Global Board of Advisors listing shown as of August 1, 2015.

Council of Councils

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

The Council of Councils includes the following distinguished institutions:

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

By-Laws of the Council

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

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

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

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

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

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

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

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

	<i>BUSINESS</i>	<i>NONBUSINESS</i>
New York Area		
Under 40	\$1,900	\$460
40 and Over	3,680	830
Washington, DC, Area		
Under 40	\$1,610	\$390
40 and Over	3,130	700
National		
Under 40	\$1,030	\$260
40 and Over	1,990	460

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.

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and Treasurer*
Jeffrey A. Reinke *Chief of Staff to the President;
Secretary of the Corporation*
Mia Higgins *General Counsel*
Eva Tatarczyk *Executive Assistant to the President*
Roma Kaundal *Deputy Director,
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U.S. Foreign Policy*

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Veronica Chiu *Assistant Director*
Marisa Shannon *Program Assistant, Washington
and Independent Task Force Programs*

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Justin Vogt *Deputy Managing Editor*
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Eli Dvorkin *Professional Development*
Chase Gilbert *Production Editor, Publishing
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Note: Staff shown as of June 30, 2015.

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Blake Clayton	<i>Adjunct Fellow for Energy</i>	John D. Rockefeller IV	<i>Distinguished Fellow</i>
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Jendayi Frazer	<i>Adjunct Senior Fellow for Africa Studies</i>	Rachel B. Vogelstein	<i>Senior Fellow and Director of the Women and Foreign Policy Program</i>
Laurie Garrett	<i>Senior Fellow for Global Health</i>		
Philip Gordon	<i>Senior Fellow</i>		
Jennifer M. Harris	<i>Senior Fellow</i>		
Yanzhong Huang	<i>Senior Fellow for Global Health</i>		
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David P. Fidler	<i>Visiting Fellow for Cybersecurity</i>	Ari Heistein	<i>Research Associate, Middle Eastern Studies</i>
Bernard Gwertzman	<i>Visiting Fellow</i>	Andrew Henderson	<i>Research Associate, International Economics</i>
Raymond W. Kelly	<i>Distinguished Visiting Fellow</i>	Jonathan Hill	<i>Research Associate, International Economics</i>
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Colonel Stephen Liszewski	<i>Military Fellow, U.S. Marine Corps</i>	Alexandra Kerr	<i>Assistant Director, International Institutions and Global Governance</i>
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A. Michael Spence	<i>Distinguished Visiting Fellow</i>	Harry Oppenheimer	<i>Research Associate, National Security</i>
Caitlin Talmadge	<i>Stanton Nuclear Security Fellow</i>	William Piekos	<i>Program Coordinator, Asia Studies</i>
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Brett Ekberg	<i>Research Associate</i>		
Anna Feuer	<i>Research Associate, Center for Preventive Action</i>		

Eric Gardiner *Advisor to the President*
 Michaela Frisbie *Assistant Director*
 Molly Rapaport *Research Associate,
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 Michael Fearon *Program Assistant*
 Nadine Tadros *Program Assistant,
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 Bari Rogoff *Assistant Director*
 Angela Aranda *Program Coordinator*
 Kate Dinota *Program Coordinator*

WASHINGTON PROGRAM

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 Marisa Shannon *Program Assistant, Washington
 and Independent Task Force Programs*

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 Catalina Caro Torres *Program Coordinator, Outreach*
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 Randy Bryant *Senior Payroll Accountant*
 Evanda Butler *Senior Accounting Specialist*
 Anisa Leka *Senior Staff Accountant*
 Betty Mak *Accounts Payable Manager*
 Vera Langley *Accounting Associate*
 Jesus Sojuaco *Accounts Payable Assistant*
 Kelvin Zheng *Finance Assistant*

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 Beth Harris *Associate Director*
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 Jessica Sales *Special Events Assistant*
 Victor Alicea *Security Guard*

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 AND ADMINISTRATION**

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HUMAN RESOURCES

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 Jeffrey Meade *Director*
 Alexandria Gilkey *Deputy Director*
 Linda Madueme *Deputy Director,
 Benefits and Compensation*
 Sara Weeks *Deputy Director,
 Organizational Development*
 Julia Eldridge *Assistant Director,
 Benefits and Compensation*
 Heather Khoury *Assistant Director*

Angela Corsentino *Recruiter*
 Jeannine Donnelly *Human Resources Coordinator*
 Carolyn Trotman *Human Resources Coordinator*
 Christina Wehrmann *Human Resources Assistant*
 Eugene Steinberg *Interdepartmental Program
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Alexander Archuleta *Interdepartmental Program
 Assistant*
 Sabina Frizell *Interdepartmental Program
 Assistant*

RECEPTION SERVICES

Melanie Neergaard *Manager, Reception Services
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 Radmila Jackovich *Manager*
 Emily Hoch *Reception Services Coordinator*

FACILITY AND EVENT OPERATIONS

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

NEW YORK

Maureen Hughes *Deputy Director,
 Event Management*
 Ian Noray *Deputy Director, Facility Operations
 and Project Management*
 Johnny Rodriguez *Deputy Director,
 Building Operations*
 Michael McGovern *Chief Engineer, Facility Operations*
 Robert Prinzi *Associate Director,
 Event Management*
 William Cornell *Event Scheduling Manager*
 Edwin Santiago *Manager, Public Space Maintenance*
 Julissa Sarabia *Event Manager*
 Jose Vargas *Assistant Building Engineer*
 Marcos Velazquez *Assistant Building Engineer*
 Christopher Bostick *Print Coordinator/
 Facility Operations Assistant*

Christopher Mackay *Event Operations Associate*
 Edgar Rivera *Facility and Event Operations
 Associate*

John Santiago *Facility and Event Operations
 Associate*
 Sunil Sookhram *Facility and Event Operations
 Associate*

Carlos Correa *Facility Operations Assistant*
 Gilbert Falcon *Evening Facility Operations
 Assistant*

Sandro Macias *Facility Operations Assistant*
 Herbert McLaughlin *Facility Operations Assistant*

WASHINGTON

Jayson Frum *Director of Operations
 and Project Management*
 Rachel Lumpkin *Director, Event Management
 and Special Events*
 John Scalia *Deputy Director,
 Facility Operations*

Vanessa Robertson	<i>Associate Director, Facility Administration</i>
Felipe Vaquerano	<i>Building Engineer</i>
Krista Wessel	<i>Event Manager</i>
Melissa Hamilton	<i>Event Coordinator</i>
Meghan Studer	<i>Event Associate</i>
Victor Avelar	<i>Facility Operations Assistant</i>
MJ Johnson	<i>Facility Operations Assistant</i>
Rafael Magana	<i>Event Operations Waiter</i>
Amethyst Mckenrick	<i>Assistant to the Director of Operations and Project Management</i>

Financial Statements

STATEMENT OF FINANCIAL POSITION

AS OF JUNE 30, 2015 (WITH COMPARATIVE TOTALS FOR JUNE 30, 2014)

	2015	2014
Assets		
Cash and cash equivalents	\$ 25,363,300	\$ 29,265,900
Accounts receivable, net	2,850,600	1,655,700
Prepaid expenses	530,300	607,900
Property held for sale	—	2,594,500
Grants and contributions receivable, net	17,790,800	14,218,900
Contributions receivable for endowment, net	9,406,800	1,462,400
Inventory	142,300	158,700
Investments	341,346,500	369,190,600
Pending investment purchases	30,000,000	—
Land, buildings and building improvements, and equipment, net	74,623,100	72,715,300
Total assets	<u>\$502,053,700</u>	<u>\$491,869,900</u>
Liabilities		
Accounts payable and accrued expenses	\$ 7,113,000	\$ 6,498,200
Deferred revenue	4,789,200	4,397,100
Accrued postretirement benefits	6,048,000	5,318,000
Interest-rate swap agreement	7,826,100	7,610,600
Bonds payable	59,605,000	61,170,000
Total liabilities	<u>85,381,300</u>	<u>84,993,900</u>
Net assets		
Unrestricted	69,006,500	68,391,300
Temporarily restricted	168,138,000	170,218,700
Permanently restricted	179,527,900	168,266,000
Total net assets	<u>416,672,400</u>	<u>406,876,000</u>
Total liabilities and net assets	<u>\$502,053,700</u>	<u>\$491,869,900</u>

To view the full 2015 Financial Statements, please visit www.cfr.org/about/annual_report.

STATEMENT OF ACTIVITIES

FOR THE YEAR ENDED JUNE 30, 2015

	UNRESTRICTED	TEMPORARILY RESTRICTED	PERMANENTLY RESTRICTED	TOTAL
Operating revenue and support				
Membership dues	\$ 6,263,900	\$ —	\$ —	\$ 6,263,900
Annual giving	9,651,200	—	—	9,651,200
Corporate memberships and related income	6,543,300	241,000	—	6,784,300
Grants and contributions	1,446,100	15,989,600	—	17,435,700
<i>Foreign Affairs</i> publications	8,839,000	—	—	8,839,000
Investment return used for current operations	3,913,900	12,151,100	—	16,065,000
Rental income	2,072,000	—	—	2,072,000
Miscellaneous	467,800	—	—	467,800
Net assets released from restrictions	25,145,700	(25,145,700)	—	—
Total operating revenue and support	64,342,900	3,236,000	—	67,578,900
Operating expenses				
Program expenses:				
Studies Program	24,207,700	—	—	24,207,700
Task Force	490,800	—	—	490,800
NY Meetings	1,358,300	—	—	1,358,300
DC programs	2,144,700	—	—	2,144,700
Special events	1,134,300	—	—	1,134,300
<i>Foreign Affairs</i>	10,079,900	—	—	10,079,900
National Program	1,157,000	—	—	1,157,000
Outreach Program	1,507,600	—	—	1,507,600
Term member	310,800	—	—	310,800
Digital Program	2,481,300	—	—	2,481,300
Education Program	1,602,600	—	—	1,602,600
Global Board of Advisors	90,000	—	—	90,000
Total program expenses	46,565,000	—	—	46,565,000
Supporting services:				
Fundraising:				
Development	2,268,600	—	—	2,268,600
Corporate Program	2,040,200	—	—	2,040,200
Total fundraising	4,308,800	—	—	4,308,800
Management and general	11,512,300	—	—	11,512,300
Membership	1,198,400	—	—	1,198,400
Total supporting services	17,019,500	—	—	17,019,500
Total operating expenses	63,584,500	—	—	63,584,500
Excess of operating revenue and support over operating expenses	758,400	3,236,000	—	3,994,400
Nonoperating revenue (loss)				
Investment loss in excess of spending rate	(1,726,000)	(4,437,000)	—	(6,163,000)
Endowment contributions	—	—	11,261,900	11,261,900
Change in value of on interest rate swap agreement	(215,600)	—	—	(215,600)
Gain on sale of property	2,392,400	—	—	2,392,400
Write-off of grant receivable pertaining to terminated program	—	(879,700)	—	(879,700)
Total nonoperating revenue (loss)	450,800	(5,316,700)	11,261,900	6,396,000
Change in net assets before postretirement changes other than net periodic costs	1,209,200	(2,080,700)	11,261,900	10,390,400
Postretirement changes other than net periodic costs	(594,000)	—	—	(594,000)
Change in net assets	615,200	(2,080,700)	11,261,900	9,796,400
Net assets, beginning of year	68,391,300	170,218,700	168,266,000	406,876,000
Net assets, end of year	\$69,006,500	\$168,138,000	\$ 179,527,900	\$ 416,672,400

To view the full 2015 Financial Statements, please visit www.cfr.org/about/annual_report.

STATEMENT OF ACTIVITIES

FOR THE YEAR ENDED JUNE 30, 2014

	UNRESTRICTED	TEMPORARILY RESTRICTED	PERMANENTLY RESTRICTED	TOTAL
Operating revenue and support				
Membership dues	\$ 5,970,300	\$ —	\$ —	\$ 5,970,300
Annual giving	8,433,100	—	—	8,433,100
Corporate memberships and related income	6,436,600	186,000	—	6,622,600
Grants and contributions	1,546,300	10,949,200	—	12,495,500
<i>Foreign Affairs</i> publications	8,213,400	—	—	8,213,400
Investment return used for current operations	5,956,300	9,015,600	—	14,971,900
Rental income	2,076,800	—	—	2,076,800
Miscellaneous	146,700	—	—	146,700
Net assets released from restrictions	22,913,500	(22,913,500)	—	—
Total operating revenue and support	61,693,000	(2,762,700)	—	58,930,300
Operating expenses				
Program expenses:				
Studies Program	22,563,900	—	—	22,563,900
Task Force	334,100	—	—	334,100
NY Meetings	1,340,600	—	—	1,340,600
DC programs	1,709,300	—	—	1,709,300
Special events	1,046,100	—	—	1,046,100
<i>Foreign Affairs</i>	10,561,400	—	—	10,561,400
National Program	1,147,000	—	—	1,147,000
Outreach Program	1,268,700	—	—	1,268,700
Term member	341,200	—	—	341,200
Digital Program	3,438,000	—	—	3,438,000
Education Program	784,600	—	—	784,600
Global Board of Advisors	59,200	—	—	59,200
Total program expenses	44,594,100	—	—	44,594,100
Supporting services:				
Fundraising:				
Development	1,551,500	—	—	1,551,500
Corporate Program	2,270,000	—	—	2,270,000
Total fundraising	3,821,500	—	—	3,821,500
Management and general	11,463,800	—	—	11,463,800
Membership	1,199,100	—	—	1,199,100
Total supporting services	16,484,400	—	—	16,484,400
Total operating expenses	61,078,500	—	—	61,078,500
Excess (deficiency) of operating revenue and support over operating expenses	614,500	(2,762,700)	—	(2,148,200)
Nonoperating revenue				
Investment gains in excess of spending rate	4,027,400	26,236,700	—	30,264,100
Endowment contributions	—	—	2,249,900	2,249,900
Change in value of interest rate swap agreement	188,600	—	—	188,600
Total nonoperating revenue	4,216,000	26,236,700	2,249,900	32,702,600
Change in net assets before postretirement changes other than net periodic costs	4,830,500	23,474,000	2,249,900	30,554,400
Postretirement changes other than net periodic costs	(563,000)	—	—	(563,000)
Change in net assets	4,267,500	23,474,000	2,249,900	29,991,400
Net assets, beginning of year	64,123,800	146,744,700	166,016,100	376,884,600
Net assets, end of year	\$68,391,300	\$170,218,700	\$168,266,000	\$406,876,000

To view the full 2015 Financial Statements, please visit www.cfr.org/about/annual_report.

Credits

Editor: Patricia Dorff
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PHOTOS

TeleGeography/www.telegeography.com: cover image (as this 2015 submarine cable map shows, 95 percent of intercontinental communications traffic travels through fiber-optic cables that together measure over 600,000 miles)

Hills & Company: 5 top

Ralph Alswang: 5 bottom

The Carlyle Group: 6

Kaveh Sardari/www.sardari.com: 7; 10; 11 bottom left; 12; 14 bottom; 20 middle; 22; 23; 24

Don Pollard: 8; 9; 11 top right, bottom right; 13; 14 top; 15; 16; 17; 20 left; 21; 25; 26; 28; 29

Melanie Einzig: 11 top left; 18; 20 right

Wendi Rose: 27

Note: All titles and affiliations referenced in the Annual Report, including captions, were current at the time of the event.

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TeleGeography|www.telegeography.com: cover image (This 2015 map depicts the fiber-optic cables that carry 95 percent of intercontinental communications traffic. Together these submarine cables measure over 600,000 miles.)