

COUNCIL *on*
FOREIGN
RELATIONS



Annual Report

2016

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Council on Foreign Relations

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Mission Statement

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

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

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

Letter From the Co-Chairs

In a year of slow global economic growth, politically charged discussions on trade and globalization, and Brexit, the Council's work on economics has never been more important. It should come as no surprise that as a former secretary of the treasury and a former U.S. trade representative, we care deeply about issues at the intersection of economic policy and foreign policy. Economics is as essential a component of diplomacy and power as the military, and the study of economics is intellectually vital to any work in foreign policy. The Council has the unmatched ability to connect these issues due to the caliber of its meetings with policymakers, academics, and business leaders, as well as the strong research capabilities of the think tank in economics and in producing analysis that integrates economic, political, and strategic issues.

The Council's convening power has brought Council members and policymakers together for substantive conversations on economics and foreign policy. In the last year alone, Secretary of Commerce Penny Pritzker, Secretary of the Treasury Jacob Lew, U.S. Trade Representative Michael Froman, and Chairman of the Council of Economic Advisors Jason L. Furman have spoken at the Council. Foreign officials, including Valiollah Seif, governor of the Central Bank of Iran; George Osborne, then chancellor of the exchequer of the United Kingdom; and Luis Videgaray Caso, minister of finance of Mexico, were also drawn to the Council to speak to and meet with its members.

The Council held meetings to respond to some of the rapidly unfolding economic issues of the past year, including Puerto Rico's debt crisis and the implications of Brexit. The Council also regularly hosts leaders in business through its CEO Speakers Series. This year's chief executives included Ryan Lance, chief executive officer of ConocoPhillips Company; Dominic Barton, global managing director of McKinsey & Company Inc.; and David M. Cote, chairman and chief executive officer of Honeywell. Indra K. Nooyi, chief executive officer of PepsiCo, Inc., opened the annual corporate conference.

Two symposia offered members a full day of in-depth discussion. The Freidheim Symposium on Global Economics focuses on issues affecting Wall Street and international economics, and in past years has addressed currency wars and capital controls, the eurozone crisis, and the evolution of monetary policy. The symposium, held in November, focused on the state of the U.S. economy, with panels on measuring growth and productivity and on financial regulation. In March, the inaugural Robert Menschel Symposium on Behavioral Economics explored the importance of economic irrationality, crowd behavior, and other elements of behavioral finance in understanding the global economy. Nobel Laureate Robert Shiller opened the event as the keynote speaker.

The David Rockefeller Studies Program and its fellows lead the Council's work in global economics. This year, Henry A. Kissinger Senior Fellow for U.S. Foreign Policy Robert D. Blackwill and Senior Fellow Jennifer M. Harris published *War by Other Means: Geoeconomics and Statecraft*, which explores the use of economic instruments to achieve geopolitical goals. The



Co-Chairman Carla A. Hills



Co-Chairman Robert E. Rubin



Vice Chairman David M. Rubenstein

Renewing America initiative, which is directed by Bernard L. Schwartz Senior Fellow Edward Alden and looks at the domestic underpinnings of U.S. foreign policy, recently released a compendium of its work titled *How America Stacks Up: Economic Competitiveness and U.S. Policy*. The book benchmarks the United States against other advanced economies and includes infographics on trade and investment, debt and deficits, worker retraining, corporate taxes, regulation, and innovation.

Much of the work in the think tank is focused around the Maurice R. Greenberg Center for Goeconomic Studies (CGS). Founded in 2000, CGS works to promote a better understanding among policymakers, academic specialists, and the interested public of how economic and political forces interact to influence world affairs. CGS produces publications and sponsors roundtables, among them one on the international consequences of a weak Chinese economy and another on the impact of low oil prices on clean energy and climate change.

The deep bench of experts working on economics also includes Heidi Crebo-Rediker, chief executive officer of International Capital Strategies and previously the State Department's first chief economist; Robert Kahn, former senior strategist at Moore Capital Management and former senior advisor at the World Bank, who authors of the Council's *Global Economics Monthly* report; Michael A. Levi, who led the Council's work at the juncture of energy policy and economics and has since become special assistant to the president for energy and economic policy on the National Economic Council staff; Robert E. Litan, a former associate director of the Office of Management and Budget, who is spearheading a major effort on international trade; Sebastian Mallaby, former journalist at the *Economist* and author of the forthcoming biography of Alan Greenspan, *The Man Who Knew*; Kenneth S. Rogoff, Thomas D. Cabot professor of public policy and professor of economics at Harvard University and former chief economist and director of research at the IMF; Brad W. Setser, a former deputy assistant secretary of the Treasury, who writes widely on global financial flows on his popular blog *Follow the Money*; Matthew J. Slaughter, a former member of the Council of Economic Advisers, who is now dean of the Tuck School of Business at Dartmouth College; and Benn Steil, author of *The Battle of Bretton Woods* and editor of the journal *International Finance*.

This year, the Council launched an International Affairs Fellowship in International Economics that will offer business economists and university-based economics scholars hands-on experience in the U.S. government. This latest fellowship will provide vital policymaking experience to rising stars in economics.

Finally, issues at the juncture of economics and policy are debated frequently in the pages of *Foreign Affairs*. The March/April 2016 issue focused on slow growth, and featured articles on secular stagnation by Larry Summers and on the role of central banks in recovery by J. Tomilson Hill and Ian Morris. Most recently, the magazine published *Brexit and Beyond*, an anthology of *Foreign Affairs* articles tracing the history of the United Kingdom in the European Union, the domestic debates that surrounded the vote, and the implications of Brexit.

We are grateful to Vice Chairman David M. Rubenstein for his many contributions to the organization, and to our colleagues on the Board of Directors. We are especially appreciative of the leadership of President Richard N. Haass, and thank him for all he has done at the helm of the Council not just this year but over the past thirteen years.

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

President's Message

Building Global Literacy

The Council on Foreign Relations, throughout its ninety-five-year history, has served as a resource for members, policymakers, and other interested citizens to help them understand the world and the foreign policy choices facing the United States and other countries. Traditionally, the Council's role has involved interacting with executive branch officials, members of Congress and their staffs, business leaders, diplomats, journalists, and leading academics. This is all essential, but it is not sufficient. The Council must reach a larger swath of the American people—college and high school students in particular—if future generations are to successfully navigate a world filled with risks and opportunities alike.

In today's globalized world, where information and a great deal else flows across borders, global literacy—the essential knowledge, skills, and perspective required to navigate a complicated, connected world—is vital. Unfortunately, American students are learning less about the world as schools continue to reduce required instruction in history, geography, and civics. Meanwhile, students can graduate from even the best universities without ever taking a class on international affairs or world history.

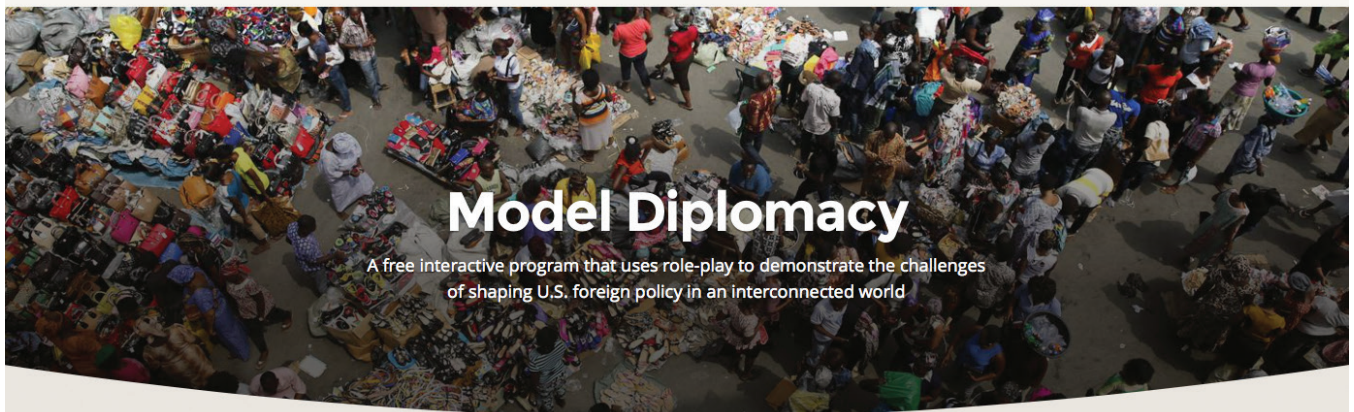
To narrow this gap between what students need to know and what they do know, the Council is launching CFR Campus, a new initiative and digital hub for educational products. These resources will help Americans become better informed and better equipped to meet the challenges of the twenty-first century. The United States competes in a global job market, and American students require a global understanding to stay competitive. Beyond that, there are positions in the civil service, the foreign service, the military, and the intelligence community that can best be filled by Americans with global knowledge, basic skills, and international perspective. And all Americans, no matter their professional fields, are voters and citizens of a democracy and thus need to have a basic understanding of how the world works and America's place in it. As a result, CFR Campus has become a top priority for this organization and for me personally.

This move toward expanding the Council into an educational organization in addition to its role as a think tank, publisher, and membership organization has been in the works for over a decade. We began by broadening the reach of many of our traditional products. Among the things we have been doing to connect CFR's work with educators are a bimonthly, interactive conference call series for students to hear from CFR experts on topics in international affairs; annual workshops for college and university presidents, professors, and high school teachers; and briefings for students, including an annual back-to-school event in the fall. The Council also disseminates publications from the think tank with accompanying teaching notes, and shares video and transcripts from on-the-record Council meetings for the use of educators and their students.



President Richard N. Haass

In today's globalized world, where information and a great deal else flows across borders, global literacy—the essential knowledge, skills, and perspective required to navigate a complicated, connected world—is vital.



Model Diplomacy

A free interactive program that uses role-play to demonstrate the challenges of shaping U.S. foreign policy in an interconnected world

Model Diplomacy in Action

How can you bring hypothetical scenarios based on real issues to life in your classroom? Watch this brief video to see how students gain knowledge, build skills, and broaden perspectives with the most comprehensive simulation available, featuring content informed by Council on Foreign Relations experts.





This year saw the start of CFR Campus’s line of original products. Model Diplomacy is a National Security Council simulation that uses hypothetical case studies, built on real-world issues and informed by CFR’s experts, to help students understand the issues, institutions, and processes associated with shaping foreign policy. Students also develop the fundamental skills of a liberal arts curriculum, such as critical thinking, persuasive writing, collaboration, and public speaking. The interactive, multimedia, and classroom-based program incorporates blended learning, a combination of independent research and face-to-face interaction with instructors and classmates, which is widely embraced as the most effective teaching method today. It employs supplemental videos (many featuring Council members) and uses digital technology to inspire students.

Model Diplomacy is free and, with its instructor guide and background reading, is as much a resource for teachers and professors as it is for students. The program can be tailored to accommodate the needs of any educational situation. Judging by the interest and excitement generated, we are filling a major void. Since its launch, Model Diplomacy has had instructors at over five hundred institutions register from across the United States and sixty-six other countries.

Model Diplomacy and other more traditional products are all available online in the CFR Campus section of the Council’s website. Coming next will be modules on fundamental concepts and issues in international affairs and foreign policy, which can be used as a full course, as standalone resources, or as supplements to curricula. Topics will range from globalization, proliferation, and sovereignty to sanctions, arms

Facing page: Students participating in Model Diplomacy debate drone policy as the National Security Council.

Above: Richard N. Haass advises Middlebury College students during a Model Diplomacy simulation.



control, and trade. Our goal with CFR Campus is that all American students—not just those already on a path of study in international relations—attain a deeper understanding of why the world matters and the critical role of the United States, something essential if they are to be competitive as individuals and meet their obligations as citizens, and if this country is to be able to continue providing leadership in and to the world for decades to come.

Richard N. Haass
President

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Above: Professors discuss the rise of violent extremism at the College and University Educator's Workshop.

2016 Highlights



Upper left: Former Secretary of State Colin L. Powell reflects on his career in the military and in politics at the Daughters and Sons meeting.

Upper right: Supreme Court Associate Justice Ruth Bader Ginsburg reflects on her career and the role of law in national security at the Daughters and Sons meeting.

Lower left: UN Ambassador Samantha Power emphasizes the importance of cultivating personal and diplomatic relationships that reveal common interests, even among adversaries, at the Term Member Conference.

Lower right: Supreme Court Associate Justice Stephen G. Breyer discusses law in international relations and his career at the Daughters and Sons meeting.



Above: AllAfrica Global Media Chief Executive Officer J. Reed Kramer and Malawian President A. Peter Mutharika discuss development priorities.

Facing page top: Yulia Tymoshenko, former Ukrainian prime minister and current member of parliament, explains her country's relationship with the European Union.

Facing page bottom: Afghan Chief Executive Abdullah Abdullah discusses the security threats facing Afghanistan.

Meetings

With its unmatched convening power, the Council on Foreign Relations is a destination for influential voices in foreign policy and international affairs for thoughtful, policy-relevant conversations. This year, CFR meetings brought members into dialogue with leaders and experts in government, business, and academia for substantive and timely on- and off-the-record discussions on critical global issues.

Beginning with the UN General Assembly in September, CFR opened its doors to dozens of foreign officials and current and former heads of state, including Presidents Giorgi Margvelashvili of Georgia, Peter Mutharika of Malawi, and Hage Geingob of Namibia; Chief Executive of Afghanistan Abdullah Abdullah; Prime Minister of Tunisia Habib Essid; Prime Minister of Singapore Lee Hsien Loong; former Prime Minister of the United Kingdom Tony Blair; former Prime Minister of Ukraine Yulia Tymoshenko; and Vice President of Panama Isabel de Saint Malo de Alvarado. UK Chancellor of the Exchequer George Osborne, Japan's Central Bank Governor Haruhiko Kuroda, Iran's Central Bank Governor Valiollah Seif, Mexico's Finance Minister Luis Videgaray Caso, Greece's former Finance Minister Yanis Varoufakis, and the foreign ministers of Angola, Argentina, Egypt, Iraq, Italy, Latvia, Myanmar, Somalia, and the United Arab Emirates, all addressed Council members in New York or Washington, DC.

CFR also welcomed a number of U.S. officials, including Secretary of Commerce Penny Pritzker, Secretary of Defense Ashton Carter, Secretary of the Treasury Jacob Lew, U.S. Trade Representative Michael Froman, and former Treasury Secretaries Henry M. Paulson Jr. and Lawrence H. Summers. Former Federal Reserve Chairman Alan Greenspan, Federal Reserve Vice Chairman Stanley Fischer, and Administrator of the Small Business Administration Maria Contreras-Sweet all spoke at the Council, as did the five military service chiefs for the Robert B. McKeon Endowed Series on Military Strategy and Leadership. As part of its Daughters and Sons series, CFR hosted Supreme Court Justices Stephen G. Breyer and Ruth Bader Ginsburg, Secretary of Agriculture Thomas J. Vilsack, and CFR Board Member and former Secretary of State Colin L. Powell at appearances packed with Council members and their high school- and college-age children and grandchildren.

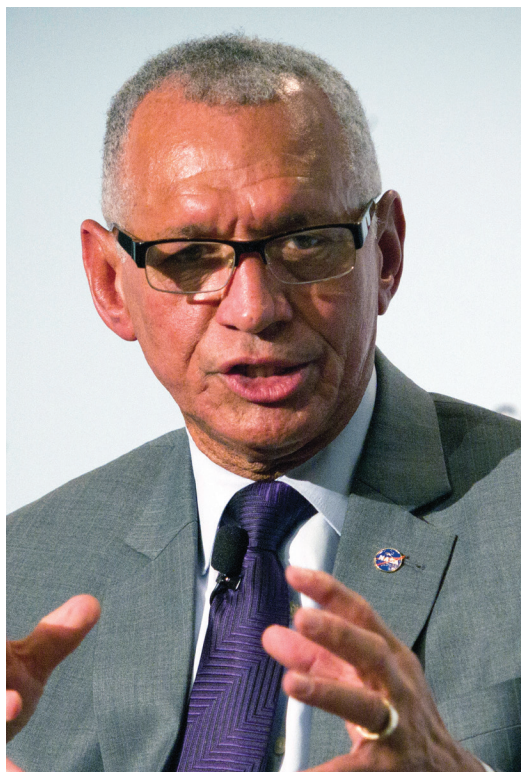
CFR's CEO Speakers Series brought David M. Cote of Honeywell, Ryan Lance of ConocoPhillips Company, and Dominic Barton of McKinsey & Company, Inc., as well as Global Board of Advisors members Gail Kelly of Westpac Banking Corporation, Anand Mahindra of Mahindra Group, and Zhang Xin of Soho China Ltd. to address the Council. The Council had invited each declared presidential candidate to address its members; this election season Jeb Bush, Chris Christie, Hillary Clinton, John Kasich, Marco Rubio, and Jim Webb spoke at CFR meetings in New York or Washington.



CFR responded to breaking news of global events by convening meetings, teleconferences, and media calls to inform members and the public.

CFR responded to breaking news of global events by convening meetings, teleconferences, and media calls to inform members and the public. In the aftermath of the November terrorist attacks in Paris, the Council held a town hall meeting featuring CFR fellows, a video-conference meeting in New York and Washington, DC, discussing the implications of self-proclaimed Islamic State attacks on homeland security, and a meeting focused on terrorist financing. Following the Paris climate summit, the Council hosted Administrator of the U.S. Environmental Protection Agency Gina McCarthy and U.S. Special Envoy for Climate Change Todd D. Stern. With the world's attention on the refugee and migrant crisis in Europe, the Council held meetings with Gregory A. Maniatis of the Migration Policy Institute and Nancy E. Lindborg of the United States Institute of Peace in Washington, DC, and with UN Special Representative of the Secretary-General for International Migration Peter Sutherland and Director General of the International Organization for Migration William L. Swing in New York. In the HBO-sponsored What to Do About... series, meetings mimic National Security Council sessions and speakers act as advisors to the president and advocate for their positions on complicated global issues. The topics this year were Turkey, Afghanistan, Syria, Russia, and cyberattacks.

CFR hosted several multisession symposia this year, events that offered members a full-day exploration into topics such as Japan, cyber-security, the future of Europe, international economics, global climate governance, and the geopolitics of China, India, and Pakistan. Keynote speakers at these events included former New York City Mayor Michael R. Bloomberg, Nobel Laureate Robert J. Shiller, Chairman of the Council of Economic Advisors Jason L. Furman, and Secretary of Homeland Security Jeh C. Johnson.





More than three hundred term members attended the twentieth annual Term Member Conference in New York and heard from U.S. Ambassador to the United Nations Samantha Power and Administrator of the National Aeronautics and Space Administration (NASA) Charles F. Bolden Jr. Brett H. McGurk, special presidential envoy for the global coalition to counter the Islamic State and a former CFR international affairs fellow, spoke at this year's International Affairs Fellowship Conference, which brings together Council members with alumni and current participants of this midcareer foreign policy fellowship program for scholars and professionals. CFR also hosted a three-day member trip to Seattle, Washington, as well as term member trips to Capitol Hill, the U.S. Naval War College, and Houston, Texas.

Finally, CFR hosted the fourth annual Conference on Diversity in International Affairs in April. The two-day conference, attended this year by more than two hundred participants, is a collaborative effort by the Council, the Global Access Pipeline, and the International Career Advancement Program that connects students and professionals from diverse backgrounds to career opportunities in international affairs.

Facing page left: Former New York City Mayor Michael R. Bloomberg stresses the importance of cities at the climate change symposium.

Facing page middle: NASA Administrator Charles F. Bolden Jr. shares his vision for a mission to Mars at the twentieth annual Term Member Conference.

Facing page right: Iraqi Minister of Foreign Affairs Ibrahim al-Jaafari calls for an international effort to face the Islamic State.

Above: Actor and former White House Office of Public Engagement Associate Director Kalpen Modi and Adjunct Senior Fellow for African Peace and Security Issues Reuben E. Brigety II consider the importance of diversity at the Conference on Diversity in International Affairs.

The National Program hosted nearly one hundred sessions in more than a dozen cities across the country and around the world.

National Program

This past year, CFR's National Program hosted nearly one hundred sessions in more than a dozen cities across the country and around the world for the plurality of members living outside New York and Washington, DC. Highlights included roundtable discussions on the Islamic State group, the Middle East, clean energy technology, and the global economy. In addition to teleconferences and live streams of meetings in New York and Washington, the National Program held dedicated calls for National members on such subjects as the European refugee and migrant crisis, Russian foreign policy, and Saudi Arabia-Iran relations. A trip to Honolulu this spring gave members the chance to learn more about Hawaii's strategic role in U.S.-Asia relations in the Pacific.

In December, CFR held the first National Symposium on the West Coast. The symposium began with a conversation between CFR President Richard Haass and former Defense Secretary Robert M. Gates on global threats and U.S. foreign policy. CFR fellows, policymakers, and industry experts spent much of the next day discussing pressing global challenges, including cyber policy, energy technology, and health security. The symposium will now be an annual event.

As always, the year ended with the National Conference in New York, which convened 460 members for three days of panels and discussions. This year's conference opened with a conversation between Board Member and former Treasury Secretary Timothy F. Geithner and Richard Haass on global economic and political risk. The conference continued with sessions on the social, political, and economic backdrop to the 2016 U.S. presidential campaign, the U.S.-China economic relationship, the future of Europe, and technology and the economics of inequality, and featured conversations with Thomas R. Frieden, director of the Centers for Disease Control and Prevention, and General Joseph F. Dunford Jr., chairman of the Joint Chiefs of Staff.





Above: Former U.S. Ambassador to Russia Michael A. McFaul and Mimi L. Haas, president of the Mimi and Peter Haas Fund, at the inaugural National Symposium in Silicon Valley

Facing page: General Atlantic Chairman and Managing Director and Council Board Member Steve Denning and SQ Advisors President Kimberly Querrey converse at the National Conference.



Above: PepsiCo, Inc., Chairman and Chief Executive Officer Indra K. Nooyi opened the Corporate Conference with a discussion on foreign policy and business.

Facing page: CFR Co-Chairman and former Secretary of the U.S. Treasury Robert E. Rubin, former Federal Reserve Chairman Ben S. Bernanke, and former Chairman of the Governing Board of the Swiss National Bank Philipp Hildebrand listen to a panel at the Corporate Conference.

Corporate Program

CFR's Corporate Program continued to grow with the addition of twelve new companies, bringing the total to 151 member companies from the United States and eighteen other countries representing a wide range of sectors. In addition, two companies upgraded to the Founders tier, totaling fifteen companies at the top corporate membership level. The program's Senior Executives Breakfast series brings business leaders together with CFR experts for informal discussions on policy issues; this year, the series held meetings in New York and Washington, DC, featuring discussions with CFR Fellows Michael A. Levi, Kenneth S. Rogoff, Brad W. Setser, and Martin Wolf.

Representatives from over ninety corporate member companies attended CFR's annual Corporate Conference in New York this April, which opened with a conversation with Indra K. Nooyi, chairman and chief executive officer of PepsiCo, Inc. The conference included panels on the global economy with former Chairman of the Federal Reserve Ben S. Bernanke, former Chairman of the Governing Board of the Swiss National Bank Philipp Hildebrand, and former Treasury Secretary and CFR Co-Chair Robert E. Rubin; on the 2016 U.S. presidential campaign with CNBC's John Harwood and CNN's Jake Tapper, moderated by CFR's Senior Vice President and Director of Studies James M. Lindsay; and on geopolitical risk with Richard Haass and former National Security Advisor Stephen J. Hadley, moderated by National Public Radio's Deborah S. Amos.

CFR's Corporate Program continued to grow with 151 member companies from the United States and eighteen other countries representing a wide range of sectors.





In addition to seven new books, CFR scholars authored more than thirty reports, papers, and memoranda, as well as more than one hundred fifty journal and magazine articles.

The David Rockefeller Studies Program

CFR's scholars published seven new books this year. *Red Team: How to Succeed By Thinking Like the Enemy*, by Senior Fellow Micah Zenko, investigates the work of red teams—inside groups that challenge assumptions and existing consensus—and underscores the best practices, common pitfalls, and most effective applications of these modern-day devil's advocates. In *How America Stacks Up: Economic Competitiveness and U.S. Policy*, Bernard L. Schwartz Senior Fellow Edward Alden and Rebecca Strauss, associate director of the Renewing America publications series, examine how the United States has responded to global economic competition and benchmarks the United States against other advanced economies. In *The Hacked World Order: How Nations Fight, Trade, Maneuver, and Manipulate in the Digital Age*, Ira A. Lipman Chair in Emerging Technologies and National Security and Director of the Digital and Cyberspace Policy Program Adam Segal discusses how governments use the web to wage war and spy on, coerce, and damage one another. Senior Fellow Joshua Kurlantzick's *State Capitalism: How the Return of Statism Is Transforming the World* argues that the rise of state economic planning and economic intervention in Brazil, China, Russia, South Africa, Thailand, Turkey, and other countries has contributed to a decline in democracy. *War by Other Means: Geoeconomics and Statecraft*, by Senior Fellows Robert D. Blackwill and Jennifer M. Harris, explores geoeconomics—the use of economic instruments to achieve geopolitical goals—and how the United States can use these tools in its foreign policy. Senior Fellow Ray Takeyh and Steven Simon, lecturer at Dartmouth College, argue in *The Pragmatic Superpower: Winning the Cold War in the Middle East* that amid the chaotic conditions of the twenty-first century, the United States should look to history to better understand how to contend with the challenges it faces today. In *Morning in South Africa*, Senior Fellow John Campbell posits that South Africa's democratic institutions will weather its current political and economic challenges.

In addition to these books, CFR scholars authored more than thirty reports, papers, and memoranda, as well as more than one hundred fifty journal and magazine articles. Fellows also convened close to three hundred roundtable meetings on topics ranging from the United Nations and sustainable development goals to China's technology sector and trends in global shipping. CFR fellows published on average eight op-eds per week and regularly contributed to seventeen CFR blogs.

In Council Special Reports, experts provide timely responses to developing crises or contributions to current policy dilemmas. One such report, *Xi Jinping on the Global Stage: Chinese Foreign Policy Under a Powerful but Exposed Leader*, by Robert D. Blackwill and Kurt M. Campbell, chairman and chief executive officer of the Asia Group, analyzes the role of Chinese President Xi Jinping and calls for a new American grand strategy for Asia that “seeks to avoid a U.S.-China confrontation and maintain U.S. primacy in Asia.” In *Securing a Democratic Future for Myanmar*, Priscilla A. Clapp, former chief of mission at the U.S. Embassy in Myanmar, argues that to ensure the success of Myanmar's historic democratic transition, the United States should revise its outdated and counterproductive sanctions policy.



Facing page: Douglas Dillon Fellow Varun Sivaram walks with Dunya Maumoon, foreign minister of the Maldives, after a meeting on the effects of climate change on island nations.

Right top: Senior Fellow for Japan Studies Sheila A. Smith

Right bottom: Brett H. McGurk, a 2009–2010 international affairs fellow



Above: Senior Fellow and Director of the Women and Foreign Policy Program Rachel B. Vogelstein with World Bank Manager Sarah Iqbal.

Facing page top: Director of the Digital and Cyberspace Policy Program Adam Segal explains how international conflicts take place in cyberspace, the subject of his new book, *The Hacked World Order*.

Facing page bottom: Senior Fellow Philip H. Gordon testifies before Congress on the effects of the nuclear accord between Iran, the UN Security Council's five permanent members, Germany, and the European Union.

In Policy Innovation Memoranda, senior fellows target critical global problems where new, creative thinking is needed. In “Syria: The Need for Diplomacy and De-escalation,” Senior Fellow Philip H. Gordon explores the best chance for de-escalating the war in Syria and achieving a cease-fire. In “Addressing North Korea’s Nuclear Problem,” Senior Fellow Scott A. Snyder outlines steps the United States should take to lead coordinated multilateral action opposing North Korea’s nuclear status that would still leave a denuclearized North Korea a route for regime survival. Senior Fellow Max Boot and Michael Miklaucic, director of research, information, and publications at the Center for Complex Operations at National Defense University, suggest in “Reconfiguring USAID for State-Building” that the U.S. Agency for International Development should take the lead in fostering better-functioning institutions in chaotic countries. In “Reforming the U.S. International Military Education and Training Program,” Joshua Kurlantzick argues that this program, which funds members of foreign militaries to take classes at U.S. military facilities, should be reformed before it is enlarged.

Adjunct Senior Fellow Daniel Markey explains how the United States can promote peaceful relations between the world's two most populous countries in the Contingency Planning Memorandum "Armed Confrontation Between China and India," part of a series that addresses plausible contingencies that could seriously threaten U.S. interests. In other Contingency Planning Memoranda, Steven Simon suggests measures to reduce the probability of West Bank violence and minimize its consequences, and David J. Kramer, senior director of the McCain Institute for International Leadership, analyzes the likelihood of conflict between Russia and Georgia and suggests what can be done to make this less likely.

CFR's Renewing America initiative produced a progress report and scorecard, "Keeping the Edge: U.S. Innovation." The report discusses gaps in U.S. innovation policy and argues that the United States may fall behind the rest of the world if it does not invest more in scientific research.

In December, the Council released the Center for Preventive Action's annual Preventive Priorities Survey and updated its online interactive, the Global Conflict Tracker. The survey evaluates ongoing and potential conflicts based on their likelihood of continuing or breaking out in the coming year and their effect on U.S. interests. Eight of the eleven contingencies classified as high priorities are related to events in the Middle East.

New briefs on cybersecurity and internet governance explore the U.S. government's effort to promote norms of responsibility for cyberspace; suggest how the United States can defend its information and communications technology supply chains against counterfeit products, malicious code, and cyberattacks; outline ways to counter the Islamic State's online onslaught; and discuss issues governments should consider when contemplating whether and how to respond to cyberattacks.

The think tank welcomed several new fellows this year, including Gordon M. Goldstein, former international security advisor to the UN secretary-general, who works on advances in global technology and their consequences for the U.S. economy and foreign policy; Esther Brimmer, former assistant secretary of state for international organization affairs, who joined the International Institutions and Global Governance program; Brad W. Setser, a returning fellow who was most recently deputy assistant secretary for international economics at the Department of the Treasury and whose work at CFR focuses on the changing patterns of global capital flows, the reemergence of Asia's savings glut, and financial vulnerabilities in emerging economies; Robert E. Litan, a partner at Korein Tillery, who joined the Council as an adjunct senior fellow and directs a roundtable examining what cities in the United States and around the world are doing to attract and grow new businesses; Reuben E. Brigety II, former U.S. representative to the African Union and permanent representative of the United States to the UN Economic Commission of Africa, is now dean of George Washington University's Elliott School of International Affairs and joins CFR as an adjunct fellow to work on peacebuilding in Africa; Matthew M. Taylor, an associate professor at American University's School of International Service who became an adjunct fellow working on Brazil, corruption, and anti-corruption efforts; and Jamille Bigio, former director for human rights and gender on the White House National Security Council, who joined as an adjunct senior fellow in the Women and Foreign Policy program researching the role of women in building peace, preventing conflict, and countering violent extremism.



Council of Councils

In 2012, CFR launched the Council of Councils (CoC), a consortium of policy institutes around the world that discusses major issues in global governance. The group met two times this year, in New York and in Istanbul. The group also released its yearly Report Card on International Cooperation, which evaluates multilateral efforts to address ten of the world's most pressing global challenges, from global health to terrorism. The report card awards an overall grade for the past year in international cooperation (a B for 2015), suggests the top global challenges that world leaders should prioritize in the coming year, and ranks the issues by opportunities for breakthrough. A full list of CoC members can be found on page 78.



Above right: CFR's Senior Fellow and Director of the International Institutions and Global Governance Program Stewart M. Patrick discusses international cooperation on managing flows of refugees and migrants at the Council of Councils Annual Conference.

Right: Sook-Jong Lee, president of the South Korean think tank East Asia Institute, assesses international cooperation at the Council of Councils Annual Conference.

Facing page: Task Force Member C. Fred Bergsten, Project Director Alyssa Ayres, and Co-Chair Joseph S. Nye Jr. discuss the India Task Force Report with *New York Times* Washington editor Elisabeth Bumiller.



CFR's Independent Task Force Program convenes diverse and distinguished groups of experts who offer analysis of and policy prescriptions for major foreign policy issues.

Task Forces

CFR's Independent Task Force Program convenes diverse and distinguished groups of experts who offer analysis of and policy prescriptions for major foreign policy issues facing the United States. The Independent Task Force on U.S.-India Relations, co-chaired by Joseph S. Nye Jr., university distinguished service professor at the Harvard Kennedy School, and Charles R. Kaye, co-chief executive officer of Warburg Pincus, and directed by Senior Fellow Alyssa Ayres, was convened by CFR to examine recent developments in India, assess its future trajectory, and identify and prioritize further opportunities for U.S. foreign policy. Its final report, *Working With a Rising India: A Joint Venture for the New Century*, recommends raising economic ties to the top of the U.S.-India bilateral relationship and suggests that the United States and India pursue joint ventures in cybersecurity, global health, climate change, clean energy, and democracy.



Model Diplomacy provides case studies that address actual or plausible foreign policy challenges.



Right: CFR interns consider options for responding to a foreign policy crisis in a Model Diplomacy simulation.

CFR Campus

In January 2016, CFR launched Model Diplomacy, an interactive, classroom-based multimedia simulation program that provides college and high school students with an understanding of the issues, institutions, and processes involved in making U.S. foreign policy. Model Diplomacy provides case studies that address actual or plausible foreign policy challenges, including Israeli-Palestinian Impasse, Russia and NATO in the Baltics, Humanitarian Intervention in South Sudan, Economic Crisis in Europe, Global Climate Change Policy, Drones in Pakistan, Collapse in Venezuela, and Dispute in the East China Sea. As of June 30, instructors at more than five hundred institutions, representing a mix of public and private colleges, community colleges, universities, and high schools, have registered from across the United States and sixty-six countries.

CFR also provides educators with dedicated programming, teaching resources, and research tools to help them bring international affairs into their classrooms in an interactive way. Additionally, CFR serves as a forum for educators and students to interact with CFR experts and join discussions on a range of global issues. This year, more than one hundred college and university professors from public, private, and community colleges attended the College and University Educators Workshop to learn about the Council's resources and discuss best practices for teaching international affairs, bringing the total number of educators who have been through the program to 450. CFR also held the fourth High School Educators Workshop with sixty-two teachers from fifty-one schools, and the tenth Higher Education Working Group meeting, which convenes presidents and chancellors from leading community, state, and private colleges and universities for a day and a half of briefings and conversations on international issues. An annual back-to-school event brought undergraduates, graduate students, and professors to CFR's office in Washington, DC, for a discussion on international efforts to combat climate change.



FEATURED CASES

Humanitarian Intervention in South Sudan

Rival South Sudanese factions have fought a civil war since the end of 2013, causing mass displacements, tens of thousands of deaths, and widespread hunger. Negotiations between the leaders of these factions are stalled, and South Sudan's dry season approaches, signaling intensified fighting and a humanitarian crisis of potentially historic proportions. The president has asked the National Security Council (NSC) for options on whether and how the United States should pursue a humanitarian intervention in or around South Sudan. [Continue Reading](#)

[VIEW ALL CASES](#)



CFR serves as an essential source of independent, nonpartisan analysis to inform policy-makers and the foreign policy debate.

Outreach

RELIGION AND FOREIGN POLICY INITIATIVE

The Religion and Foreign Policy initiative provides a forum for religious leaders and scholars to discuss international issues and topics at the intersection of religion and global affairs. This year, the initiative held roundtables on the roots of religious extremism and the rights of religious minorities, as well as conference calls on faith and environmental justice, religious persecution in the Middle East, and tensions between Saudi Arabia and Iran. In May, the tenth annual Religion and Foreign Policy Workshop welcomed 127 congregational and lay leaders, religion scholars, and representatives of faith-based organizations, from forty faith traditions to the Council for discussions on the status of religious freedom and civil liberties around the world, the role of religious communities in addressing the global migration crisis, and U.S. policy and democratization in sub-Saharan Africa.

WASHINGTON OUTREACH

CFR serves as an essential source of independent, nonpartisan analysis to inform policymakers and the foreign policy debate. In the 114th Congress, CFR fellows and staff have been called to testify thirty-one times. The Congress and U.S. Foreign Policy Program, which holds regular meetings and briefings for government officials, this year arranged meetings with CFR fellows and more than two hundred congressional offices.

In its efforts to connect members with senior administration officials, CFR hosted, among others, Department of Defense Director of the Office of Net Assessment James H. Baker, Export-Import Bank Chairman and President Fred P. Hochberg, Undersecretary of Energy for Nuclear Security and Administrator of National Nuclear Security Administration Frank G. Klotz, State Department Coordinator for Cyber Issues Christopher M. Painter, and Special Envoy for the Human Rights of LGBTI Persons Randy W. Berry.

In the seventeenth year of the Ambassador's Lunch series, CFR brought together small groups of members for policy discussions with the ambassadors of Ethiopia, Greece, Indonesia, Iraq, Israel, South Africa, and South Korea.

Finally, the program started a new initiative—the Congressional Foreign Policy Study Group—through which a cohort of twenty-five senior congressional staff members from both chambers and sides of the aisle were selected to participate in off-the-record dinner discussions with CFR fellows and members, allowing participants to interact and debate leading national security, foreign policy, and international economic issues. The group traveled to CFR's offices in New York in late September to attend two CFR general meetings and interact with members of the Council, CFR fellows, and *Foreign Affairs* senior editorial staff.

Facing page: Participants at the tenth Religion and Foreign Policy Workshop discuss U.S. policy and democratization in sub-Saharan Africa.

CFR maintains a significant presence on Facebook, Twitter, and YouTube, including broadcasting CFR meetings and analysis by CFR fellows directly to users through Facebook Live.

CFR Digital

The publications, analysis, and multimedia content available on CFR.org help fulfill CFR's mission to be a resource for the public. Over the past year, CFR.org's editorial staff responded quickly to events with up-to-date analysis and data-rich explainers on Syria, the refugee and migrant crisis in Europe, the South China Sea, and other issues. The website also hosts dozens of expert briefs by CFR fellows, numerous interactives, and other resources. The interactive InfoGuide series expanded with editions on Eastern Congo and on the deforestation of the Amazon, the latter of which debuted immersive multimedia features including sound design, an aerial video, and a dynamic map.

Seventeen blogs by CFR fellows provide short takes on the news of the day as well as longer analyses and roundups of important events of the week. Additionally, CFR maintains a significant presence on Facebook, Twitter, and YouTube, including broadcasting CFR meetings and analysis by CFR fellows directly to users through Facebook Live.

CFR also launched a new website—Campaign 2016: The Candidates and the World—which has tracked the foreign policy positions of declared candidates for U.S. president. The interactive site allows users to compare and contrast candidates' positions on issues including immigration, national security, and relations with Russia. It also features a new series of narrated animations, each two to three minutes long, that illuminate some of the complex foreign policy challenges the next president will face. The site will be continually updated through the November election.



Foreign Affairs

This has been another good year for *Foreign Affairs*, as we have continued to provide a vast array of first-rate content to ever-larger audiences across multiple publishing platforms. As recently as a decade ago, the magazine's total editorial output consisted of six bimonthly print issues, each with a dozen articles. Today those same six print issues contain half again as many articles (thanks to increased page count, a redesign, and tighter editing). They are also supplemented each year by several hundred web-only pieces appearing daily on ForeignAffairs.com, six ebook anthologies (published in off-months of the print publishing schedule), a podcast, videos, photo galleries, and more. Rather than tarnishing our venerable brand, all this expansion and innovation has only burnished it, with the magazine gaining its second consecutive nomination in 2016 as a finalist for a National Magazine Award for General Excellence, the publishing industry's highest honor.

Each print issue now leads with a package of articles offering a deep dive into one major topic, followed by a broad range of other articles and book reviews. This year, the subjects of those lead packages ranged widely. The July/August 2015 issue tackled robotics and automation, exploring the technological, economic, and social changes on these fronts. The September/October issue examined President Barack Obama's foreign policy, covering both regional and functional issues from various perspectives. The November/December issue looked at the "post-American Middle East," tracing the new dynamics of a region whipsawed by U.S. intervention and withdrawal, the Iran nuclear deal, plummeting oil prices, and rising sectarianism. The January/February 2016 issue analyzed the rise in economic inequality in recent decades, looking at its causes, consequences, and possible remedies. The March/April issue puzzled through the mystery of the current era of slow global growth. And the May/June issue featured a tour of Vladimir Putin's Russia, with essays from leading American and Russian experts providing a detailed look inside the Russian regime and its policies. All of the packages included top experts with diverse perspectives making strong arguments in clear, accessible language, reinforcing the magazine's reputation as the world's central forum for serious discussion of public affairs.

There were too many good articles over the course of the year to mention them all, but some highlights included Charles E. King's analysis of the decline of international studies, Jacob S. Hacker and Paul Pierson's defense of the mixed economy, Treasury Secretary Jacob Lew's explanation of U.S. economic policy, Michael R. Bloomberg's discussion of the role of cities in combating climate change, Senator Marco Rubio's foreign policy manifesto, and extended discussions by experts on a range of subjects: U.S. strategy in the Middle East, China's economic struggles and political assertiveness, the Federal Reserve's controversial monetary policies, and the state of global democracy. ForeignAffairs.com, meanwhile, kept up a steady stream of coverage of global crises and trends, offering readers real-time analysis of everything from the struggle



Foreign Affairs Editor Gideon Rose

Defying industry trends, the magazine continues to find new audiences at home and abroad.

against the so-called Islamic State, better known as ISIS, to tensions in the South and East China Seas, to the battle over Brexit.

With so many more pieces being produced, the magazine can now cover a much broader array of important public issues and global hotspots, even as we cover our traditional core subject matter more thoroughly than ever. By generating a robust and diverse stream of daily content, moreover, we have been able to position ourselves as not simply the journal of record for the American foreign policy establishment, but increasingly also as a leading global op-ed page. In addition, our digital audience has grown and become significantly younger, more international, and more diverse.

All this content has been reaching the largest audiences in the magazine's history, both in print and online. Defying industry trends, the magazine continues to find new audiences at home and abroad. In mid-2016, *Foreign Affairs* reported a circulation of 195,000, an 8.2 percent increase from the previous year. An additional seven thousand individuals read *Foreign Affairs* on digital devices such as the Kindle. Traffic to ForeignAffairs.com, meanwhile, averaged over 1.3 million visits per month in the first half of 2016, from over nine hundred thousand monthly unique visitors, drawn in part by an ever-evolving website with enhanced personalization and more tools for reader engagement. The magazine now has over half a million followers on Twitter and more than 1.25 million Facebook fans.

Circulation is increasingly the dominant source of revenue for the magazine, with renewals constituting the biggest driver of growth as loyal readers continue to demonstrate their willingness to pay higher rates for a premium experience and quality pieces across a range of platforms. Advertising has unfortunately declined over the past year by 20





percent. Nevertheless, even in a publishing industry beset by a secular decline in print advertising, the rise of sponsored content, the dominance of Facebook and other social media, and obstacles such as digital ad blockers, we have still managed to maintain advertising as a crucial secondary revenue stream. And we are trying to counteract adverse industry trends by developing new ways to serve advertisers through offerings including event sponsorships, online engagement with readers, and custom publishing opportunities.

Foreign Affairs LIVE, our live programming unit, continues to expand, highlighting the magazine's distinctive content through dynamic in-person discussions and debates. In addition to creating new revenue opportunities through ticket sales and sponsorships, these events, organized by Lynda Hammes and her publishing team, are designed to elevate brand awareness and build community among crucial audience segments through an engaging live experience. In an innovative partnership with the corporate education division of Duke University, for example, we invited senior leaders in both the public and private sectors for a day of executive education composed of interactive workshops and panel discussions on such issues as cybersecurity, demographic trends, and public/private partnerships. And in addition to our National Magazine Awards finalist nomination, this year we were nominated for a Digiday Publishing Award for Best Publishing Website Design and won the minOnline Award for Best Premium Content for our bimonthly ebook anthologies.

With both the world and the publishing industry continuing to evolve, there will be no shortage of topics to cover, challenges to surmount, and opportunities to exploit. I hope that we will be able to rise to the occasion as well in years to come as we have in the recent past.

Gideon Rose
Editor, Foreign Affairs

Above: CNN Money Anchor Maggie Lake, Coca-Cola Company Chief Sustainability Officer Beatriz R. Perez, and Goldman Sachs Foundation President Dina H. Powell explain opportunities in impact investing at Leading for What's Next.

Facing page: Attendees discuss how to prepare public and private leaders for addressing global political issues lunch during Leading for What's Next, a *Foreign Affairs* LIVE event held in partnership with Duke Corporate Education.

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2016 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, 2016, were Steven A. Denning, Ann M. Fudge, Thomas H. Glocer, Eduardo J. Padrón, John Paulson, Colin L. Powell, and Christine Todd Whitman.

The Nominating and Governance Committee was composed of Mary M. Boies (chair), David G. Bradley, Jonathan E. Colby, Kim Gordon Davis, Jose W. Fernandez, Anne M. Finucane, Marlene Hess, Susan Hockfield, Kenneth I. Juster, Jon Liebman, Jami Miscik, Pamela S. Passman, Ruth Porat, Kimberly Querrey, Emily Rafferty, Stanley S. Shuman, James G. Stavridis, and Christine Todd Whitman. The Nominating and Governance Committee met on March 14, 2016, 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 2021: Tony Coles, David M. Cote, Steven A. Denning, William H. McRaven, Janet A. Napolitano, Eduardo J. Padrón, and John Paulson. A ballot was sent to all Council members on May 12, 2016.

The Annual Meeting, at which votes would be cast for the election, was held on June 10, 2016. At the meeting, 1,794 members participated in person or by proxy, fulfilling the quorum required by By-Law V. One hundred six members included write-in suggestions of candidates the Nominating and Governance should consider for the 2017 election. The members approved the slate of candidates with 92.1 percent of voters in favor of the slate, and the seven Directors on the slate were elected to the Class of 2021, with terms beginning on July 1, 2016.

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.



Chairman Emeritus Peter G. Peterson celebrates his ninetieth birthday with Honorary Chairman David Rockefeller.

Historical Roster of Directors and Officers

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

Karen N. Horn	1992–95	Madeleine K. Albright	2004–2014	<i>CHAIRMEN OF THE BOARD</i>	
James R. Houghton	1992–96	Richard N. Foster	2004–2009	Russell C. Leffingwell	1946–53
Charlayne Hunter-Gault	1992–98	Joseph S. Nye Jr.	2004–2013	John J. McCloy	1953–70
Donna E. Shalala	1992–93	Fareed Zakaria	2004–2014	David Rockefeller	1970–85
Paul A. Allaire	1993–2002	Peter Ackerman	2005–2015	Peter G. Peterson	1985–2007
Robert E. Allen	1993–96	Charlene Barshefsky	2005–2010	Carla A. Hills	
Richard N. Cooper	1993–94	Stephen W. Bosworth	2005–2009	(Co-Chairman)	2007–
E. Gerald Corrigan	1993–95	Tom Brokaw	2005–2015	Robert E. Rubin	
Alton Frye	1993	David M. Rubenstein	2005–	(Co-Chairman)	2007–
Leslie H. Gelb	1993–2001, 2002–2003	Frank J. Caufield	2006–2010	<i>CHAIRMAN EMERITUS</i>	
Rita E. Hauser	1993–97	Ann M. Fudge	2006–2016	Peter G. Peterson	2007–
Theodore C. Sorensen	1993–2004	Alberto Ibargüen	2006–2013	<i>HONORARY CHAIRMEN</i>	
Garrick Utley	1993–2003	Henry R. Kravis	2006–2012	John J. McCloy	1970–1989
Carla A. Hills	1994–	James W. Owens	2006–2014	David Rockefeller	1985–
Helene L. Kaplan	1994–96	Colin M. Powell	2006–2016	<i>VICE CHAIRMEN OF THE BOARD</i>	
Frank G. Zarb	1994–96	Christine Todd Whitman	2006–2016	Grayson Kirk	1971–73
Robert B. Zoellick	1994–2001	Sylvia Mathews Burwell	2007–2013	Cyrus R. Vance	1973–76, 1985–87
Les Aspin	1995	Stephen Friedman	2007–	Douglas Dillon	1976–78
Mario L. Baeza	1995–2001	Jami Miscik	2007–	Carroll L. Wilson	1978–79
Peggy Dulany	1995–2003	Alan S. Blinder	2008–	Warren Christopher	1987–91
Jessica P. Einhorn	1995–2005	J. Tomilson Hill	2008–	Harold Brown	1991–92
Louis V. Gerstner Jr.	1995–2005	Shirley Ann Jackson	2008–	B. R. Inman	1992–93
Hannah Holborn Gray	1995–98	George Rupp	2008–2013	Jeane J. Kirkpatrick	1993–94
William J. McDonough	1995–2004	David G. Bradley	2009–	Maurice R. Greenberg	1994–2002
George J. Mitchell	1995–2005	Donna J. Hrinak	2009–	Carla A. Hills	2001–2007
Frank Savage	1995–2002	Penny S. Pritzker	2009–2013	William J. McDonough	2002–2003
George Soros	1995–2004	Frederick W. Smith	2009–2014	Robert E. Rubin	2003–2007
Lee Cullum	1996–2006	John P. Abizaid	2010–	Richard E. Salomon	2007–2013
Vincent A. Mai	1997–2003	Mary McInnis Boies	2010–	David M. Rubenstein	2012–
Warren B. Rudman	1997–2005	Pamela Brooks Gann	2010–2015	<i>HONORARY VICE CHAIRMAN</i>	
Laura D'Andrea Tyson	1997–2007	Thomas H. Glocer	2011–2016	Maurice R. Greenberg	2002–
Roone Arledge	1998–2002	Eduardo J. Padrón	2011–	<i>PRESIDENTS</i>	
Martin S. Feldstein	1998–2008, 2009–2015	Peter B. Henry	2012–	John W. Davis	1921–33
Bette Bao Lord	1998–2003	Muhtar Kent	2012–2014	George W. Wickersham	1933–36
Michael H. Moskow	1998–2008	Margaret G. Warner	2012–	Norman H. Davis	1936–44
Diane Sawyer	1998–99	Zoë Baird	2013–	Russell C. Leffingwell	1944–46
John Deutch	1999–2004	Nicholas Burns	2013–	Allen W. Dulles	1946–50
Robert E. Rubin	2000–	Steven A. Denning	2013–	Henry M. Wriston	1951–64
Andrew Young	2000–2005	Laurence D. Fink	2013–	Grayson Kirk	1964–71
Henry S. Bienen	2001–2011	Ruth Porat	2013–	Bayless Manning	1971–77
Kenneth M. Duberstein	2001–2012	Blair Effron	2014–	Winston Lord	1977–85
Joan E. Spero	2001–2011	Susan Hockfield	2014–	John Temple Swing*	1985–86
Vin Weber	2001–2011, 2012–	John Paulson	2014–	Peter Tarnoff	1986–93
Fouad Ajami	2002–2012	James G. Stavridis	2014–	Alton Frye	1993
Jeffrey L. Bewkes	2002–2006	Daniel H. Yergin	2014–	Leslie H. Gelb	1993–2003
Ronald L. Olson	2002–2010	Timothy F. Geithner	2015–	Richard N. Haass	2003–
Thomas R. Pickering	2002–2007	Stephen J. Hadley	2015–		
Helene D. Gayle	2003–2008	James Manyika	2015–		
Richard N. Haass	2003–	Richard L. Plepler	2015–		
Richard E. Salomon	2003–2013, 2014–	Tony Coles	2016–		
Anne-Marie Slaughter	2003–2009	David M. Cote	2016–		
		William H. McRaven	2016–		
		Janet A. Napolitano	2016–		

* pro tempore

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

Membership

MEMBERSHIP

The Council on Foreign Relations is first and foremost a membership organization. CFR members are prominent individuals representing a wide variety of fields and backgrounds. With more than five thousand members, the institution's ranks include top government officials, scholars, business leaders, journalists, lawyers, educators, religious leaders, and nonprofit professionals. The membership is divided almost equally among those living in New York, Washington, DC, and across the country and abroad.

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

STEPHEN M. KELLEN TERM MEMBER PROGRAM

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

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

For more information on the Term Member Program, please visit www.cfr.org/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 3, 2017	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 2015, CFR membership has grown by 2.95 percent, from 4,983 to 5,038 members, as of June 30, 2016. Member records are maintained by CFR at 58 East 68th Street, New York, NY 10065.

	<i>NUMBER OF MEMBERS</i>	<i>PERCENTAGE OF MEMBERSHIP</i>
Location		
National	1,549	37
New York Area	1,882	32
Washington, DC, Area	1,607	31
Total	5,038	100
Industry		
Education	1,065	21
Nonprofit and International Organizations	899	18
Financial Institutions	757	15
Law and Consulting	673	13
Government	562	11
Media and News Services	334	7
Commerce	151	3
Information Technology	102	2
Energy and Power	31	1
Medicine and Health Care	29	1
Other	435	8
Total	5,038	100

Membership Roster

A

Aaron, David L.
 Abbot, Charles S.
 Abbot, Spencer
 Abboud, A. Robert
 Abboud, Labeeb M.
 Abell, Keith W.
 Abercrombie-Winstanley,
 Gina K.
 Abernethy, Robert John
 Abeywardena, Penny
 Abizaid, Christine
 Abizaid, John P.
 Aboelnaga Kanaan, Mona
 Abraham, David*
 Abrahams, Tara Balmaceda
 Abrahams, Max
 Abramowitz, Michael J.
 Abramowitz, Morton I.
 Abrams, Elliott
 Abrams, Michael P.†
 Abrams, Samuel J.†
 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.
 Addison, Linda L.*
 Addonizio, Elizabeth
 Adelman, Carol C.
 Adelman, David
 Adkerson, Richard C.

Adler, Allen R.
 Adler, Nate
 Adler, Stephen J.
 Aggarwal, Vinod K.
 Aghi, Mukesh*
 Agostinelli, Robert F.
 Aguh, Chike
 Aguiar, Eric
 Agus, David B.
 Ahern, Stephanie R.
 Ahlers, Werner F.
 Ahmed, Fahim
 Ahmed, Qanta A.*
 Ahmed, Salman S.
 Ahn, Daniel P.
 Ahuja, Sanjiv
 Aidinoff, M. Bernard
 Ailabouni, Rosa M.
 Akhter, Afreen
 Albright, Alice P.
 Albright, Madeleine K.
 Alderman, Michael H.
 Alexander, John R.
 Alexander, Lewis S.
 Alexander, Margo N.
 Alford, William P.
 Ali, Samar S.†
 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, Drew
 Altman, Elizabeth J.*
 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.
 Anderson, Craig B.
 Anderson, Desaix
 Anderson, Edward G. III
 Anderson, Gloria B.
 Anderson, Lisa
 Anderson, Mark A.
 Anderson, Paul F.
 Anderson, Ryan K.†
 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
 Appenteng, Felicia†
 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
 Ashooh, Jessica P.†
 Assousa, George E.
 Athreya, Bama
 Atkins, Betsy S.
 Atkinson, Caroline
 Atkinson, Holly G.
 Atwood, J. Brian
 Auer, James E.
 Auerbach, Paul S.
 Aufhauser, David D.
 Auguste, Byron Gerald
 Augustine, Norman R.
 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

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

* Elected to membership in 2016.

† Elected to a five-year term membership in 2016.

Note: Membership shown as of July 1, 2016.

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

* Elected to membership in 2016.

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Bloch, Julia Chang
 Bloom, Evan T.
 Bloomberg, Michael R.
 Bloomgarden, Kathy Finn
 Blum, Adam Cardozo
 Blum, Richard C.
 Blumenthal, Sidney S.
 Blumenthal, W. Michael
 Blumling, Mark*
 Blumrosen, Alexander B.
 Blyth, Mark M.
 Boas, Katherine
 Bob, Daniel E.
 Bobbitt, Philip Chase
 Bodansky, Daniel M.
 Bodea, Andy S.
 Bodine, Barbara K.*
 Boeka, Ryan L. †
 Bogan, Leisel
 Bogert, Carroll R.
 Bohlen, Avis T.
 Bohn, John A.
 Boies, David
 Boies, Mary McInnis
 Bolling, Landrum R.
 Bollinger, Lee C.
 Bolton, Emily S. †
 Bolton, John R.
 Bondurant, Amy L.
 Boniadi, Nazanin
 Bonime-Blanc, Andrea
 Bonner, Robert C.
 Bonney, J. Dennis
 Book, Kevin Daniel*
 Bookman, Zachary F. †
 Boorstin, Robert O.
 Booth, Carter
 Borden, William B.
 Bordoff, Jason Eric
 Boren, David L.
 Borgerson, Scott G.
 Borghard, Erica D. †
 Borio, Luciana Lopes
 Bork, Ellen
 Boschwitz, Rudy
 Botts, John C.
 Boufford, Jo Ivey
 Bouis, Antonina W.
 Boulware-Miller, Kay
 Bourkoff, Aryeh B.
 Boustany, Charles W. Jr.
 Bouton, Marshall M.
 Bovin, Denis A.
 Bower, Eve
 Bower, Joseph Lyon
 Bower, Whitney
 Bowles, Erskine B.
 Bown, Chad P.
 Boyd, Charles Graham
 boyd, danah*
 Boyer, Spencer Phipps
 Bracken, Paul
 Bradbury, Darcy E.
 Braddock, Richard S.
 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.
 Brinsfield, Kathryn*
 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.
 Broder-Fingert, Jacob I. †
 Brody, Christopher W.
 Brody, Kenneth D.
 Brokaw, Tom
 Bronfman, Edgar Jr.
 Bronin, Luke A.
 Bronner, Ethan S.
 Bronson, Rachel
 Brooke, Kyla L. †
 Brookins, Carole L.
 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, Kathleen
 Brown, Leon Carl
 Brown, Michael E.
 Brown, Neil Robert
 Brown, Richard P. Jr.
 Brown, Seyom
 Brown, Tina
 Brown Weiss, Edith
 Browning, David S.
 Bruce, Judith
 Brun, Leslie A.
 Brune, Nancy E.
 Bryan, Greyson L.
 Bryant, Michael E.
 Bryant, Ralph C.
 Brylski, Pamela †
 Bryson, John E.
 Brzezinski, Mark F.
 Brzezinski, Mika
 Brzezinski, Zbigniew
 Buaron, Roberto
 Buchanan, Scott C.
 Buchman, Mark Edward
 Buchwald, Mike
 Bucknam, Mark A.
 Budinger, William
 Bueno de Mesquita, Bruce
 Buergeth, 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.
 Burnett, Edward W.
 Burns, Nicholas
 Burns, Patrick Owen
 Burns, William J.
 Burroughs, Nikole
 Burrows, Mathew
 Burt, Andrew †
 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
 Buyske, Gail
 Byrne, Barbara
 Byrne, Patrick M.
 Byrnes, Maureen K.
 C
 Cabrera, Ángel
 Cáceres, Diane Alleva
 Caesar, Camille M.
 Cahill, Kevin M.
 Cahill, William R. †
 Cahn, Jonathan D.
 Calabria, Dawn Tennant
 Calabria, F. Christopher
 Calabresi, Massimo F.T.
 Calder, Kent Eyring
 Caldera, Louis E.

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Caldwell, Dan Edward
 Caldwell, William B. IV
 Calhoun, Craig J.
 Califano, Joseph A. Jr.
 Califano, Mark Gerard
 Callaghy, Thomas M.
 Callander, Robert J.
 Callaway, David W.*
 Callen, Michael A.
 Calleo, David Patrick
 Calvo-Platero, Mario
 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, Jason H.†
 Campbell, Kurt M.
 Campbell, Thomas J.
 Camuñez, Michael C.*
 Canavan, Terence Chris
 Cannella, Margaret M.
 Cannon, Sarah R.†
 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, Scott A.
 Carlucci, Frank C.
 Carmichael, William D.
 Carnesale, Albert
 Carpenter, Scott
 Carpenter, Ted Galen
 Carr, Earl Alexander Jr.
 Carr, John W.
 Carrington, Walter C.
 Carroll, J. Speed
 Carroll, Megan E.†
 Carruth, Reba Anne

Carson, Charles William Jr.
 Carson, Johnnie
 Carson, Russell L.*
 Carswell, Robert
 Carter, Ashton B.
 Carter, Jacqueline A.†
 Carter, James Earl
 Carter, James H.
 Carter, Mark Andrew
 Cartwright, James P. II
 Caruso-Cabrera, Michelle
 Casella, Sam H.
 Casellas, Gilbert F.
 Cashin, Stephen D.
 Casper, Gerhard
 Cassel, Douglass W. Jr.
 Cassell, Gail H.
 Cate, Fred H.*
 Cattarulla, Elliot R.
 Caulfield, 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, Hui Wen†
 Chan, Melissa†
 Chan, Ronnie C.
 Chan, Yam Ki†
 Chandra, Amit†
 Chang, David C.
 Chang, Gareth C.C.
 Chang, Joyce
 Chang, Juju
 Chanin, Clifford
 Chanis, Jonathan A.
 Chao, Angela A.
 Chao, Elaine L.
 Chapin, Edith C.
 Charles, Robert Bruce
 Charney, Craig R.
 Charnovitz, Steve

Chartener, Robert
 Chase, Anthony R.
 Chatterjee, Purnendu
 Chatterji, Aaron K.
 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.
 Chiarelli, Peter W.
 Chickering, A. Lawrence
 Chira, Susan D.
 Choffnes, Eileen R.
 Choi, Audrey
 Chollet, Derek H.
 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
 Christopher, Mark A.†
 Churchill, Bruce B.
 Cirincione, Joe
 Clancy, Erin J.†
 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
 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, Elbridge A.*
 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

* Elected to membership in 2016.

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Comstock, Philip E. Jr.
Conde, Cesar R.
Conde, Enrique Augusto
Cone, Sydney M. III
Conley, Dalton
Conley, Jill G.
Connors, Leila Anne
Connolly, Gerald E.
Connor, John T. Jr.
Connors, Celeste
Considine, Jill M.
Constable, Pamela
Conti-Brown, Peter M.
Contreras, Pat
Conway, Jill
Cook, Akunna E. †
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, 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, William
Cousens, Elizabeth M.
Covey, Jock
Cowal, Sally Grooms
Cowan, Geoffrey

Cowell, Janet
Cowhey, Peter F.
Cox, Berry R.
Cox, Edward F.
Cox, Howard E. Jr.
Cox, Jessica Lynn
Cox, Stephen John
Coy, Craig P.
Craddock, Bantz J.
Crahan, Margaret E.
Crain, Alan R. Jr.
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, 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
Cuffe, Selena Senora*
Cukier, Kenneth N.
Culberson, Stephanie M. †
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.
Curry, Ravenel B. III*
Curtis, Charles B.
Curtis, Gerald L.
Cutler, Walter L.
Cutshaw, Kenneth A.
Cutter, W. Bowman
Cyr, Arthur I.

D
Daalder, Ivo H.
Dach, Leslie A.
Dady, Teresa Gail
Dahm, Evelyn Pignatari
Dailey, Brian D.
Dakolias, Constantine M.
Dal Bello, Michael Anthony
Dale, Catherine M.
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
Dam, Kenneth W.
Dam, Marcia Wachs
D'Amato, Alfonse M.
Damrosch, Lori Fisler
Danan, Liora †
Danforth, William H.
Daniel, D. Ronald
Daniel, Donald C.F.
Danilovich, John J.
Danin, Robert
Danly, James P.
Danner, Mark D.
Daschle, Thomas Andrew
Dash, Somesh
Da Silva, Joseph V.
DaSilva, Russell J.
Daulaire, Nils M.
Dave, Mona
Davenport, Kelsey †
David, Danny
David, Jack
Davidson, Amy S.
Davidson, Janine A.
Davidson, Peter W.
Davis, Christina L.
Davis, Florence A.
Davis, Geoffrey Clark
Davis, Jacquelyn K.
Davis, Jerome

Davis, Kim Gordon
Davis, Lynn E.
Davis, Marion Thomas
Davis, Rick*
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
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
DeLaurentis, Jeffrey*
De Leon, Jordana M.
Delury, John*
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.
Denoon, David B.H.
Denton, Hazel
Denton, James S.
Dentzer, Susan
DePoy, Phil E.
Dergham, Raghida

* Elected to membership in 2016.

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Derham, Michael T.
 de Rothschild, Lynn
 Forester
 Derrick, James V. Jr.
 Derryck, Vivian Lowery
 Desai, Mihir
 Desai, Padma
 Desai, Rohit M.
 Desai, Vishakha N.
 Desch, Michael C.
 DeShazer, MacArthur Sr.
 DeSouza, Patrick J.
 Destler, I. M.
 de Swaan, JC
 DeTrani, Joseph R.
 Deutch, John
 Deutch, Shelley
 Devine, C. Maury
 Devine, John J.
 Devine, Thomas J.
 Devlin, Matthew
 De Vos, Christian Michael
 de Vries, Rimmer
 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.
 Doggart, Courtney†
 Doggett, Martha Lyn
 Dogo, Harun
 Doherty, Brendan H.
 Doi, Ayako
 Doley, Harold E. Jr.
 Domencic, Christopher
 Justin
 Domínguez, Agustín
 Ernesto
 Dominguez, Jorge I.
 Domm, Patti
 Donahoe, Eileen
 Chamberlain
 Donahue, 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.
 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, Kathleen M.*
 Doyle, Michael W.
 Doyle, Noreen
 Dozier, Kimberly
 Draper, William H. III
 Drayton, William
 Dreier, David T.
 Drew, Elizabeth
 Dreyfuss, Joel
 Dreyfuss, Richard S.
 Drezner, Daniel W.
 Driskill, Matthew Taylor
 Drobnick, Richard Lee

Drozdiak, William M.
 Drucker, Joy E.
 Drucker, Richard A.
 Druckman, Michael R.†
 Druyan, Ann
 Dryden, Sam
 Duberstein, Kenneth M.
 Dubik, James Michael
 Dubin, Seth H.
 DuBois, Maurice A.
 Dubovi, Talia
 Duckenfield, David A. III
 Dudley, William C.
 Duelfer, Charles A.
 Duersten, Althea L.
 Duff, Jean F.*
 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.
 Dunlap, James R.*
 Dunn, Lewis A.
 Dunn, Michael M.
 Dunne, Dianna†
 Dur, Philip A.
 Durkin, Patrick J.
 Dutt, Mallika
 Dworkin, Douglas A.
 Dyer, James W.
 Dylan, Jesse
 Dynan, Karen
 Dyrud, Peter J.†
 Dyson, Esther

E
 Easterly, Jennie M.
 Eastman, John Lindner
 Eberhard, James P.C.
 Eberhart, Ralph E.
 Eberstadt, Nicholas
 Echols, Marsha A.
 Eck, Bailey Morris
 Economy, Elizabeth C.
 Ecton, Donna R.
 Eddleman, Linda Hiniker
 Eddy, Randolph P. III
 Edel, Charles Nicholas

Edelman, Marian Wright
 Edelman, 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.
 Eggers, Thomas E.
 Ehrenkranz, Joel S.
 Eichengreen, Barry J.
 Eichensehr, Kristen E.
 Eikenberry, Karl W.
 Einaudi, Luigi Roberto
 Einhorn, Jessica P.
 Einhorn, Robert J.
 Eisendrath, Charles R.
 Eisner, Jane R.*
 Eizenstat, Stuart E.
 El Beih, Mohamed†
 Elden, Richard
 El-Erian, Mohamed A.*
 Elgin-Cossart, Mary E.
 Elias, Christopher J.
 El Koubi, Jason R.
 Ellenbogen, Andrew
 Elliott, Dorinda
 Elliott, Inger McCabe
 Ellis, Mark S.
 Ellis, Patricia
 Ellis, Rodney
 Ellison, Keith
 El-Shazli, Heba F.
 Elson, Edward Elliott
 Ely-Raphel, Nancy Halliday
 Emanuel, Ezekiel Jonathan
 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.

* Elected to membership in 2016.

† Elected to a five-year term membership in 2016.

Erdoes, Mary*
 Erickson, Andrew S.
 Erickson, Dane A. †
 Erikson, Daniel P.*
 Ervin, Clark K.
 Esfandiari, Haleh
 Esper, Mark T.
 Esser, Victoria*
 Esserman, Susan G.
 Esty, Daniel C.
 Etzioni, Amitai
 Evans, Gail H.
 Evans, Harold M.
 Evans, Peter C.

F

Fabian, Christopher K. †
 Factor, Mallory
 Fair, C. Christine
 Fairman, David M.
 Falco, Mathea
 Falk, James N.*
 Falk, Pamela S.
 Falk, Richard A.
 Falkenrath, Richard A.*
 Fallon, Robert E.
 Fallon, William J.
 Fallows, James
 Fanitz, Christina A. †
 Fanton, Jonathan Foster
 Faraci, John V. Jr.
 Farer, Tom J.
 Farkas, Evelyn N.
 Farman-Farmaian,
 Alexander M.
 Farmer, John Paul
 Farokhi, Amir
 Farooqui, Rafay H.
 Farrar, Jay C.
 Farrar, Stephen Prescott
 Farrell, Diana
 Farrell, Henry*
 Faskianos, Irina A.
 Fawaz, Leila
 Faye, Michael L.
 Fazili, Sameera
 Fazili, Yousra Yousuf
 Feigenbaum, Evan A.
 Feinberg, Mark B.
 Feinberg, Richard E.
 Feiner, Ava S.
 Feinstein, Dianne

* Elected to membership in 2016.

† Elected to a five-year term membership in 2016.

Feinstein, Lee A.
 Feissel, Gustave
 Feist, Samuel H.
 Feith, Douglas J.
 Felbab-Brown, Vanda*
 Feldman, Alexander C.
 Feldman, Daniel F.
 Feldman, Mark B.
 Feldstein, Martin S.
 Felton, Wanda*
 Fenton, David
 Fenzel, Michael R.
 Ferguson, Brian †
 Ferguson, Charles H.
 Ferguson, 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 Martin, Betsy
 Fischer, Stanley
 Fisher, Drosten Andrew*

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.
 Flaxman, Seth †
 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.
 Folliard, Daniel E. †
 Folsom, George Anderson
 Fontaine, Richard H. Jr.
 Fontana, David
 Foote, William Fulbright
 Forbes, Kristin J.
 Ford, Celeste V.
 Ford, Christopher A.
 Ford, Harold E. Jr.
 Ford, Katie
 Ford, Paul B. Jr.
 Ford, William E. III*
 Fore, Henrietta Holsman
 Foresman, Bob
 Forman, Shepard L.
 Foroohar, Rana A.
 Forrester, Jason William
 Forsythe, Rosemarie
 Fosler, Gail D.
 Foster, Brenda Lei
 Foster, Charles C.
 Foster, Jeffrey Alan
 Foster, Richard N.

Fourquet, José A.
 Fowler, Jeffrey L.
 Fowler, Wyche Jr.
 Fox, Christine H.
 Fox, Daniel M.
 Fox, Donald T.
 Fox, Eleanor M.
 Fox, Merritt Baker
 Fox, Nicole Davison*
 Foxman, Abraham H.
 Fraga Neto, Arminio
 Frank, Andrew D.
 Frank, Charles R. Jr.
 Frankel, Adam Bynoe
 Frankel, Adam P.
 Frankel, Francine R.
 Frankel, Jeffrey A.
 Franklin, Barbara Hackman
 Franklin, Robert M.
 Franklin, Shirley Clarke
 Franklin, William Emery
 Fraser, Jane
 Frazer, Jendayi E.
 Fredman, Jonathan M.
 Freedman, Alix M.
 Freedman, Jacob M.
 Freeman, Bennett
 Freeman, Constance J.
 Freidheim, Cyrus F.
 Freidheim, Scott J.
 Freidheim, Stephen C.
 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
 Friedrich, Matthew W.*
 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.
 Fulton, Laurie S.
 Fultz, Bradley N.*
 Fung, Mark T.
 Fung, Victor K.
 Furlaud, Richard Mortimer
 Furman, Gail A.
 Fussell, Christopher L.*
 Futter, Ellen V.

G

Gabbard, Tulsi
 Gacek, Stanley Arthur
 Gaddis, John Lewis
 Gadiesh, Orit B.
 Gaer, Felice D.
 Gaghan, Stephen W.
 Gaines, James R.
 Galbraith, James K.
 Galbraith, Jean
 Galbraith, Peter W.
 Galeti, Russell P. Jr. †
 Galic, Mirna †
 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.
 Ganoe, Charles S.
 Garber, Larry A.
 Garcetti, Eric

* Elected to membership in 2016.

† Elected to a five-year term membership in 2016.

Garcia, Fabian T.*
 Garcia, Megan Elizabeth †
 Gard, Robert G. Jr.
 Gardels, Nathan P.
 Gardner, Anthony Luzzatto
 Gardner, Nina Luzzatto
 Gardner, Richard N.
 Garment, Suzanne R.
 Garnett, Sherman
 Garrett, Geoffrey M.
 Garrett, Laurie
 Garriott de Cayeux, Laetitia
 Garten, Jeffrey E.
 Garwin, Richard L.
 Garza, Antonio Oscar Jr.
 Gaston, Erica L.
 Gates, Henry Louis Jr.
 Gates, Robert M.
 Gati, Toby Trister
 Gaudiani, Claire L.
 Gause, F. Gregory III
 Gavin, Francis J.
 Gavin, Michelle D.*
 Gavrilis, James A.
 Gay, Catherine
 Gayle, Helene D.
 Gedan, Benjamin N. †
 Gedmin, V. Jeffrey
 Geier, Philip O.
 Geithner, Timothy F.
 Gelb, Bruce S.
 Gelb, Leslie H.
 Gellert, Michael E.
 Gellman, Barton
 Gell-Mann, Murray
 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. Jr.
 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.
 Getler, Michael
 Gewirtz, Paul David
 Geyer, Georgie Anne
 Gfoeller, Joachim Jr.
 Gfoeller, Michael
 Gfoeller, Tatiana C.
 Ghaemi, Hadi
 Ghiglione, Loren
 Gholz, Charles Eugene
 Ghori, Faisal †
 Ghori-Ahmad, Safiya J.
 Ghosh, Bobby*
 Giacomo, Carol Ann
 Giambastiani, Ed Jr.
 Gibson, Recardo A.
 Giffen, James Henry
 Giffin, Gordon D.
 Gil, Andrés Valerio
 Gilbert, G. S. Beckwith
 Gilbert, Jackson B.
 Gilbert, Nili E.M.
 Gilbert, Steven J.
 Gill, Bates
 Gillette, Michael James
 Gillis, Ryan M.
 Gilmore, James S. III
 Gilmore, Richard
 Gimpel Shaukat, Lois*
 Ginsberg, Gary L.
 Ginsburg, Jane C.
 Ginsburg, Ruth Bader
 Givhan, Walter D.
 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.
 Glueck, Jeffrey S.*
 Glynn, Jason J.
 Godwin, Peter
 Goeltz, Richard Karl
 Gohar, Kian
 Goins, Charlynn
 Goins, Neal R.*
 Golby, James T.
 Goldberg, Nicholas
 Goldberg, Ronnie L.
 Goldbrenner, Rachel Anne

Goldfarb, Deborah
 Goldfield, Harold P.
 Goldfield, Jacob D.
 Goldfine, Simon R. †
 Goldgeier, James M.
 Goldin, Harrison J.
 Goldman, Charles N.
 Goldman, Guido
 Goldman, Neal D.
 Goldman, Zachary K.
 Goldmark, Peter C. Jr.
 Goldsmith, Jack
 Landman III
 Goldsmith, Russell D.
 Goldstein, Gordon M.
 Goldstein, Jeffrey A.
 Goldstein, Judith S.
 Goldstein, Morris
 Goldstone, Jack A.
 Goldwyn, David L.
 Golob, Paul D.
 Golodryga, Bianna
 Golston, Allan C.
 Gomory, Ralph E.
 Gompert, David C.
 Goncharenko, Kirill*
 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.
 Gorordo, L. Felice
 Gostin, Lawrence O.
 Gottdiener, Noah
 Gottemoeller, Rose E.
 Gottfried, Kurt
 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
 Gray-Little, Bernadette
 Greathead, R. Scott
 Greco, Richard Jr.
 Green, Carl J.
 Green, Daniel Rogers
 Green, Eric F.
 Green, Jerrold D.
 Green, Mark Andrew
 Green, Michael J.
 Green, Robert Shane
 Green, Viviana López
 Greenberg, Arthur N.
 Greenberg, David
 Greenberg, Evan G.
 Greenberg, Glenn H.
 Greenberg, Jeffrey W.
 Greenberg, Karen J.
 Greenberg, Lawrence Scott
 Greenberg, Maurice R.
 Greenberg, Sanford D.
 Greene, Wade
 Greenspan, Alan
 Greenstein, Alex D.†
 Greenwald, G. Jonathan
 Greenway, Hugh D.S.
 Green-Weiskel, Lucia
 Gregg, Donald P.
 Gregorian, Vartan
 Gregson, Wallace C. Jr.
 Grenier, Robert L.
 Grenier, Stephen M.
 Gresh, Geoffrey F.
 Griego, Linda
 Griffin, Andrea C.
 Griffin, Derrick L.
 Grimes, William W.

Grinberg, Itai
 Grissom, Janet Mullins
 Grose, Peter
 Gross, David A.
 Gross, Martin J.
 Gross, Patrick W.
 Grossman, Gene M.
 Grossman, Marc
 Grove, Paul C.
 Groves, Ray J.
 Gruppo, David M.
 Gudwin, Ella R.
 Guengerich, Galen J.
 Guenov, Tressa S.
 Guest, Janelle R.†
 Guff, Andrew J.
 Gund, Agnes
 Gunderson, Bryan
 Gundlach, Andrew S.
 Gupta, Sanjay K.
 Gupte, Pranay
 Gutow, Steve
 Gwertzman, Bernard M.
 Gyari, Lodi Gyaltzen

H

Haas, Mimi L.
 Haass, Richard N.
 Hachigian, Nina L.
 Haddad, Yvonne Yazbeck
 Haddon, Dayle
 Hadley, Stephen J.
 Hafner, Joseph A. Jr.
 Hagel, Chuck
 Hagen, Katherine A.
 Haggard, Stephan
 Hahn, Natalie D.
 Haider, Ziad
 Hailston, Earl B.
 Hajari, Nisid J.
 Hajjar, David Phillip
 Hakakian, Roya
 Hake, James D.
 Haldeman, William E.
 Hale, Christopher D.
 Hale, Christopher R.F.†
 Hale, Lyric Hughes
 Hall, C. Barrows
 Hall, John P.
 Hall, Kathryn Walt
 Hall, Shawn D.
 Hallen, Jay
 Hallett, Stephanie L.
 Halper, James D.
 Halperin, David R.
 Halperin, Morton H.

Haltzel, Michael H.
 Ham, Carter F.
 Hamburg, David A.
 Hamburg, Margaret Ann
 Hamel, Michael A.
 Hamilton, Charles V.
 Hamilton, Daniel
 Hamilton, Edward K.
 Hamilton, Hugh Gerard Jr.
 Hamilton, John Maxwell
 Hamilton, Lee H.
 Hamilton, Maxwell J.
 Hamilton, Stevie Bernard Jr.
 Hammer, Craig S.
 Hammonds, D. Holly
 Hamre, John J.
 Hancock, Ellen
 Hand, Lloyd N.
 Hand, Scott M.
 Handelman, Stephen
 Handler, Stephenie Gosnell
 Hanft, Noah
 Hanson, Gordon H.
 Hanson, Stephanie
 Hantz, Giselle P.
 Hantzopoulos, Paraskeve
 Hardin, Edward J.
 Hardin, Katherine A.
 Harding, Deborah A.
 Harding, Harry
 Hardman, Hilliard
 Hardman, John B.*
 Hardman, John Boisfeuillet
 Hardt, John P.
 Hargrove, John Lawrence
 Hariharan, Hari N.
 Harlan, Joshua D.
 Harland, Christopher
 Munro
 Harley, Jeffrey Allan
 Harlow, D. Brooke
 Harman, Jane
 Harmon, Deborah L.
 Harmon, James A.
 Harnisch, Christopher K.†
 Harold, Jacob
 Harold, Scott W.
 Harpel, James W.
 Harper, Conrad K.
 Harrington, Maureen Ann
 Harris, David A.
 Harris, Joshua J.
 Harris, Karen
 Harris, Kathryn Szeliga†
 Harris, Martha Caldwell
 Harris, Maya L.

Harrison, Hope M.
 Harrison, Michael L.
 Harrison, Todd Samuel
 Harrison, William B. Jr.
 Harrison Fullerton, Jessica
 Hart, Clifford Awtrey Jr.
 Hart, Gary
 Hart, Robert C.
 Hart, Todd Christopher
 Hartig, Luke R.
 Hartley, Jane D.
 Hartley, Scott E.
 Harwell, F. Lane†
 Harwood, Asch†
 Haseltine, William Alan
 Hashemi, Noosheen
 Hass, Ryan L.
 Hathaway, Oona A.
 Hathaway, Robert M.
 Hau, Sandor
 Hauge, John Resor
 Hauser, Rita E.
 Hauser, William Locke
 Hausman, Vicky
 Havell, Theresa A.
 Hawkins, Ashton
 Hawkins, Neil C.
 Hawley, F. William
 Hayden, Michael V.
 Hayes, Jeff W.
 Hayes, Margaret Daly
 Hayes, Michael Edward
 Hayes, Rita Derrick
 Haykel, Bernard A.
 Haynes, Lukas Harrison
 Haynes, Ulric Jr.
 Hays, Laurie
 Hayward, Thomas B.
 Healey, Kerry Murphy
 Healey, Sean M.
 Healy, Thomas P.
 Heaney, Andrew P.
 Heck, Charles B.
 Heck, Sarah†
 Hecker, Siegfried S.
 Heckman, Leila
 Hedstrom, Mitchell W.
 Heep-Richter, Barbara D.
 Heer, Paul
 Heginbotham, Stanley J.
 Hehir, J. Bryan
 Heim, Jacob L.†
 Heimann, John G.
 Heimbold, Charles A. Jr.
 Heimowitz, James B.
 Heineman, Benjamin W. Jr.

* Elected to membership in 2016.

† Elected to a five-year term membership in 2016.

Heineman, Melvin L.
 Heintz, Stephen B.
 Heinz Kerry, Teresa
 Heleniak, David W.
 Helfer, Michael Stevens
 Helfer, Ricki Tigert
 Helgeson, John L.
 Heller, Bridgette P.
 Heller, Rebecca M.
 Heller, Richard M.
 Hellman, Steven E.
 Hellmann, Donald Charles
 Helm, Robert W.
 Helm, Suzanne E.
 Helman, Joseph J.
 Helprin, Mark
 Henderson, Simon
 Hendricks, Darryll E.
 Hendrickson, David C.
 Henkin, Alice H.
 Hennessy, James R.
 Henninger, Daniel P.
 Henrikson, Alan K.
 Henry, Emil W. Jr.
 Henry, Nancy L.
 Henry, Peter Albert
 Henry, Peter Blair
 Henry, Robert H.
 Hensman, Chris D.
 Heppner, Donald Gray Jr.
 Herberger, Roy A. Jr.
 Herbst, Jeffrey I.
 Hermann, Charles F.
 Hernandez, 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
 Hickenlooper, Robin
 Pringle
 Hicks, Irvin
 Hicks, John F. Sr.
 Hicks, Kathleen Holland
 Hicks, Peggy L.
 Higginbotham, F. Michael
 Higgins, Heather
 Richardson
 Higgins, Robert F.
 Hightower, Edward T.
 Hildner, Laura J.
 Hill, Christopher R.
 Hill, Fiona
 Hill, J. Tomilson
 Hill, James T.
 Hill, Janine W.
 Hill, Joseph C.
 Hill, Pamela
 Hill, Raymond D.
 Hill, Shephard William
 Hill, Thomas Matthew
 Hillen, John
 Hillman, Jennifer Anne
 Hills, Carla A.
 Hiltz, William O.
 Himmelberger, Liesl K.
 Hindery, Leo J. Jr.
 Hinerfeld, Ruth
 Hines, Rachel
 Hinman, Katie
 Hioureas, Christina G. †
 Hirsch, John L.
 Hirschhorn, Abigail M.
 Hirsh, Michael P.
 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.
 Hoerber, Amoretta M.
 Hoehn, Andrew R.
 Hoehn, William E. Jr.
 Hoenlein, Malcolm I.
 Hof, Frederic C.

Hoffman, A. Michael
 Hoffman, Auren
 Hoffman, Bruce
 Hoffman, Reid
 Hogan, Jeffrey N.
 Hoge, James F. Jr.
 Hoge, Warren
 Hoguet, George Roberts
 Holcomb, Scott
 Holden, John L.
 Holdren, John P.
 Holewinski, Sarah Theresa
 Holford, Mandë N.
 Holgate, Laura S.H.
 Hollick, Ann Lorraine
 Holliday, Joseph L. †
 Holliday, Stuart W.
 Hollifield, James Frank
 Holloway, Dwight F. Jr.
 Holmes, Henry Allen
 Holmes, Kim R.
 Holmes, Stephen T.
 Holmgren, Brett Michael
 Holt, Blaine D.
 Holtschneider, Dennis H.
 Holtzman, Elizabeth
 Holum, John D.
 Homawoo, Jean-Claude E. †
 Hooda, Sheila
 Hooker, Richard D. Jr.
 Hope, Judith Richards
 Hope, Richard O.
 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.
 House, Karen Elliott
 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, Karen P.*
 Hughes, Lynn N.
 Hughes, R. John
 Hughes, Thomas Lowe
 Hull, Edmund J.
 Hulsman, John C.
 Hultman, Tamela
 Hultquist, Timothy A.
 Hume, Cameron R.
 Hume, Christopher G. IV †
 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, Matthew H.
 Hurowitz, Richard A.*
 Hurst, Robert J.
 Hurwitz, Sol
 Huszar, Andrew C.
 Hutchings, Robert L.
 Hutchins, Glenn H.
 Huyck, Philip M.
 Hyatt, Joel Z.
 Hyde, Dana J.
 Hyde, Susan D.*
 Hyland, Richard
 Hyman, Allen I.

* Elected to membership in 2016.

† Elected to a five-year term membership in 2016.

- 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.
 Iseman, Frederick J.
 Isenberg, Steven L.
 Isham, Christopher
 Iskenderian, Mary Ellen
 Ispahani Bartos, Mahnaz
 Istel, Yves-André
 Istrabadi, Feisal Amin
 Rasoul
 Itoh, William H.
 Ivester, M. Douglas
- J
- Jabber, Paul
 Jackelen, Henry R.
 Jacklin, Nancy P.
 Jackson, Bruce Pitcairn
 Jackson, Jesse L. Sr.
 Jackson, Rose A. †
 Jackson, Sarah
 Jackson, Shirley Ann
 Jacobs, Kenneth
 Jacobs, Lawrence A.
 Jacobson, Katie H. †
 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
 Jamshidi, Maryam †
 Janes, Jackson
 Janis, Mark Weston
- * Elected to membership in 2016.
 † Elected to a five-year term membership in 2016.
- Janklow, Morton L.
 Janow, Merit E.
 Jao, Richard C.
 Jaquette, Jane S.
 Jarvis, Nancy A.
 Jasanoff, Sheila Sen*
 Jayanti, Anuradha T.
 Jebb, Cindy R.
 Jeddy, Aly Sheezar
 Jefferis, Jennifer L. †
 Jeffery, Reuben III
 Jeffrey, James Franklin
 Jehl, Douglas
 Jenevein, E. Patrick III
 Jennings, Elizabeth
 Jervis, Robert
 Jeter, Howard F.
 Jett, Dennis C.
 Jilani, Erum Rubina
 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, Richard C. †
 Johnson, Robbin S.
 Johnson, Robert W. IV
 Johnson, Suzanne Nora
 Johnson, Tana
 Johnson, Thomas Stephen
 Johnson, Willene A.
 Johnson, Wyatt Thomas
 Jolie, Angelina
 Jones, Adam †
 Jones, Alan Kent
 Jones, Anita K.
 Jones, Benjamin F.
 Jones, David L.
 Jones, Gina
 Jones, James R.
 Jones, John B. Jr. †
 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, Jeffrey S. †
 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
 Kaniki, Mbago
 Kann, Peter R.
 Kansteiner, Walter H. III
 Kanter, Rosabeth Moss
 Kantor, Laurence G.
 Kantor, Mickey
 Kapadia, Gaurav K.
 Kaplan, Ann F.
 Kaplan, Eben I.
 Kaplan, Helene L.
 Kaplan, Mark N.
 Kaplan, Oliver †
 Kaplan, Richard N.
 Kaplan, Stephen S.
- Kaplan, Thomas S.
 Kapnick, Scott Bancroft
 Kapoor, Vikas
 Kapp, Robert A.
 Kapstein, Ethan B.
 Karabell, Zachary
 Karafa, Kristian C.
 Karafa, Lenore J.
 Karalekas, Anne
 Karamanian, Susan L.
 Karatnycky, Adrian
 Karatz, Bruce E.
 Karesh, William B.*
 Karl, Jonathan David
 Karl, Terry Lynn
 Karlin, Mara E.
 Karns, Margaret P.
 Karp, Jonathan D.
 Karsner, Andy
 Kasdin, Robert
 Kass, Stephen L.
 Kassalow, Jordan S.
 Kassel, Whitney M.
 Kassinger, Theodore W.
 Kassof, Allen H.
 Kasten, Robert W.
 Kathwari, Farooq
 Katona, Peter
 Katz, Daniel Roger
 Katz, Robert J.
 Katz, Sherman E.
 Katz, Stanley N.
 Katzenstein, Peter J.
 Kauffman, Richard L.
 Kaufman, Daniel J.
 Kaufman, Henry
 Kaufman, Robert R.
 Kaufman, Zachary Daniel
 Kausner, Gregory M.
 Kavoukjian, Michael E.
 Kay, Kira
 Kaye, Charles R.
 Kaye, Dalia Dassa
 Kaye, David A.
 Kayyem, Juliette N.
 Kazemi, Farhad
 Kea, Charlotte G.
 Kean, Thomas H.
 Keck, Elizabeth Ellen
 Keen, Purl Ken
 Keene, Lonnie
 Keene, Tom
 Keidan, Jonathan*
 Keith, James R.
 Keker, John W.
 Kelemen, R. Daniel*

Kelleher, Catherine
 McArdle
 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.
 Kelvington, Michael R. †
 Kemble, Eugenia
 Kemp, Geoffrey
 Kempe, Frederick S.
 Kempner, Lee S.
 Kempner, Maximilian W.
 Kendall, Donald McIntosh
 Kenna, Katherine Corley †
 Kennan, Christopher J.
 Kennedy, Craig
 Kennedy, David W.
 Kennedy, Edward Jr.
 Kennedy, Joe
 Kennedy, Mark R.
 Kent, Andrew
 Kent, Muhtar
 Kent, Philip I.
 Keny-Guyer, Neal*
 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.
 Keyserling, Daniel E. †
 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
 Kim, Andrew
 Kim, Andrew Byong-Soo
 Kim, Ann S.
 Kim, Hanya Marie
 Kim, John Yohan
 Kim, Jongsun A. †
 Kim, Spencer H.
 Kim, Sukhan
 Kimball, Astri B.
 Kimball, William F.
 Kimmitt, Mark T.
 Kimmitt, Robert M.
 Kinane, William Patrick
 King, Charles E.
 King, Elizabeth Lee
 King, 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
 Kishore, Sandeep P. †
 Kissel, Mary
 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, Jason*
 Klein, Joel I.*
 Klein, Jonathan David
 Klein, Joseph A.
 Kleine-Ahlbrandt,
 Stephanie T.
 Kleinfeld, Klaus*
 Klevorick, Caitlin B.

Kliman, Daniel M. †
 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.
 Koellner, Laurette T.
 Kofmehl, Scott E.
 Kogan, Richard Jay
 Koh, Jay L.
 Kohler, Jeffrey B.
 Kohn, Donald L.
 Kojac, Jeffrey
 Kojima, J. Christopher
 Kokas, Aynne †
 Kolb, Charles E.M.
 Kolbe, Jim
 Kolodziej, Edward A.
 Koltai, Steven R.
 Komisar, Lucy
 Kommareddi, Madhuri †
 Konzelmann, Joseph
 Koola, Jinu M. †
 Koonin, Steven E.
 Kopp, Wendy*
 Korb, Lawrence J.
 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.
 Kraska, James*
 Krasner, Stephen D.
 Krasno, Richard M.
 Krauss, Clifford
 Krauthammer, Charles
 Kravis, Henry R.
 Kravis, Marie-Josée
 Kreek, Mary Jeanne

Kreikemeier, Chad
 Krepinevich, Andrew F.
 Krepon, Michael
 Kreps, Sarah Elizabeth
 Kriegel, Jay L.
 Krikorian, Victoria Reznik
 Krilla, Jeffrey R.
 Krisher, Bernard
 Kristof, Nicholas D.
 Kroeger, Kate M.
 Kroenig, Matthew
 Kronman, Anthony
 Townsend
 Krouse, Michael K. †
 Krueger, Anne O.
 Krulak, Charles Chandler
 Ku, Charlotte
 Kubarych, Roger M.
 Kuehnast, Kathleen R.
 Kuenstner, Nancy Jo
 Kull, Steven G.
 Kullman, Ellen Jamison
 Kumar, Anil
 Kumar, María Teresa*
 Kumar, Nisha
 Kumar, Raj Udiaver
 Kumar-Sinha, Punita
 Kumra, Raina
 Kuniholm, Bruce Robellet
 Kunstadter, Geraldine S.
 Kupchan, Charles A.
 Kupchan, Clifford A.
 Kurth, James R.
 Kurtz-Phelan, Daniel
 Kuryk, Hildy
 Kushen, Robert A.
 Kwoh, Stewart

L
 Labott, Elise
 Labowitz, Sarah
 Lachman, Jonathan S.
 Ladd, Edward
 Lader, Philip
 Ladner, Drew J.
 LaFleur, Vinca
 Lagomasino, Maria Elena
 Lagon, Mark P.
 Laipson, Ellen
 Lake, David A.
 Lake, Douglas Thomas Jr. †
 Lalka, Robert Tice
 LaMarche, Gara
 Lamb, Denis
 Lambert, Brett B.
 Lambeth, Benjamin S.

* Elected to membership in 2016.

† Elected to a five-year term membership in 2016.

Lamb-Hale, Nicole Yvette
 Lamont, Ned*
 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.
 Lang, Leslie†
 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
 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
 Lazarow, Alexandre F.†
 Lazarus, Shelly B.
 Lazarus, Steven
 Leach, James A.
 Leach, Richard Alan
 Leaman, J. Welby
 Leatherman, John Matthew
 LeClerc, Paul
 Lee, David Y.
 Lee, Ellana
 Lee, Isaac
 Lee, Jeffrey Kai-Leung
 Lee, Jennifer Stuart
 Lee, Jonathan Lippman
 Lee, Nancy
 Lee, Thea Mei
 Lee, Therese
 Leebron, David W.
 Leedom-Ackerman, Joanne
 Leeds, Jeffrey T.
 Leeds, Roger S.
 Lee-Kung, Dinah
 Leet, Kenneth H.M.
 Leffall, LaSalle D. III
 Leggett, Paul Matthews
 Legro, Jeffrey W.
 Legvold, Robert
 Lehman, John F.
 Lehman, Ronald Frank Jr.
 Lehner, Peter H.
 Lehr, Amy Karen
 Lehr, Deborah M.
 Lehrer, Jim
 Leibowitz, Shelley B.*
 Leidholdt, Dorchen A.
 Leiter, Michael E.
 Leland, Marc E.
 Lemack, Carie A.
 Lemkin, Bruce Stuart
 Lemle, J. Stuart
 Le Mon, Christopher J.
 Lempert, Robert J.
 Lenfest, Harold F.
 Lenihan, Ashley Anne
 Thomas
 Lennon, Alexander T.J.
 Lennox, William J. Jr.
 Lenzen, Louis C.
 LeoGrande, William M.
 Leonard, Robert T.
 Leopold, Evelyn R.
 Lesch, Ann Mosely
 Leslie, John W. Jr.
 Lesser, Ian O.
 Lettre, Marcel J. II
 Levensohn, Pascal N.
 Leverett, Flynt L.
 Levi, Michael A.
 Levi, William R.†
 Levin, Herbert
 Levin, John A.
 Levin, Michael Stuart
 Levin, Richard C.
 Levine, Mel
 Levine, 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.
 Lewis, Bernard
 Lewis, Charlie D.†
 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
 Liddell, Christopher P.*
 Lieber, James E.
 Lieber, Robert J.
 Lieberman, Joseph I.
 Lieberman, Michael M.†
 Lieberman, Nancy A.
 Lieberthal, Keith L.
 Lieberthal, Kenneth G.
 Liebman, Jon Roy
 Liebowitz, Jessica K.
 Lienau, Odette
 Lifton, Robert K.
 Light, Timothy
 Lighthizer, Robert E.
 Lincoln, Edward J.
 Lindberg, Tod
 Lindborg, Nancy Elizabeth
 Linden, Alexandra D.
 Linden, Josephine
 Lindsay, Beverly
 Lindsay, Greg
 Lindsay, James M.
 Linen, Jonathan S.
 Link, Troland S.
 Lipman, Gustave K.
 Lipman, Ira A.
 Lipman, Joanne
 Lipper, Kenneth
 Lippey, Brian C.
 Lipsitz, Rochelle J.
 Lipsky, John Phillip
 Lipsky, Seth
 Lissakers, Karin M.
 Litan, Robert E.
 Little, David
 Littlefield, Elizabeth L.
 Littlefield, Nathan A.†
 Litwak, Robert S.
 Liu, Betty W.
 Liu, Eric P.
 Liu, Yawei
 Livingston, Robert Gerald
 Locke, Richard M.*
 Lockhart, Dennis P.
 Lodal, Jan M.
 Lodge, George Cabot
 Loeb, Daniel S.
 Logan, Francis D.
 Logevall, Fredrik D.*
 Lombardi, Clark B.
 London, Herbert I.
 Lonergan, Shawn W.
 Long, Mary Beth
 Long, William J.
 Longmuir, Shelley A.
 Longstreth, Bevis
 Lopatin, Andrew
 Lopez, Marco A. Jr.
 Loranger, Donald Eugene
 Lorber, Eric B.
 Lord, Bette Bao
 Lord, Kristin M.
 Lord, Winston
 Lorentzen, Oivind III
 Lorimer, Linda Koch
 Loskota, Brie Jeannette
 Lotrionte, Catherine B.
 Louie, Gilman G.
 Louis, William Roger
 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.

* Elected to membership in 2016.

† Elected to a five-year term membership in 2016.

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.
 Lukatsevich, Ross Z.
 Luke, John A. Jr.
 Lumley-Hall, René†
 Lund, Susan*
 Lundeberg, Greta
 Lundqvist, Bertil
 Lundstrom, Mark
 Lustick, Ian S.
 Lustig, Matthew J.
 Lute, Douglas E.
 Lute, Jane Holl
 Luttwak, Edward N.
 Lux, Marshall
 Luyten, Derek
 Luzzatto, Anne R.
 Lyman, Princeton N.
 Lynch, Thomas F. III
 Lyne, Susan Markham
 Lynk, Myles V.
 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.
 McCormack, Charles Frederick
 MacDonald, Bruce Walter
 MacDougal, Gary E.
 Mack, Consuelo Cotter
 Mack, William Brady III
 Mackay, Leo Sidney Jr.
 Mackevich, Eileen R.

* Elected to membership in 2016.

† Elected to a five-year term membership in 2016.

Mackey, Timothy Ken
 Macklin, Ronita
 Madhavan, Akshay
 Maffei, Greg
 Maguire, John David
 Mahaney, Patrick J. Jr.
 Mahanty, Daniel R.
 Maher, Evan C.†
 Mahmoud, Adel
 Mahnken, Thomas G.
 Mahoney, Paul G.
 Mahoney, Thomas H. IV
 Mai, Vincent A.
 Maier, Charles S.
 Makanju, Anna A.
 Makinson, Carolyn
 Mako, William P.
 Makovsky, David
 Malcomson, Scott
 Malek, Frederic V.
 Malik, Arslan
 Malik, Omeed†
 Mallery, David W.
 Mallery, Richard
 Mallett, Robert L.
 Mallow, Betsy
 Malmgren, K. Philippa
 Malmstrom, Erik Edward
 Maloney, Jason D.
 Malpass, David R.
 Mamdani, Mahmoud A.
 Manca, Marie Antoinette
 Mancuso, Mario
 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
 Marchetti, Louis G. III
 Marchick, David M.
 Marcom, John E. Jr.
 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, Ana W.*
 Marshall, Andrew W.
 Marshall, Dale Rogers
 Marshall, F. Ray
 Marshall, Katherine
 Marshall, Zachary Blake
 Marteau Emerson, Kimberly K.
 Marten, Kimberly Joy
 Martin, Daniel Richard
 Martin, Kelsey N.†
 Martin, Lynn Morley
 Martin, Susan F.
 Martin, William F.
 Martinez, Roman IV
 Martin-Ray, Francisco†
 Marton, Kati I.
 Mas, Jorge
 Masiello, Elizabeth†
 Masin, Michael T.
 Masloski, Andrew C.†
 Masoud, Tarek
 Massey, L. Camille
 Massey, Walter E.
 Massimino, Elisa C.
 Mast, Brian J.
 Mast, Jeffrey Barclay
 Mastanduno, Michael
 Masters, Carlton A.
 Masters, Jonathan R.†
 Mathews, Jessica T.
 Mathews, Michael S.
 Mathias, D. Stephen
 Mathias, Dale
 Mathias, Edward J.
 Mathis, Brian Pierre
 Matlock, Jack F. Jr.
 Matos Rodríguez, Félix V.
 Matsukata, Naotaka
 Matthews, Barbara C.
 Mattox, Gale A.
 Matuszewski, Daniel C.
 Matzke, Richard H.
 Mauro, Paul
 Maxwell, Ann Titiev
 Maxwell, Kenneth R.
 May, Peter W.
 Mayer, Claudette
 Mayer, Jason D.
 Mayer, William Emilio
 Mayorkas, Alejandro N.*

Mazur, Jay
 McAfee, William Gage
 McAllister, Singleton B.
 McAndrews, Brendan J.
 McAuliffe, Jamie
 McAuliffe, Jane Dammen
 McCaffrey, Barry R.
 McCain, John S. III
 McCall, Brian*
 McCann, Edward F. Jr.
 McCarron, Suzanne
 McCarter, John W. Jr.
 McCarthy, James P.
 McCarthy, Kathleen D.
 McCarthy, Terence Arthur
 McCarthy-Beehner, Julie
 McCaul, Elizabeth*
 McCaw, Craig O.
 McCaw, Susan R.
 McChrystal, Stanley A.
 McClendon, Karen†
 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
 McDonald, Alonzo L.
 McDonald, Erroll*
 McDonald, Gabrielle Kirk
 McDonald, Tom
 McDonough, William J.
 McDougall, Gay J.
 McEaney, 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
 McHale, Judith A.
 McHenry, Donald F.

McIntosh, Sean Justin	Meigs, Montgomery C.	Miller, Brian Andrew	Montelongo, Michael
McKean, David	Meiman Hock, Kellie	Miller, Charles R.	Montgomery, Harold H.
McKenna, Tjada D'Oyen	Meisels, A. Greer	Miller, Christopher D.	Montgomery, Mark C.
McKenney, Morgan	Meissner, Doris M.	Miller, David Charles Jr.	Montgomery, Parker G.
McKeon, Elizabeth A.	Melby, Eric D.K.	Miller, Debra Lynn	Moock, Joyce Lewinger
McKibben, Tracy B.	Melia, Allison	Miller, Franklin C.	Moody, Jim
McLarty, Thomas F. III	Melin, Nicholas O'Brien	Miller, Heidi G.	Moody, William S.
McLaughlin, Charles	Melloan, George R.	Miller, Ingrid C.	Moon, Lisa J.†
James IV	Melton, Carol A.	Miller, James N. Jr.	Moore, Brandon David
McLaughlin, John E.	Melwani, Anish	Miller, Judith	Moore, John J. Jr.
McLean, Jeffrey J.	Melwani, Prakash A.	Miller, Justin R.	Moore, John M.
McLean, Mora L.	Mendelson, Sarah E.	Miller, Ken	Moore, John Norton
McLean, Sheila Avrin	Mendelson Forman,	Miller, Linda B.	Moore, Jonathan
McLin, Jon Blythe	Johanna Sebastian	Miller, Matthew L.	Moore, Julia A.
McManus, Doyle	Mendillo, Jane L.	Miller, Paul J.	Moorman, Thomas S. Jr.
McMaster, Herbert R.	Mendlovitz, Saul H.	Miller, Rodrick T.	Moose, George E.
McNairy, Margaret	Mendonca, Lenny	Miller, Scott L.	Mora, Alberto J.
Leighton	Mendoza, Roberto G.	Miller, Thomas J.	Mora, Antonio G.
McNamara, Dennis L.	Meng, Sue	Miller, William Green	Moran, Michael E.
McNamara, Kathleen R.	Menon, Rajan	Miller, William Scott Jr.	Moran, Terence P.
McNamara, Thomas E.	Menschel, Robert B.	Milliken, James B.	Moran, Theodore H.
McNamer, Bruce W.	Mentor, Joel Y.	Millington, John A.	Moravcsik, Andrew
McNaugher, Thomas L.	Merisotis, Jamie P.	Mills, Bradford	Morell, Michael J.
McNeill, Ha Nguyen	Merkel, Claire Sechler	Mills, Karen Gordon	Morey, David Edward
McPeak, Merrill A.	Merkel, David A.	Mills, Susan Linda	Morgan, Charlotte M.
McPherson, M. Peter	Meron, Theodor	Milner, Helen V.	Morgan, Daniel S.*
McQuade, Lawrence C.	Merow, John E.	Milrod, Donna	Morgan, Richard O.W.
McRaven, William H.	Merszei, Zoltan	Mintz, Daniel R.	Morin, Jamie Michael
McRobbie, Michael A.*	Mesdag, Willem	Mirchandani, Bhakti	Morningstar, Richard L.
McWade, Jessica C.	Meselson, Matthew S.	Ramesh	Morris, Anna Marisa†
Meacham, Carl E.	Meserve, Richard A.	Miscik, Jami	Morris, Charles R.
Meacham, Jon	Messina, James A.*	Mishkin, Alexander V.	Morris, Frederic A.
Mead, Dana G.	Mestre, Eduardo Goar	Misko, Sean A.	Morris, Jane Mosbacher†
Mead, E. Scott	Mestres, Ricardo A. Jr.	Mitch, Ian Scott	Morris, Nate
Mead, Walter Russell	Metzl, Jamie Frederic	Mitchell, Andrea	Morrison, J. Stephen
Meadows, Jeanne Terry	Meyer, Edward C.	Mitchell, Arthur M. III	Morrison, Trevor W.
Mearsheimer, John J.	Meyer, Joel T.	Mitchell, George J.	Morrissey, Arthur C.
Medavoy, Mike	Meyer, Karl E.	Mitchell, Marc	Morse, Edward L.
Medawar, Adrienne	Meyer, Laurence H.	Mitchell, Patricia E.	Morse, Kenneth P.
Medeiros, Evan S.	Meyer, Michael Ryder	Mitre, Jim	Morse, Stephen S.
Medina, Kathryn B.	Meyers, Hannah Elka	Mize, David M.	Mortimer, David H.
Medina, Monica P.*	Meyerstein, Ariel†	Mizel, Larry A.	Mosbacher, Robert A. Jr.
Medish, Mark Christian	Michel, Christopher	Mochizuki, Kiichi	Moseley, T. Michael
Meeker, Mary	Prentiss	Modi, Kalpen Suresh	Moser, Joel H.
Meeks, James Joseph	Michelson, Evan S.	Modlin, James M. Jr. †	Moses, Alfred H.
Meers, Sharon I.	Mickiewicz, Ellen	Moe, Sherwood G.	Mosettig, Michael David
Meertens, Michelle A.	Mihaly, Eugene B.	Moffett, George D.	Moskow, Michael H.
Meese, Michael J.	Mikell, Gwendolyn	Mohamed, Saira	Moss, Ambler H. Jr.
Mehlman, Kenneth B.	Mikolay, Justin	Mohandas, Siddharth	Moss, Ian C.
Mehra, Sanjeev K.	Milestone, Judith B.	Mohyeldin, Ayman	Moss, Jeff
Mehreteab, Ghebre Selassie	Millard, Robert B.	Molano, Walter Thomas	Moss, Todd J.
Mehta, Probir J.	Miller, Aaron David	Monaco, Lisa O.	Mossman, James
Mehta, Ved	Miller, Aaron Weidner	Monahan, John*	Motley, Joel W.
	Miller, Alisa	Mondale, Walter F.	Mottahedeh, Roy P.
	Miller, Amber D.	Moneyhon, Matthew	Motulsky, Daniel T.
	Miller, Anthony Murray	Moniz, Ernest J.	Mouat, Lucia
	Miller, Blair E.	Montañez, Benjamin A.	Moulton, Seth

* Elected to membership in 2016.

† Elected to a five-year term membership in 2016.

Moyer, Homer E. Jr.
 Mudd, Daniel H.
 Mudd, Margaret F.
 Mujal-Leon, Eusebio
 Mukhopadhyay, Dipali
 Mukunda, Gautam
 Mulberger, Virginia A.
 Mulford, David C.
 Mullen, Kimberly †
 Mullen, Michael G.
 Muller, Edward R.
 Mundie, Craig James
 Munroe, Alexandra
 Kneeland
 Munsch, Stuart B.
 Murase, Emily Moto
 Murdeshwar, Sid
 Murdock, Deroy
 Murphy, Clarke
 Murphy, Ewell E. Jr.
 Murphy, Micah D.
 Murphy, Richard W.
 Murphy, Sean P.*
 Murray, Alan S.
 Murray, Christopher J.L.*
 Murray, Douglas J.
 Murray, Ian P.
 Murray, Janice L.
 Murray, Lori Esposito
 Murray, Robert J.
 Musalem, Alberto G.
 Musham, Bettye Martin
 Muthiah, Radha
 Mutua, Makau W.
 Muzinich, Justin G.*
 Myers, Margaret
 Myers, Micah S.
 Myers, Richard B.
 Myerson, Roger B.
 Myerson, Toby S.
 Myrow, Stephen A.

N

Nachman, David Eli
 Nacht, Michael
 Nadiri, M. Ishaq
 Naftalis, Benjamin
 Nagl, John A.
 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.
 Natali, Denise*
 Nathan, James A.
 Nathan, Scott A.*
 Nathanson, Marc B.
 Nathoo, Raffiq A.
 Nau, Henry R.
 Navab, Alexander
 Nazarian, Sharon Soraya*
 Neal, Jeffrey C.
 Neal, Stephen L.
 Nealer, Kevin G.
 Nederlander, Robert Jr.
 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
 Nephew, Richard M. †
 Nesbit, Lynn
 Neuger, Win J.
 Neuman, Stephanie G.
 Neureiter, Norman P.
 Nevels, James Edwin
 Newberg, Esther R.
 Newburg, Andre
 Newcomb, Nancy S.
 Newell, John F. III
 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
 Nicholas, N. J. Jr.
 Nichols, Christopher M.
 Nichols, Rodney W.
 Nicholson, Jan
 Nides, Thomas R.
 Niehuss, John M.
 Niehuss, Rosemary Neaher

Nielsen, Nancy
 Nielsen, Suzanne Christine
 Nilsson, Keith R.
 Nilsson, Kenneth A.
 Nimetz, Matthew
 Nimr, Amer N.
 Ninan, Reena
 Nitze, William A.
 Niu, X. Rick*
 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.
 Norville, Deborah*
 Nossel, Suzanne F.
 Noto, Lucio A.
 Novack, Lynne Dominick
 Novogratz, Jacqueline
 Novotny, Thomas E.
 Noyes, Alexander H. †
 Nuechterlein, Jeffrey D.
 Nunn, Sam
 Nussbaum, Bruce
 Nuzum, Henry G.
 Nwogu, Nneoma V.
 Nye, J. Benjamin H.
 Nye, Joseph S. Jr.
 Nyheim, Erik A. †

O

Oakley, David P.
 Oat-Judge, Siobhan
 Obey, David R.
 O'Brien, James C.
 O'Brien, Justus J.
 O'Brien, Morgan J. III †
 Ocampo, Juan
 Occomy, Marcia D.
 Ochoa-Brillembourg, Hilda
 O'Cleireacain, Carol
 O'Connor, Eileen M.
 O'Connor, Nuala
 Odeen, Philip A.
 Odell, Jamieson Meldal

Odell, John S.
 Odland, Stephen A.*
 Odum, Marvin E. III
 Offenheiser, Raymond C.
 Jr.
 Offit, Morris W.
 O'Flaherty, J. Daniel
 Oh, Kongdan
 O'Hanlon, Michael
 O'Hearn, Katherine I.
 Ohtagaki, Johna
 Ojito, Mirta
 Okobi, Ebelechukwu
 Adaeze
 Olayan, Hutham S.
 O'Leary, Brendan*
 Olidort, Jacob †
 Oliver, April A.
 Oliver, John L. III
 Oliver, Jove R. †
 Olivera, Armando J.
 Ollivant, Douglas A.
 Olson, Jane T.
 Olson, Kimberly G. †
 Olson, Lyndon L. Jr.
 Olson, Ronald L.
 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.
 Onger, Nyagaka
 Oppenheim, Jeffrey Thomas
 Oppenheimer, Andres M.
 Oppenheimer, Michael F.
 O'Prey, Kevin P.
 Ordway, John M.
 Orentlicher, Diane
 Orlins, Stephen A.
 Ornstein, Norman J.
 O'Rourke, Patrick J.
 Orr, Robert C.
 Orrenius, Pia M.
 Orszag, Peter R.
 Ortiz, Michael R. †
 Osborn, John E.
 Osborne, Richard de J.
 Osius, Margaret Elizabeth
 Osmer McQuade, Margaret
 Osnos, Evan L.R.
 Osnos, Peter L.W.
 Osnos, Susan Sherer
 Osterholm, Michael T.
 O'Sullivan, Meghan L.

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Otero, Maria
O'Toole, Tara Jeanne
Ovitz, Michael S.
Owens, James W.
Owens, Missy
Owens, William A.
Oxman, Bernard H.
Oxman, Stephen A.
Oye, Kenneth A.

P

Paal, Douglas Haines
Paasch, Christian R.†
Pachios, Harold C.
Packard, George R.
Padilla, Matthew S.J.†
Padmanabhan, Vijay M.
Padrón, Eduardo J.
Page, Carter W.
Paine, D. Thompson
Paine, George C. Jr.
Paisner, Bruce Lawrence
Pakula, Hannah C.
Paliwal, Suyash G.†
Palmer, Matthew A.
Palmisano, Samuel J.
Pandith, Farah Anwar
Papa, Anthony Adam†
Papagapitos, Ariadne
Papagianis, Christopher
Paperin, Stewart J.
Parasiliti, Andrew
Pardee, Scott E.
Pardes, Herbert
Pardew, James W.
Parekh, Deven J.
Parekh, Sanjay
Parent, Louise M.
Paris, Jonathan
Parker, C. Allen
Parker, Elizabeth Rindskopf
Parker, Jay M.
Parker, Ned
Parker, Penny L.
Parker, William James III*
Parkinson, Roger P.
Parks, Michael Christopher
Parnell, Sean
Parrino, Roger Sr.*
Parsky, Gerald L.
Parsons, Richard D.
Pascoe, B. Lynn

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Pascual, Carlos E.
Passer, Juliette M.
Passman, Pamela S.
Pate, R. Hewitt
Patel, Ebrahim S.*
Patel, Mira
Patel, Nikhil I.
Patel, Vishal P.
Patil, DJ*
Patrick, Hugh T.
Patrick, Stewart M.
Patricof, Alan Joel
Patricof, Susan E.
Patrikis, Ernest T.
Patron, Michelle N.
Patterson, Patricia M.
Patterson, Rebecca
Patterson, Rebecca Damm*
Patterson, Richard North
Pattiz, Norman J.
Paul, Douglas L.
Paul, Pamela
Paul, Roland A.
Paulikas, Steven
Paulson, Henry M. Jr.
Paulson, John
Paulus, Judith K.
Paumgarten, Nicholas Biddle
Paxson, Christina H.
Peacock, Anne F.†
Pearl, Jonathan J.
Pearlstine, Norman
Pearson, W. Robert
Peckham, Gardner G.
Pedersen Thomas, Leah
Pederson, Rena M.
Peek, Andrew L.
Pelletreau, Robert H. Jr.
Peña, Federico F.
Peñalver, Eduardo M.
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.
Perlman, Janice Elaine
Perlmutter, Barbara S.
Perlmutter, Louis
Permesly, Jennifer L.

Perritt, Henry H. Jr.
Perry, June Carter
Perry, Rania C.
Perry, Robert C.
Perry, William J.
Person, Robert†
Peters, Mary Ann
Peters, Michael P.
Petersen, Mathew Scott
Peterson, Holly
Peterson, Michael A.
Peterson, Peter G.
Petraeus, David H.
Petree, Richard W. Jr.
Petri, Thomas E.
Pettibone, Peter J.
Petty, John R.
Peyronnin, Joseph Felix
Pfaltzgraff, Robert L. Jr.
Pfeiffer, Jane Cahill
Pfeiffer, Leon K.
Pfeiffer, Steven B.
Phan, Dang Tan
Pharr, Susan J.
Phelps, Edmund S.
Pillion, Suzanne K.
Phillips, Cecil M.
Phillips, Charles E. Jr.*
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, Ponchitta
Piercy, Jan
Pierre, Andrew J.
Pifer, Steven K.
Pigott, Charles M.
Pike, John E.
Pilgrim, Kathryn
Pillar, Paul R.
Pillsbury, Marnie S.
Pillsbury, Michael
Pincus, Walter H.
Pineda, Patricia S.
Pipes, Daniel
Pipes, Richard
Pitts, Joe W. III
Pitts-Kiefer, Samantha
Pizzarello, Louis D.
Platt, Alan A.
Platt, Alexander H.
Platt, Kobi
Platt, Nicholas

Platt, Sheila Maynard
Plattner, Marc F.
Platts, James T.
Plepler, Richard L.
Plutzik, Jonathan
Poats, Rutherford M.
Pocalyko, Michael Nicholas
Podesta, Mae†
Podhoretz, John
Pogue, Richard W.
Poizner, Stephen L.
Pokempner, Dinah R.
Polan, Mary Lake
Pollack, Gerald A.
Pollack, Jonathan D.
Pollack, Kenneth Michael
Pollard, Neal A.
Pollock, Gregory S.†
Pollock, Jeffrey*
Pollock, Robert Lansing
Polovets, Stan
Polyakova, Alina†
Pond, Elizabeth
Poneman, Daniel Bruce
Pool-Eckert, Marquita J.
Popadiuk, Roman
Popat, Pranav Pravin
Popkin, Anne B.
Popp, John G.
Porat, Ruth
Porreca, Nicole Anne
Porter, Damon Shelby*
Portes, Richard
Porzecanski, Arturo C.
Posen, Adam S.
Posen, Barry R.
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.
Prah Ruger, Jennifer
Pranger, Robert J.
Prasad, Mukesh
Prasso, Sheridan
Press, William H.
Pressler, Larry
Pressman, Evan D.

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

Q

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

R

Raab, Jennifer J.
 Raas, Whitney
 Rabb, Bruce
 Rabin, Stuart J.
 Rachelson, David B.†
 Radia, Kirit M.
 Radsch, Courtney Covey
 Radtke, Robert W.
 Rafferty, Emily Kernan
 Rahman, Anika
 Raimondo, Gina
 Raines, Franklin D.

* Elected to membership in 2016.

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Ramakrishna, Kilaparti
 Ramamurthy, Pradeep
 Raman, Aneesh
 Raman, Sujit
 Ramer, Bruce M.
 Ramirez, Lilia L.
 Ramnath, Leela†
 Ramos, Dorian Jacqueline†
 Rampini, Federico*
 Ramsey, W. Russell
 Randall, Lisa
 Randolph, R. Sean
 Randt, Clark T. Jr.
 Rankin, Clyde E. III
 Raphel, Robin Lynn
 Rappaport, Alan
 Rascoff, Samuel James
 Ratchford, J. Thomas
 Rather, Dan
 Ratnesar, Romesh M.
 Rattner, Steven L.
 Rattray, Gregory John
 Rauch, Rudolph S.
 Rauf, Feisal Abdul*
 Rauhut, Michael*
 Raul, Alan Charles
 Raustiala, Kal
 Raval, Adi
 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

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
 Renier, Jessica J.†
 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.
 Reynolds, Justin†
 Reynoso, Julissa
 Rhinesmith, Stephen H.
 Rhodes, William R.
 Ricardel, Mira R.
 Riccardi, Steven
 Rice, Condoleezza
 Rice, Donald S.
 Rice, Joseph Lee III
 Rice, Matthew James
 Rice, Susan E.
 Rich, Michael D.
 Rich, William G.†
 Richard, Anne C.
 Richards, Nicholas S.
 Richards, Paul G.
 Richardson, Frank E.
 Richardson, Henry J. III
 Richardson, John M.*
 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
 Ritter, Gretchen*
 Rivkin, David B. Jr.
 Rivkin, David W.
 Rivlin, Alice M.
 Rizk, Nayla M.
 Roach, Stephen S.
 Robb, Charles S.
 Robbins, Carla Anne
 Robbins, Elizabeth Jane
 Robbins, Jeremy
 Robbins, Rachel F.
 Robert, Stephen
 Roberts, Bradley H.
 Roberts, Carter S.
 Robertson, Charles K.
 Robertson, Thomas
 Andrew*
 Robichaud, Carl Alexander
 Robinson, Barbara Paul
 Robinson, Chase F.
 Robinson, David Z.
 Robinson, Davis R.
 Robinson, Eric L.†
 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
 Rodman, Lindsay L.
 Rodríguez, Eric
 Rodriguez, Javier
 Rodriguez, Rita M.
 Rodriguez, Stephen Paul
 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.
 Rohlfig, Joan
 Rojas, Julio*
 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.
 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.
 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.
 Roy, J. Stapleton
 Rubenstein, David M.
 Rubenstein, Leonard S.
 Rubin, Arthur Mark
 Rubin, Barnett R.
 Rubin, Gretchen C.
 Rubin, James P.
 Rubin, Nancy H.
 Rubin, Nilmini Gunaratne
 Rubin, Robert E.
 Rubin, Trudy S.
 Rudder, Philip C.
 Rudin, William C.
 Ruenitz, Robert M.
 Ruggie, John G.
 Rugh, William A.
 Rumer, Eugene B.
 Runde, Daniel FitzGerald
 Runge, Carlisle Ford
 Rupp, George
 Russell, Bradley S.
 Rutherford, Alanna C.
 Ryan, Evan M.
 Ryan, John T. III
 Ryan, Jordan Dimock
 Ryan, Kevin P.
 Ryan, Mary (Missy) C.*
 Ryan, Patrick G. Jr.
 Ryan, Patrick Kevin
 Ryu, Rexon Y.*

S

Saab, Bilal Y. †
 Sabet, Kevin A. †
 Sabonis-Helf, Theresa

Sachs, Jeffrey D.
 Sachs, Philippe Eric
 Sacks, Paul M.
 Sadat, Leila Nadya
 Saddler, Latham G. III †
 Sadowska, Maggie †
 Sagan, Scott D.
 Saghri, Faraj
 Saifee, Maryum 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.
 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.
 Sander, Alison B.
 Sanders, Barry A.
 Sanderson, Steven E.
 Sands, Amy
 Sanger, David E.
 Sanghvi, Sunil
 Santosham, Shireen Hannah
 Sapiro, Miriam
 Sapolsky, Harvey M.
 Sapp Mancini, Angela
 Sargeant, Stephen Thomas
 Sarotte, Mary Elise
 Sassen, Saskia
 Sasser, James R.
 Satcher, David
 Satchit, Vidya †
 Satkalmi, Ravi
 Satloff, Robert B.
 Satter, Muneer A.
 Saul, Ralph Southey
 Savitt, Jill A.
 Savoy, Conor M.
 Sawoski, Mark
 Sawyer, Diane
 Sawyers, Charles L.
 Scaramucci, Anthony*

Scarborough, Joe
 Schacht, Henry B.
 Schadow, Nadia
 Schaefer, Ahren Joseph
 Schaffer, Howard Bruner
 Schaffer, Teresita C.
 Schaible, Damian S.
 Schake, Kori
 Schapiro, Mary*
 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
 Schifrin, Nicholas S.S. †
 Schifter, Richard
 Schiller, Vivian L.
 Schleiff, Henry S.*
 Schlein, Michael Edward
 Schlesinger, David Adam
 Schlesinger, Jacob M.*
 Schlesinger, Leonard A.
 Schlesinger, Stephen C.
 Schlosser, Herbert S.
 Schlosstein, Ralph L.
 Schmemann, Anya
 Schmemann, Serge
 Schmerin, Daniel E.
 Schmidle, Robert E. Jr.*
 Schmidt, Benno Jr.
 Schmidt, Eric
 Schmitt, Eric P.
 Schmitt, Michael N.
 Schmoke, Kurt L.
 Schnabel, Rockwell A.
 Schneider, Jan
 Schneider, William
 Schneider, William Jr.
 Schneidman, Witney Wright
 Schneier, Arthur
 Schnetzer, Amanda W.
 Schnitzer, Alan
 Schoen, Douglas E.
 Schoenholtz, Kermit L.*
 Schortzmann, Craig J.
 Schouten, Schuyler J.
 Schrage, Elliot J.
 Schrage, Steven Patrick

* Elected to membership in 2016.

† Elected to a five-year term membership in 2016.

Schramm, Carl J.
 Schrank, Delphine†
 Schreiber, Brian T.
 Schroeder, Christopher
 Matthew
 Schubert, Richard Francis
 Schuepbach, Martin A.
 Schuker, Jill A.
 Schulhof, Lesley Gurkin
 Schulhof, Michael Peter
 Schulman, Loren†
 Schultz, Tammy S.
 Schulz, Lauren Gabrielle
 Schulz, William F.
 Schumacher-Matos, Edward
 Schwab, George D.
 Schwab, Susan Carroll
 Schwalbe, Nina Rebecca
 Schwartz, Bernard L.
 Schwartz, Daniel Ian
 Schwartz, Eric Paul
 Schwartz, Kathryn A.†
 Schwartz, Mattathias
 Schwartz, Norton A.
 Schwartz, Peter
 Schwarz, Adam
 Schwarz, David Alan
 Schwarz, Jeremiah
 William Jr.
 Schwarzman, Stephen A.
 Schwebel, Stephen M.
 Schwemlein, James C.†
 Sciolino, Elaine F.
 Sciubba, Jennifer D.†
 Scitutto, James E.
 Scott, Jeannine B.
 Scott, Robert A.
 Scowcroft, Brent
 Scully, Timothy R.
 Sears, Jonathan E.
 Seaton, Edward L.
 Seaton, James B. III
 Sebelius, Ned†
 Sechser, Todd S.
 Segal, Susan Louise
 Sehgal, Kabir
 Seib, Gerald F.
 Seibold, Frederick C. Jr.
 Seiple, Chris
 Sekulow, Eugene A.
 Selig, Stefan
 Seligmann, Peter

Selin, Ivan
 Sellitto, Michael†
 Semetko, Holli A.
 Sender, Henny
 Sennett, Richard
 Senseney, Céline
 Serchuk, Vance F.†
 Servan-Schreiber, Pascaline
 Sesno, Frank W.
 Sestanovich, Stephen R.
 Setrakian, Lara
 Sexton, John E.
 Seymour, Frances J.
 Shackelford, Scott James
 Shafer, D. Michael
 Shafer, Jeffrey R.
 Shahbandar, Oubai
 Shaheen, Brett†
 Shailor, Barbara
 Shalala, Donna E.
 Shambaugh, David
 Shanker, Thomas Daniel
 Shapiro, Andrew J.
 Shapiro, Ian
 Shapiro, Isaac
 Shaplen, Jason T.
 Sharenow, Greg
 Sharma, Amit
 Sharma, Deven
 Sharp, Adam Mikael
 Sharp, Daniel A.
 Shattuck, John
 Sheehan, Kevin P.
 Sheen, Edward
 Sheeran, Josette M.
 Sheets, Nathan
 Sheffield, Jill W.
 Sheils, Siobhan M.†
 Sheldon, Eleanor B.
 Shelley, Louise I.
 Shelp, Ronald Kent
 Shelton, Joanna Reed
 Shelton-Colby, Sally A.
 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
 Sheynberg, Raisa†

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, Islam A.*
 Sidhu, Dawinder S.
 Siegal, Bippy M.
 Siegal, Brian D.*
 Siegel, Hanna L.†
 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, Daniel I.*
 Silverberg, Kristen L.
 Silverman, Josh
 Silvers, Robert
 Silvers, Robert B.
 Simakovsky, Mark D.
 Simes, Dimitri K.
 Simkowitz, Daniel A.*
 Simmons, Adele
 Simmons, P. J.
 Simmons, Ruth J.
 Simon, David A.†
 Simon, Denis Fred

Simon, Hugh V. Jr.
 Simon, Joel
 Simpson, Erin M.
 Sims, Calvin G.
 Singh, Ashika
 Singh, Prabhjot
 Singham, Shanker A.
 Singleton, Lincoln Cameron
 Sinha, Nidhi
 Sinkin, Richard N.
 Sisk, Mark S.
 Sitaraman, Ganesh
 Sitrick, James Baker
 Skelton, DJ
 Skinner, Kiron Kanina
 Sklarew, Jennifer Friedman
 Skol, Michael
 Skolnikoff, Eugene B.
 Skora, Alexander J.
 Skorka, Melissa
 Skorton, David J.
 Slackman, Michael E.*
 Slade, David R.
 Slater, Alexander
 Slattery, Jim C.
 Slaughter, Anne-Marie
 Slaughter, Richard A.
 Slavina, 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 D.
 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, Jean Kennedy
 Smith, Jeffrey H.
 Smith, Justin B.
 Smith, Malcolm B.
 Smith, Martin
 Smith, Michael B.
 Smith, Michelle Marie
 Smith, Peter Hopkinson

* Elected to membership in 2016.

† Elected to a five-year term membership in 2016.

Smith, R. Jeffrey
 Smith, Richard M.
 Smith, Shannon L.
 Smith, Stephen G.
 Smith, Taiya M.
 Smith, Tony
 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
 Sokol, Steven E.*
 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
 Sorrell, Erin M.†
 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
 Spencer, John

Spengler, Laurie Jean
 Sperling, Gene B.
 Spero, Joan E.
 Spero, Joshua B.
 Speyer, Jerry I.
 Spiegel, Daniel L.
 Spiegel, John W.
 Spiegel, Julia†
 Spielvogel, Carl
 Spiers, Ronald Ian
 Spies, Katherine L.
 Spindle, Bill
 Spindler, J. Andrew
 Spoon, Alan
 Sridhar, Aparna
 Srinivasan, Sujatha
 Aravinda
 Stahl, Lesley R.
 Staley, Jes
 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.
 Stephan, Maria J.*
 Stephanopoulos, George R.
 Stephenson, Randall L.
 Stern, David J.
 Stern, Jeffrey M.
 Stern, Jessica E.
 Stern, Paul G.
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Stern, Walter P.
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 Stetson, Anne
 Stevens, Charles R.
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 Stevens, Robert J.
 Stevenson, Charles A.
 Stewart, C. Evan
 Stewart, Donald M.
 Stewart, Jamie B. Jr.
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 Stiglitz, Joseph E.
 Stiles, Deborah F.
 Stith, Charles R.
 Stith, Kate
 Stobaugh, Robert B.
 Stockman, Farah*
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 Stoga, Alan J.
 Stokes, Bruce
 Stone, Benjamin D.
 Stone, Randall W.
 Stonesifer, Patricia Q.
 Stong, Elizabeth S.
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 Stremlau, John J.
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 Stromseth, Jane E.
 Stromseth, Jonathan R.
 Strossen, Nadine
 Stuart, Scott M.
 Stubbs, John
 Studzinski, John J.
 Sturchio, Jeffrey L.
 Styron, Rose
 Styslinger, Lee J. III
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 Suleiman, Ezra N.
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 Sullivan, Gordon R.
 Sullivan, John D.
 Sullivan, Maura C.†
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 Sumar, Fatema Z.
 Summers, Lawrence H.
 Sun, Angela
 Sundiata, Ibrahim K.
 Sununu, John E.
 Suominen, Kati

Suro, Roberto A.
 Sutphen, Mona K.
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 Swan, Guy C. III
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 Swanson, Jonathan
 Swartz, Salli Anne
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 Swid, Scott L.
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T

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 Williams, Brian D.
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 Williams, Dave H.
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 Williams, Margaret Douglas
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 Wilmers, Robert G.
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 Wilson, Isaiah III
 Wilson, Margaret S.
 Wilson, Rodney K.
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 Winch, Steve D.
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 Winfield, W. Montague
 Wing, Adrien Katherine
 Winik, Jay
 Winkler, Matthew A.
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 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, Charles Jr.
 Wolf, Michael J.
 Wolf, Robert
 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

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Woodruff, Judy C.
Woodruff, Robert W.
Woods, Ward W.
Woodward, Susan L.
Woog, Carl†
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.
Wylter, 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.
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Yassif, Jaime M.
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Yellen, Janet Louise
Yeo, Andrew I.
Yeo, Peter
Yergin, Daniel H.
Yetken, Melike A.†

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Yoffie, David B.
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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.
Yuan, Sharon H.*
Yun, Philip W.
Yunus, Monica Helena

Z

Zabel, William D.
Zacharia, Janine
Zack, Stephen N.
Zafar, Shaarik H.
Zagat, Nina S.*
Zagoria, Donald S.
Zahn, Paula A.
Zakaria, Arshad R.
Zakaria, Fareed
Zakem, Vera
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Zames, Matthew E.
Zarate, Juan Carlos
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Zartman, I. William
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.
Zilkha, Donald E.
Zilkha, Ezra K.
Zimmer, Robert J.*
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Zimmerman, Peter D.
Zimmermann, Stephen S.
Zimpher, Nancy L.
Zinberg, Dorothy Shore

Zinsmeister, Jeffrey E.
Zipp, Brian R.
Zirin, James D.
Zittrain, Jonathan L.
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Zogby, James J.
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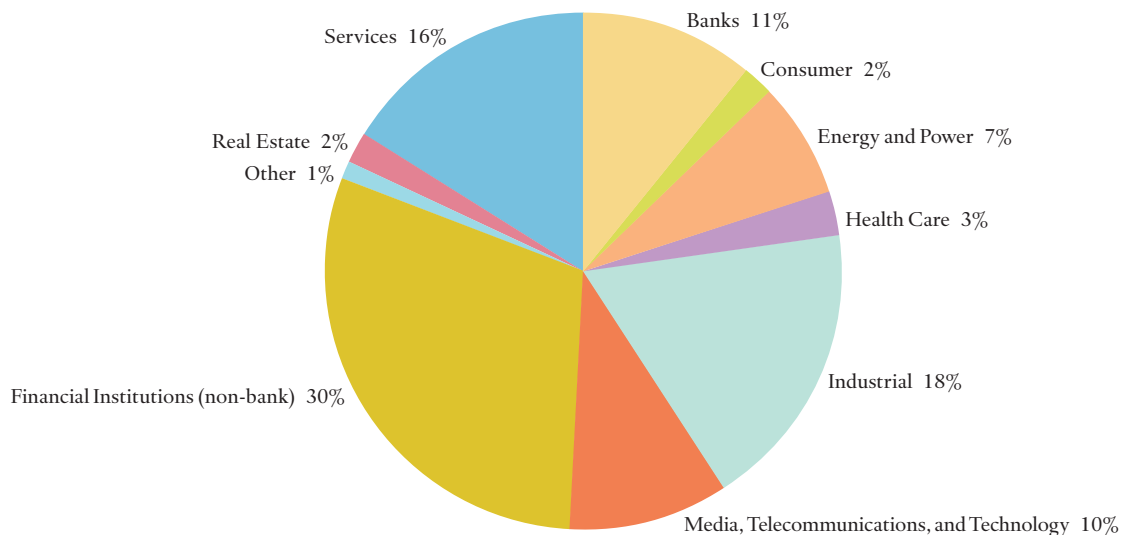
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In 2003, the Council on Foreign Relations established the first endowed chair in Africa policy studies at any U.S. think tank or public policy school. This scholar addresses matters of economic and political development in Africa. The chair is held by **John Campbell**.

DOUGLAS DILLON FELLOWSHIP

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

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

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

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

MAURICE R. GREENBERG SENIOR FELLOW IN CHINA STUDIES

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

IRA A. LIPMAN CHAIR IN EMERGING TECHNOLOGIES AND NATIONAL SECURITY

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

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 **Shannon K. O'Neil**, was created to provide analysis of current developments in Latin America.

DAVID M. RUBENSTEIN CHAIR IN ENERGY AND THE ENVIRONMENT

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

cofounder and managing director of the Carlyle Group. **Michael A. Levi**, who directs the Council's Maurice R. Greenberg Center for Geoeconomic Studies and the program on energy security and climate change, holds the chair.

HASIB J. SABBAGH CHAIR IN MIDDLE EAST STUDIES

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

WHITNEY H. SHEPARDSON FELLOWSHIP

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

C. V. STARR CHAIR IN ASIA STUDIES

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

GENERAL JOHN W. VESSEY CHAIR IN CONFLICT PREVENTION

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

PAUL A. VOLCKER CHAIR IN INTERNATIONAL ECONOMICS

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

SPECIAL FELLOWSHIPS

SHELBY CULLOM AND KATHRYN W. DAVIS

ADJUNCT SENIOR FELLOWSHIP FOR COUNTERTERRORISM AND HOMELAND SECURITY

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

BERNARD L. SCHWARTZ SENIOR FELLOWSHIP IN BUSINESS AND FOREIGN POLICY

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

STEVEN A. TANANBAUM SENIOR FELLOWSHIP IN INTERNATIONAL ECONOMICS

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

VISITING FELLOWSHIPS

MILITARY FELLOWSHIPS

Every year, each service nominates an outstanding candidate for a military fellowship. These fellowships enable officers to broaden their understanding of international affairs and U.S. foreign policy by spending a year in residence at the Council. This year's fellows were Colonel **Michael R. Fenzel**, U.S. Army; Captain **Ronald A. LaBrec**, U.S. Coast Guard; Colonel **Sean P. Larkin**, U.S. Air Force; Captain **Sean R. Liedman**, U.S. Navy; and Colonel **Christopher A. McPhillips**, U.S. Marine Corps.

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 2015–2016 Murrow Fellow was **Graeme Wood**, contributing editor, *Atlantic*, and lecturer in political science, Yale University.

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 2015–2016 National Intelligence Fellow was **Ella-May Seth**.

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 2015–2016 fellows were **Elizabeth Saunders** and **Amy J. Nelson**.

ENDOWED AND OTHER SPECIALLY FUNDED PROGRAMS

ExxonMobil Women and Development Series
Pieter A. Fisher Program, International Relations
W. Averell Harriman Program, Europe
HBO What to Do About... Series
Winston Lord Program, Asia
John J. McCloy Program, International Relations
C. Peter McColough Series on International Economics
Thomas J. Watson Meetings Program

LECTURESHIPS AND OTHER PROGRAMMING

DARRYL G. BEHRMAN LECTURE ON AFRICA POLICY

Members of the Behrman family funded this lecture on Africa policy in memory of Darryl G. Behrman, who was originally from South Africa and had an abiding passion for Africa and international peace. This year's lecture featured **Thomas Frieden**, director of the U.S. Centers for Disease Control.

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 keynote speaker was **Jason Furman**, chairman of the Council of Economic Advisers.

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 **David Miliband**, president and chief executive officer of the International Rescue Committee, and **Peter Wittig**, ambassador of the Federal Republic of Germany to the United States.

JOHN B. HURFORD MEMORIAL LECTURE

Inaugurated in 2002 in memory of Council member John B. Hurford, this annual lecture features individuals who represent critical new thinking in foreign policy and international affairs. This year's lecturer was **Francis Fukuyama**, Olivier Nomellini senior fellow at the Freeman Spogli Institute for International Studies.

RUSSELL C. LEFFINGWELL LECTURE

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

and more recently through the generosity of Thomas Leffingwell Pulling and his son Edward Leffingwell Pulling. The most recent lecture featured **Enrique Peña Nieto**, president of Mexico.

LESSONS FROM HISTORY SERIES

This meeting series was endowed by David Rubenstein in 2015 to use historical analysis as a critical tool for understanding modern foreign policy challenges by hearing from practitioners who played an important role in a consequential historical event or from experts and historians. The inaugural event was held in October 2015 on the twenty-fifth anniversary of German unification with **Mary Elise Sarotte**, dean's professor of history at the University of Southern California, **Peter Wittig**, ambassador of the Federal Republic of Germany to the United States, and **Robert B. Zoellick**, chairman of the International Advisory Board at Goldman Sachs Group, Inc.

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 **Mark A. Milley**, chief of staff, U.S. Army; General **Robert B. Neller**, commandant, U.S. Marine Corps; Admiral **John M. Richardson**, chief of naval operations, 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.

ROBERT B. MENSCHEL ECONOMICS SYMPOSIUM

Established in December 2014 with a generous gift from Council member Robert Menschel, a senior director at Goldman Sachs, this annual global economics symposium focuses primarily on the pitfalls of herd mentality. This year's inaugural symposium in March 2015 featured **Robert J. Shiller**, Sterling professor of economics at Yale University and recipient of the 2013 Nobel Memorial Prize in Economic Sciences.

DAVID A. MORSE LECTURE

Inaugurated in 1994, this lecture supports an annual meeting with a distinguished speaker. It honors the memory of lawyer, public servant, and internationalist David A. Morse, an active Council member for nearly thirty years. This year's lecturer was **Henry M. Paulson Jr.**, chairman of the Paulson Institute and former U.S. secretary of the treasury.

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 lecturer was **Lisa O. Monaco**, assistant to the president for homeland security and counterterrorism.

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. This year's lecture featured **Hage Geingob**, president of Namibia.

RUSSIA AND RUSSIAN-AMERICAN RELATIONS LECTURE

This lecture series was established in 2003 by Mikhail Fridman, chairman of the board of directors of Alfa Bank in Moscow, with the goal of helping establish a more secure footing for Russia-U.S. relations. The most recent 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 lecturer was **David M. Cote**, chairman and chief executive officer of Honeywell.

*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 Prince **Zeid Ra'ad Al Hussein**, high commissioner for human rights for 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 **Robert M. Gates**, principal at RiceHadleyGates LLC and former U.S. secretary of defense.

*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 **Jeh Johnson**, U.S. secretary of homeland security, as part of a symposium on Improving Cybersecurity in a Connected World.

International Affairs Fellowship Program

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

INTERNATIONAL AFFAIRS FELLOWS 2015–2016 PLACEMENTS

Paul Angelo, U.S. Naval Academy: placed at the U.S. Embassy in Tegucigalpa, Honduras.
Daniel Benaim, Office of the Vice President of the United States: placed at the Center for American Progress.
Henry (Hal) Brands, Duke University: placed at the U.S. Department of Defense.
Charles N. Edel, U.S. Naval War College and U.S. Naval Reserves: placed at the U.S. Department of State.
James T. Golby, U.S. Army: placed at the Office of the Vice President.
Jennifer Hadden, University of Maryland: placed at the U.S. Department of State.
Adam Klein, Wilmer Cutler Pickering Hale and Dorr LLP: placed at the Center for a New American Security.
Morgan J. O'Brien III, U.S. Department of State: placed at the National Basketball Association.

Matthew T. Page, U.S. Department of State: placed at the Council on Foreign Relations.

Sarah E. Yerkes, U.S. Department of State: placed at the Brookings Institution.

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.

INTERNATIONAL AFFAIRS FELLOWS IN NUCLEAR SECURITY, SPONSORED BY THE STANTON FOUNDATION 2015–2016 PLACEMENTS

Robert L. Brown, Temple University: placed at the U.S. Department of State.

Neil Narang, University of California, Santa Barbara, and Stanford University: placed at the U.S. Department of Defense.

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 the opportunity to expand their professional horizons by spending a period of research or other professional activity in Japan. Fellows are drawn from academia, business, government, media, nongovernmental organizations, and think tanks. The IAF in Japan is intended primarily for those without substantial prior experience in Japan, and knowledge of the Japanese language is not a requirement. Qualified candidates must be U.S. citizens who are eligible to work in the United States.

*INTERNATIONAL AFFAIRS FELLOWS
IN JAPAN, SPONSORED BY HITACHI, LTD.
2015-2016 PLACEMENTS*

Alexandra Altman, Federal Reserve Bank of New York:
placed at the Bank of Japan.

Daniel Gallucci, *Financial Times*: placed at the Research
Institute of Economy, Trade and Industry.

Sulmaan Khan, Tufts University: placed at the Japan Insti-
tute of International Affairs.

Christine Parthemore, CLP Global, LLC, and Johns Hop-
kins University: placed at the Institute of Energy Eco-
nomics, Japan.

Building upon the program's success and thanks to the gen-
erosity of two Council members, CFR is launching two new
fellowships in the summer of 2016:

The IAF in Canada, funded by Paul Desmarais Jr., chair-
man and co-CEO of the Power Corporation of Canada and
a founding member of CFR's Global Board of Advisors,
seeks to strengthen mutual understanding and coopera-
tion between rising generations of leaders and thinkers in
the United States and Canada. CFR will provide one to two
Americans per year the opportunity to spend six to twelve
months hosted by a Canadian institution to deepen their
knowledge of Canada.

The IAF in International Economics, funded by Kimberly
Querrey, cofounder and president of SQ Advisors, LLC,
offers business economists as well as university-based eco-
nomics scholars hands-on experience in the U.S. govern-
ment. The program aims to enrich the teaching, scholarship,
and research of academics, inform the practice of business
economists, and expose policymakers to cutting edge schol-
arly research and academic debates.

Global Board of Advisors

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

The GBA is composed of the following distinguished individuals:

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

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

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

Claudio Descalzi (Italy), Chief Executive Officer, Eni

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

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), Member, Group of Thirty

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

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

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

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

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

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, 2016.

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	\$1,960	\$470
40 and Over	3,790	850
Washington, DC, Area		
Under 40	\$1,660	\$400
40 and Over	3,220	720
National		
Under 40	\$1,060	\$270
40 and Over	2,050	470

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Rules, Guidelines, and Practices

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

RULE ON FOREIGN POLICY POSITIONS

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

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

RULE ON NON-ATTRIBUTION

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

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

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

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

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

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

GUIDELINES ON MEETINGS

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

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

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

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

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

POLICY ON CONFLICTS OF INTEREST

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

PURPOSE

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

ARTICLE 1: RELATED PARTY TRANSACTIONS AND A DUTY TO DISCLOSE

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

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

ARTICLE 2: DEFINITIONS

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

Independent Director. A member of the Board who:

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

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

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

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

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

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

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

ARTICLE 3: DISCLOSURE AND VOTING

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

Non-Participation and Review. All transactions, agreements, or other arrangements between the Council and a Related Party, and any other transactions which may involve a potential conflict of interest, shall be reviewed by the Independent Directors of the Board

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

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

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

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

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

ARTICLE 4: AUDIT COMMITTEE

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

ARTICLE 5: RECORDS OF PROCEEDINGS

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

- the names of the persons who disclosed or otherwise were determined to have a potential or actual Financial Interest and/or conflict of interest, the nature of the potential or actual Financial Interest and/or conflict of interest, any action taken to determine whether a Financial Interest or conflict of interest exists, and the Board's decision as to whether a Financial Interest and/or conflict of interest exists; and
- the names of the persons who were present for discussions and votes relating to any determinations under this Policy, including whether the Related Party and any Directors not

considered to be Independent Directors left the room during any such discussions, the content of such discussions, including discussion of alternative transactions, and whether or not the transaction with the Related Party was approved by the Board or Audit Committee.

ARTICLE 6: INITIAL AND ANNUAL DISCLOSURES

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

ARCHIVAL PRACTICE

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

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

Staff

EXECUTIVE OFFICE

Richard N. Haass *President*
Keith Olson *Executive Vice President,
Chief Financial Officer,
and Treasurer*

Jeffrey A. Reinke *Chief of Staff to the President;
Secretary of the Corporation*

Mia Higgins *General Counsel*
Roma Kaundal *Deputy Director,
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Melissa Guinan *Special Assistant to the President*
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Natasha Gabbay *Program Associate*
Giselda Metaliaj *Research Associate,
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Veronica Chiu *Assistant Director*
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Stuart Reid *Deputy Managing Editor*
Justin Vogt *Deputy Managing Editor*
Rebecca Chao *Deputy Web Editor*
Sarah Foster *Business Administrator*
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Christine Clark *Editorial Assistant*
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Park MacDougald *Assistant Editor*
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Nora Mathews *Marketing Manager*
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Maurice R. Greenberg Chair*
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Patricia Lee Dorff *Editorial Director*
Janine Hill *Director, Fellowship Affairs and
Studies Strategic Planning*
Victoria Alekhine *Deputy Director, Fellowship Affairs*
Shira Schwartz *Deputy Director,
Studies Administration*

Note: Staff shown as of June 30, 2016.

Dominic Bocci	<i>Associate Director, Studies Grant Management</i>	Richard A. Falkenrath	<i>Shelby Cullom and Kathryn W. Davis Adjunct Senior Fellow for Counterterrorism and Homeland Security</i>
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Aliya Medetbekova	<i>Program Coordinator, Fellowship Affairs and Studies Administration</i>	Laurie Garrett	<i>Senior Fellow for Global Health</i>
Brett Ekberg	<i>Special Assistant, Research</i>	Gordon M. Goldstein	<i>Adjunct Senior Fellow</i>
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Edward Alden	<i>Bernard L. Schwartz Senior Fellow</i>	Miles Kahler	<i>Senior Fellow for Global Governance</i>
Alyssa Ayres	<i>Senior Fellow for India, Pakistan, and South Asia</i>	Robert Kahn	<i>Steven A. Tananbaum Senior Fellow for International Economics</i>
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Stephen D. Biddle	<i>Adjunct Senior Fellow for Defense Policy</i>	Joshua Kurlantzick	<i>Senior Fellow for Southeast Asia</i>
Jamille Bigio	<i>Adjunct Senior Fellow for Women and Foreign Policy</i>	Gayle Tzemach Lemmon	<i>Senior Fellow for Women and Foreign Policy</i>
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Reuben E. Brigety II	<i>Adjunct Senior Fellow for African Peace and Security Issues</i>	Daniel S. Markey	<i>Adjunct Senior Fellow for India, Pakistan, and South Asia</i>
Esther Brimmer	<i>Adjunct Senior Fellow for International Institutions</i>	Shannon K. O'Neil	<i>Nelson and David Rockefeller Senior Fellow for Latin America Studies and Director of the Civil Society, Markets, and Democracy Program</i>
Karen B. Brooks	<i>Adjunct Senior Fellow for Asia</i>	Meghan L. O'Sullivan	<i>Adjunct Senior Fellow</i>
Willem H. Buiters	<i>Adjunct Senior Fellow</i>	Farah Pandith	<i>Adjunct Senior Fellow</i>
John Campbell	<i>Ralph Bunche Senior Fellow for Africa Policy Studies</i>	Stewart M. Patrick	<i>Senior Fellow and Director of the International Institutions and Global Governance Program</i>
Blake Clayton	<i>Adjunct Fellow for Energy</i>	Catherine Powell	<i>Fellow for Women and Foreign Policy</i>
Jared Cohen	<i>Adjunct Senior Fellow</i>	Carla Anne Robbins	<i>Adjunct Senior Fellow</i>
Jerome A. Cohen	<i>Adjunct Senior Fellow for Asia Studies</i>	John D. Rockefeller IV	<i>Distinguished Fellow</i>
Steven A. Cook	<i>Eni Enrico Mattei Senior Fellow for Middle East and Africa Studies</i>	Kenneth S. Rogoff	<i>Senior Fellow for Economics</i>
Heidi Crebo-Rediker	<i>Senior Fellow</i>	Adam Segal	<i>Maurice R. Greenberg Senior Fellow for China Studies and Director of the Digital and Cyberspace Policy Program</i>
Robert Danin	<i>Senior Fellow for Middle East Studies</i>	Stephen Sestanovich	<i>George F. Kennan Senior Fellow for Russian and Eurasian Studies</i>
Thomas E. Donilon	<i>Distinguished Fellow</i>	Brad W. Setser	<i>Senior Fellow</i>
James P. Dougherty	<i>Adjunct Senior Fellow for Business and Foreign Policy</i>	Varun Sivaram	<i>Douglas Dillon Fellow</i>
Elizabeth C. Economy	<i>C. V. Starr Senior Fellow and Director for Asia Studies</i>	Matthew J. Slaughter	<i>Adjunct Senior Fellow for Business and Globalization</i>

Shelia A. Smith	<i>Senior Fellow for Japan Studies</i>	Shelton Fitch	<i>Research Associate, U.S.</i>
Scott A. Snyder	<i>Senior Fellow for Korea Studies and Director of the Program on U.S.-Korea Policy</i>	Cole Frank	<i>Competitiveness and Foreign Policy Research Associate, Geoeconomics</i>
Paul B. Stares	<i>General John W. Vessey Senior Fellow for Conflict Prevention and Director of the Center for Preventive Action</i>	Sabina Frizell	<i>Research Associate, Civil Society, Markets, and Democracy Program</i>
Benn Steil	<i>Senior Fellow and Director of International Economics</i>	Gilberto Garcia	<i>Research Associate, Latin America Studies</i>
Ray Takeyh	<i>Senior Fellow for Middle Eastern Studies</i>	Ella Genasci Smith	<i>Research Associate, Geoeconomics and Energy</i>
Matthew M. Taylor	<i>Adjunct Senior Fellow for Latin America Studies</i>	Allen Grane	<i>Research Associate, Africa Policy Studies</i>
Rachel B. Vogelstein	<i>Senior Fellow and Director of the Women and Foreign Policy Program</i>	Alexandre Grigsby	<i>Assistant Director, Digital and Cyberspace Policy</i>
Matthew C. Waxman	<i>Adjunct Senior Fellow for Law and Foreign Policy</i>	Asch Harwood	<i>Research Associate, Africa Studies</i>
Micah Zenko	<i>Senior Fellow</i>	Helia Ighani	<i>Assistant Director, Center for Preventive Action</i>
<i>VISITING FELLOWS (2015–2016)</i>			
Michael R. Fenzel	<i>Military Fellow, U.S. Army</i>	Lindsay Iversen	<i>Associate Director, Climate and Resources, Greenberg Center for Geoeconomic Studies</i>
Raymond W. Kelly	<i>Distinguished Visiting Fellow</i>	Amr Leheta	<i>Associate, Middle Eastern Studies</i>
Ronald A. LaBrec	<i>Military Fellow, U.S. Coast Guard</i>	Matthew Lester	<i>Research Associate, U.S. Foreign Policy</i>
Sean P. Larkin	<i>Military Fellow, U.S. Air Force</i>	Alex Lloyd George	<i>Research Associate, International Economics</i>
Sean R. Liedman	<i>Military Fellow, U.S. Navy</i>	Theresa Lou	<i>Research Associate, International Institutions and Global Governance</i>
Christopher A. McPhillips	<i>Military Fellow, U.S. Marine Corps</i>	Katie Lowry	<i>Assistant Director, Center for Geoeconomic Studies</i>
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Rafael Magana *Event Operations Waiter*
Javier Bonilla *Facility Operations Assistant*

Financial Statements

STATEMENTS OF FINANCIAL POSITION

AS OF JUNE 30, 2016 (WITH COMPARATIVE TOTALS FOR JUNE 30, 2015)

	2016	2015
Assets		
Cash and cash equivalents	\$ 33,170,700	\$ 25,363,300
Accounts receivable, net	1,864,400	2,850,600
Prepaid expenses	785,600	530,300
Grants and contributions receivable, net	24,201,000	17,790,800
Contributions receivable for endowment, net	18,901,200	9,406,800
Inventory	190,300	142,300
Investments	354,033,000	341,346,500
Pending investment purchases	—	30,000,000
Land, buildings and building improvements, and equipment, net	74,425,100	74,623,100
Total assets	<u>\$507,571,300</u>	<u>\$502,053,700</u>
Liabilities		
Accounts payable and accrued expenses	\$ 7,850,800	\$ 7,113,000
Deferred revenue	4,828,200	4,789,200
Accrued postretirement benefits	6,216,000	6,048,000
Interest-rate swap agreement	9,649,500	7,826,100
Bonds payable	57,975,000	59,605,000
Total liabilities	<u>86,519,500</u>	<u>85,381,300</u>
Net assets		
Unrestricted	61,216,300	69,006,500
Temporarily restricted	161,653,900	168,138,000
Permanently restricted	198,181,600	179,527,900
Total net assets	<u>421,051,800</u>	<u>416,672,400</u>
Total liabilities and net assets	<u>\$507,571,300</u>	<u>\$502,053,700</u>

To view the full 2016 Financial Statements, please visit www.cfr.org/about/annual_report.

STATEMENT OF ACTIVITIES

FOR THE YEAR ENDED JUNE 30, 2016

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

To view the full 2016 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

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PHOTOS

Reuters/Murad Sezer: cover image (Migrants aboard a dinghy sail for the Greek island of Lesbos from the Turkish coastal town of Dikili on April 6, 2016. Over two hundred thousand migrants have reached Europe by sea since the start of 2016.)

Myka Caroll: 8

Middlebury College: 9

Don Pollard: 10; 11 bottom left; 12; 13 bottom; 14 middle, right; 16; 18; 19; 20; 21 bottom; 22; 23 top; 24; 28; 31; 32; 33

Kaveh Sardari/www.saradari.com: 11 top; 13 top; 15; 21 top; 23 bottom; 25

Melanie Einzig: 11 bottom right; 14 left; 36

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Migrants aboard a dinghy sail for the Greek island of Lesbos from the Turkish coastal town of Dikili on April 6, 2016. Over two hundred thousand migrants have reached Europe by sea since the start of 2016. (Reuters/Murad Sezer)