Annual Report
July 1, 2010–June 30, 2011

Council on Foreign Relations

58 East 68th Street
New York, NY 10065
tel 212.434.9400
fax 212.434.9800

1777 F Street, NW
Washington, DC 20006
tel 202.509.8400
fax 202.509.8490

www.cfr.org
communications@cfr.org

Officers and Directors

OFFICERS

Carla A. Hills
Co-Chairman
Robert E. Rubin
Co-Chairman
Richard E. Salomon
Vice Chairman
Richard N. Haass
President
Kenneth Castiglia
Chief Financial and Administrative Officer and Treasurer
David Kellogg
Chief Information Officer and Publisher
James M. Lindsay
Senior Vice President, Director of Studies, and Maurice R. Greenberg Chair
Nancy D. Bodurtha
Vice President, Meetings

Irma Faskianos
Vice President, National Program and Outreach
Suzanne E. Helm
Vice President, Development
Jan Mowder Hughes
Vice President, Human Resources and Administration
L. Camille Massey
Vice President, Membership, Corporate, and International
Lisa Shields
Vice President, Communications and Marketing
Jeffrey A. Reinke
Secretary of the Corporation

DIRECTORS

Term Expiring 2012

Fouad Ajami
Sylvia Mathews Burwell
Kenneth M. Duberstein
Stephen Friedman
Carla A. Hills
Jami Miscik
Robert E. Rubin

Term Expiring 2015

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

Term Expiring 2013

Alan S. Blinder
J. Tomilson Hill
Alberto Ilarguen
Shirley Ann Jackson
Joseph S. Nye Jr.
George Rupp
Richard E. Salomon

Term Expiring 2016

Ann M. Fudge
Thomas H. Glocer
Eduardo J. Padron
Colin L. Powell
Penny S. Pritzker
Christine Todd Whitman

Term Expiring 2014

Madeleine K. Albright
David G. Bradley
Donna J. Hrinak
Henry R. Kravis
James W. Owens
Frederick W. Smith
Fareed Zakaria

Richard N. Haass
ex officio

OFFICERS AND DIRECTORS, EMERITUS & HONORARY

Leslie H. Gelb
President Emeritus
Maurice R. Greenberg
Honorary Vice Chairman
Peter G. Peterson
Chairman Emeritus

David Rockefeller
Honorary Chairman
Robert A. Scalapino
Director Emeritus

Note: This list of Officers and Directors is current as of July 1, 2011. A historical roster of Directors and Officers can be found on pages 25–27.
<table>
<thead>
<tr>
<th>Page</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>Mission Statement</td>
</tr>
<tr>
<td>5</td>
<td>Letter from the Co-Chairs</td>
</tr>
<tr>
<td>8</td>
<td>President’s Message</td>
</tr>
<tr>
<td>19</td>
<td>Foreign Affairs</td>
</tr>
<tr>
<td>22</td>
<td>Committees of the Board</td>
</tr>
<tr>
<td>24</td>
<td>2011 Board Election</td>
</tr>
<tr>
<td>25</td>
<td>Historical Roster of Directors and Officers</td>
</tr>
<tr>
<td>28</td>
<td>Membership</td>
</tr>
<tr>
<td>31</td>
<td>Membership Roster</td>
</tr>
<tr>
<td>53</td>
<td>Corporate Members</td>
</tr>
<tr>
<td>56</td>
<td>Endowed and Named Chairs, Fellowships, and Lectureships</td>
</tr>
<tr>
<td>59</td>
<td>International Affairs Fellows Program</td>
</tr>
<tr>
<td>60</td>
<td>By-Laws of the Council</td>
</tr>
<tr>
<td>65</td>
<td>Rules, Guidelines, and Practices</td>
</tr>
<tr>
<td>68</td>
<td>Staff</td>
</tr>
<tr>
<td>73</td>
<td>Financial Statements</td>
</tr>
</tbody>
</table>
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.
It has been a year of tremendous disruption and challenge across the world: unprecedented uprisings in the Arab world; economic difficulties in the eurozone; the earthquake, tsunami, and subsequent nuclear crisis in Japan; and the killing of Osama bin Laden.

Such developments constitute a challenge to and an opportunity for organizations such as the Council on Foreign Relations. We are pleased to say that during this year, our fourth as co-chairs of CFR and the Council’s ninetieth anniversary year, we continued to be deeply impressed by the range and depth of analysis the institution offers through multiple channels, including meetings and roundtables, publications, and the websites CFR.org and ForeignAffairs.com.

The events in the Arab world continue to remind all of us about the complexities of international relations and the challenges of foreign policy. At a time rife with uncertainty, the Council provided comprehensive analysis, and its experts contributed a range of recommendations on the situations as they unfolded. Since January, the institution has held over thirty general meetings and smaller roundtable discussions and nearly twenty conference calls on the uprisings in the Arab world for both CFR members and targeted constituencies.

The strength of the Council’s Middle East program was evidenced by the town hall meeting in early February following the ousting of the Tunisian president and the protests in Egypt. The meeting was videoconferenced between CFR’s New York and Washington offices, with Council fellows participating from both locations, and was teleconferenced for National members. The discussion featured in-house experts Elliott Abrams, Mohamad Bazzi, Steven A. Cook, Isobel Coleman, Robert Danin, Ed Husain, and Council President Richard N. Haass. Over six hundred members participated, representing one of the highest turnouts in CFR history for a single meeting. Other conversations focused on particular countries in the greater Middle East, including Libya, Iran, Syria, and Jordan; counter-radicalization; human rights; and the growing role of social media.

CFR hosted a number of conference calls for members of the press on the Arab uprisings with in-house experts. Average media participation doubled compared to last year. Additionally, as part of its Rapid Response Briefing series, the Corporate Program led three conference calls geared specifically toward executives on topics including assessing business risk in the Middle East and the effect of the turmoil on international energy markets.

In May, CFR and Foreign Affairs published an ebook, The New Arab Revolt: What Happened, What It Means, and What Comes Next. During a time of complex transformation, the volume offers an intellectual context for understanding the upheavals in the Arab world. It brings together more than sixty articles, interviews, congressional testimony, and op-eds from experts and thought leaders; major public statements by Barack Obama, Hillary Clinton, Hosni Mubarak, Muammar al-Qaddafi, and others; as well as other relevant primary source documents.
Council staff and fellows published nearly 90 op-eds on the events in the region in the New York Times, Wall Street Journal, Washington Post, Time, Financial Times, Foreign Policy, Atlantic, Politico, and CNN.com, among others, and have made over 160 appearances on major news outlets including ABC, NBC, CBS, FOX, CNN, al-Jazeera, BBC, PBS, NPR, and MSNBC. Council experts testified before both the Senate Foreign Relations Committee and the House Committee on Foreign Affairs on U.S. policy toward Libya, Egypt, and Lebanon, and they have briefed U.S. government officials in the legislative and executive branches.

CFR.org published over one hundred articles on the uprisings in the Arab world. An online Issue Guide from May on the North Africa and Middle East protests that provides analysis of Syria, Egypt, and Libya and of U.S. interests in the region has been viewed over forty thousand times. Other articles examined parallels and differences between the Egyptian and Iranian revolutions, the debate over intervention in Libya and NATO’s role, prospects for Syrian regime change, implications of the uprisings for food and oil prices, the future of economic policy in affected countries, and the agendas and prospects for opposition movements like the Muslim Brotherhood. CFR.org had nearly fifty postings on the topic by Council experts as part of the institution’s growing blog initiative, with Steven Cook’s post, “Five Things You Need to Know about the Egyptian Armed Forces” viewed over 6,500 times—an impressive number for a single post.

Foreign Affairs led its May/June issue with a seven-article package on the uprisings and also published over fifty online-only pieces. “The Muslim Brotherhood After Mubarak: What the Brotherhood Is and How It Will Shape the Future,” a website piece by Carrie Rosefsky Wickham of Emory University, has been viewed more than sixty thousand times since it was published in early February. Of the articles published on ForeignAffairs.com since January, the Arab uprisings comprised 30 percent of the content and accounted for over 60 percent of traffic.

Following the crisis in Japan, the Council held a number of meetings, including a town hall discussion with its Japan expert Sheila A. Smith, energy expert Michael A. Levi, and economic expert Sebastian Mallaby, as well as a meeting with Governor of the Bank of Japan Masaaki Shirakawa on Japan’s recovery. CFR.org published nearly twenty articles on the situation, and its Issue Guide on Japan’s Triple Crisis has been viewed over twenty-five thousand times. Council fellows have published op-eds on the topic in the Financial Times, Washington Post, New York Times, Beijing Review, and the Atlantic, among others.

On the ongoing crisis in the Eurozone, the Council featured the head of the European Commission, the chief economist of the World Bank, the governor of the Bank of Spain and Spain’s finance minister, and the prime minister of Ireland. CFR’s International Institutions and Global Governance program published a series of five reports exploring the Eurozone crisis, ranging from its historic roots to the future of European integration. Scholars from the Maurice R. Greenberg Center for Geoeconomic Studies analyzed the crisis from different perspectives, including the effectiveness of the International Monetary Fund in managing the situation, the allocation of funds for Ireland’s bailout, and the outlook for Greece. The center also examined the topic through its “Geo-Graphics” blog, which uses innovative graphs to illustrate economic concerns. One post that studied the correlation between sovereign risk and foreign deposits using Ireland and Spain as an example was viewed over five thousand times. Other graphs looked at public and bank debt in Ireland, compared corporate and government debt in
Eurozone countries, and used German bond yields to assess the likelihood of a Greek default.

A CFR.org Backgrounder that profiles al-Qaeda, originally published in November 2005 and updated numerous times, including following Osama bin Laden’s killing, has been viewed twenty-five thousand times since May 2 of this year. The Council hosted meetings and conference calls with in-house experts on the implications of bin Laden’s death, as well as a meeting with House Intelligence chair Mike Rogers on the lessons learned from the bin Laden operation. CFR experts testified before the Senate Foreign Relations Committee after bin Laden’s death on U.S. policy toward Afghanistan. The Council published a Task Force report on U.S. Strategy for Pakistan and Afghanistan in November 2010, and following bin Laden’s killing, published a report titled Next Steps for Pakistan Strategy. In addition, the CFR.org interactive Crisis Guide on Pakistan, which won the Overseas Press Club’s first-ever award for Best Use of Multimedia, offers a detailed examination of the country’s evolution, challenges, and future prospects.

The challenges that the United States and the world face are vast and complicated. With virtually simultaneous yet unique revolutions taking place across the Arab world, strained relations with Pakistan, nuclear challenges posed by North Korea and Iran, and ongoing financial crises, there are countless questions. The number of professionals in government, business, academia, and the media, as well as interested global citizens, who turned to the Council for insight and as a forum for discussion during this time of extraordinary change is a real testament to the institution’s reputation for original, authoritative, and truly nonpartisan work. It was a demanding year, and we want to thank CFR Vice Chairman Richard E. Salomon and our fellow Board members for their guidance. We also want to recognize Council President Richard Haass for his creative and committed leadership. At a time when the mission of this institution was as vital as ever, the quantity and, most importantly, the quality of the work produced by CFR were truly exceptional.

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

The CFR.org interactive Crisis Guide on Pakistan won the Overseas Press Club’s first-ever award for Best Use of Multimedia.
President’s Message

This year marked the ninetieth anniversary of the Council on Foreign Relations. As the events of recent months have proven, new challenges can come about at any moment and relationships abroad can transform rapidly. On the previous pages, the co-chairs discussed the uprisings across the Arab world, the triple crisis in Japan, the killing of Osama bin Laden, and ongoing eurozone concerns. These challenges greatly shaped this year’s foreign policy agenda, and the Council did considerable work on each. However, there were and continue to be many other issues that require significant attention.

China continues to grow rapidly and become more assertive on the world stage, while other countries such as India and Brazil are also building their economic and political presence. Terrorism threats and the fight against extremism strain relations with strategically important countries like Pakistan. Economic imbalances and the developed world’s struggle to emerge decisively from the economic crisis are a source of frustration. Adding to the instability in the Middle East are concerns about nuclear proliferation from Iran and tensions between Israelis and Palestinians. New challenges of cybersecurity governance grow more complex, while measures to deal with more familiar problems like climate change and energy security remain unclear. Mexico continues its battle with drug cartels, and a number of African states are threatened by internal violence. Enduring poverty and corruption lead to questions about the efficacy of foreign aid, and global health fears linger on issues from food safety to the AIDS pandemic, which enters its thirtieth year.

Clearly the world has no shortage of complicated problems, and the United States is no exception—soaring debt, high unemployment, substandard infrastructure, educational shortcomings, outdated immigration policies, and, as is evident from the lack of movement on these issues, highly partisan politics in Washington. These domestic challenges reduce the resources available for national security and foreign policy priorities, detract from the appeal of the American model, and diminish U.S. global competitiveness. Chairman of the Joint Chiefs of Staff Admiral Mike Mullen said, “the biggest threat we have to our national security is our debt.” Meanwhile, 25 percent of U.S. students fail to graduate high school; 75 percent of Americans between the ages of seventeen and twenty-four are ineligible to enlist in the military because they did not graduate high school, have a criminal record, or are physically unfit; and restraints on legal immigration make it difficult for highly skilled immigrants to work in the United States. All of this raises concerns about the country’s security, productivity, and future prosperity.

networks. CFR experts also testified before Congress fourteen times and briefed U.S. and foreign government officials over four hundred times. We held almost seven hundred meetings in New York, Washington, and across the country and over two hundred smaller roundtables run by CFR fellows. The Council hosted a number of heads of state or government, senior U.S. and foreign government officials, and business leaders. We continue to expand our outreach efforts to targeted constituencies, increase our teleconference offerings, and enhance our video-conference capabilities.

As part of its ninetieth anniversary, CFR this year launched the Renewing America initiative to examine the slate of domestic challenges that have a direct impact on U.S. foreign policy and international leadership. Renewing America examines the domestic underpinnings of U.S. power as difficulties within the country increasingly limit what it can do outside its borders. The initiative focuses on six areas: infrastructure, education and human capital development, debt and deficits, corporate regulation and taxation, innovation, and international trade and investment. The scope of this initiative includes work by the David Rockefeller Studies Program; programming in New York, Washington, and nationally; outreach to targeted constituencies, including government officials, business leaders, educators and students, religious leaders, and individuals active at the state, local, and community levels; publications, including Foreign Affairs; and the website, CFR.org.
Renewing America started up in January with a meeting on American power and profligacy in which a panel discussed the strategic implications of U.S. debt for America’s foreign policy. The next discussion in the series focused on the challenges of state and municipal debt. At a CFR symposium, New York City mayor Michael R. Bloomberg discussed immigration as America’s economic engine, calling a failure to reform current policies “national suicide.” Other meetings included conversations on national export strategy, small business growth, job creation, education reform, and infrastructure priorities.

Two of the Independent Task Force reports currently under way examine domestic challenges. The first, on U.S. trade policy, is chaired by former Democratic Senate majority leader Tom Daschle and Andy Card, former chief of staff to President George W. Bush. It is codirected by senior fellows Edward Alden and Matthew Slaughter. The second Task Force, on U.S. education reform, focuses on how the American education system can better serve economic and security objectives. It is chaired by former secretary of state Condoleezza Rice and former chancellor of the New York City Department of Education Joel Klein and directed by Julia Levy.

CFR’s Michael Spence coauthored a Working Paper with Sandile Hlatshwayo on the evolving structure of the U.S. economy and how it affects employment opportunities. CFR will convene a roundtable series on American manufacturing and a publication series in which it commissions leading thinkers to write papers on the six themes of the Renewing America initiative. Additionally, each month CFR.org brings together a small group of experts to weigh in on a specific policy issue. The first of these asked seven experts what they see as the most serious domestic threat to America’s international standing. Other debates...
ranged from how best to spur innovation to priority areas for improving infrastructure.

In addition to this new initiative, CFR continues to focus on more traditional challenges outside of the nation’s borders. The organization’s intellectual output and convening power in this area remained unparalleled. During the United Nations General Assembly, the Council hosted six heads of state or government, five foreign ministers, and the president of the European Commission. Speakers included the presidents of Colombia, Turkey, and the Philippines; the prime ministers of Malaysia, Thailand, and the Palestinian Authority; and the foreign ministers of the United Kingdom, Indonesia, Pakistan, Kenya, and Jordan.

Throughout the year, CFR also hosted the presidents of Georgia, Mongolia, and Rwanda; the prime ministers of Ireland and Israel; the foreign ministers of China, Nigeria, Brazil, and Canada; the finance ministers of Spain and Zimbabwe; and the secretary-general of the Organization of the Islamic Conference and the director-general of the International Atomic Energy Agency.

A number of senior U.S. administration officials met with CFR members on national security concerns. Highlights included a meeting with the U.S. service chiefs from the Army, Air Force, Marine Corps, Navy, and for the first time the Coast Guard, as well as sessions with Secretary of State Hillary Clinton, Deputy Secretary of Defense William J. Lynn, Legal Adviser of the Department of State Harold Koh, and Undersecretary for Public Diplomacy and Public Affairs Judith McHale. We also hosted Secretary of Education Arne Duncan and Deputy Secretary of Energy Daniel Poneman.

Programming of the Maurice R. Greenberg Center for Geoeconomic Studies (CGS) remained strong during a period of intense challenge to the U.S. and global economies. The Stephen C. Freidheim

As part of CFR’s Religion and Foreign Policy initiative, Archbishop Daniel Deng Bul Yak discussed the religious implications of a potential civil war in Sudan.

The Council hosted six heads of state or government, five foreign ministers, and the president of the European Commission.
Symposium on Global Economics featured Director of the National Economic Council Larry Summers. As part of our C. Peter McColough Series on International Economics, we hosted Secretary of the Treasury Timothy Geithner, former chairman of the Federal Reserve Alan Greenspan, Trade Representative Ronald Kirk, Treasury Undersecretary for International Affairs Lael Brainard, Chairman of the Council of Economic Advisers Austan Goolsbee, and Chairman of the Federal Deposit Insurance Corporation Sheila Bair. We also featured Stuart Levey, the first undersecretary for terrorism and financial markets at the Treasury Department.

The McKinsey Series on International Economics held panel discussions covering a range of topics. One highlight was a meeting titled “What Sort of Fed Do We Want?” with former vice chair of the Federal Reserve Alan Blinder, Stanford professor and monetary policy expert John Taylor, and Wall Street Journal economics editor David Wessel. The Council continued its popular World Economic Update series, in which a panel of senior bankers and economists analyze the state of the global economy each quarter. The most recent session examined U.S. federal spending levels and congressional battles over the budget.

With one-third of our membership located outside the New York and Washington areas, members living in forty-three states and twenty-two countries participated in the National Program this year. The sixteenth National Conference, held in June, was a major highlight. It explored the role of social media in the upheavals in the Middle East, fiscal challenges facing the global economy, and the rise of Asia. Notable speakers included the president of Mongolia and vice chairman of the Joint Chiefs of Staff. Other National Program highlights included meetings with new Foreign Affairs editor Gideon Rose, Israeli ambassador Michael Oren, and former president of Mexico Vicente Fox. For the first time, our military fellows led briefings at SOUTHCOM and Camp Pendleton for National members. We also continue to connect members to our programming in New York and Washington, with over fifty teleconferences
President’s Message

and interactive conference calls resulting in a 24 percent increase in participation from last year.

The Corporate Program remained another robust element of CFR’s work. Corporate members attended over 350 events this year, including the Corporate Conference. This year’s event opened with a conversation between General Electric CEO Jeff Immelt and CNBC’s Maria Bartiromo. The CEO Speaker series is increasingly attracting business leaders from leading global corporations. This year, thirteen CEOs from a range of industries and countries spoke at CFR. Speakers included NYSE Euronext’s Duncan Niederauer, Intel’s Paul Otellini, Google’s Eric Schmidt, FedEx’s Fred Smith, Nestlé’s Peter Brabeck-Letmathe, and AREVA’s Anne Lauvergeon.

Also noteworthy, at the height of the controversy about building an Islamic community center near the Ground Zero site, the Council hosted Imam Feisal Abdul Rauf, the chairman of the Cordoba Initiative, the organization in charge of the project. The meeting brought together over three hundred CFR members and a number of religious leaders of various faiths. We also hosted AFL-CIO president Richard Trumka, head of the United Nations Development Program Helen Clark, former president of Pakistan Pervez Musharraf, former Taliban captive David Rohde, and a session on Sudan with actor and activist George Clooney. Also on the agenda were symposia on Cuba’s twenty-first-century trajectory, U.S.-Mexico relations with ambassadors Carlos Pascual and Arturo Sarukhan, and the increasingly globalized food and drug trade featuring FDA commissioner Margaret Hamburg.

CFR has sponsored a number of Independent Task Forces this fiscal year. In addition to the two Task Forces on trade and education, the Council published a report of the Independent Task Force on U.S. Strategy for Pakistan and Afghanistan, chaired by former deputy secretary

CFR introduced a new publication series, Policy Innovation Memoranda, which target critical areas where new thinking is needed.
of state Richard Armitage and former national security adviser Samuel R. Berger and directed by Senior Fellow Daniel Markey. Its report supports a long-term partnership with Pakistan; calls for a new approach to Afghan political reform, reconciliation, and regional diplomacy; and argues that a more limited U.S. mission in Afghanistan would be warranted if the present strategy does not show sufficient signs of progress.

An Independent Task Force on Brazil, led by former secretary of energy Samuel Bodman and former president of the World Bank James Wolfensohn and directed by Senior Fellow Julia E. Sweig, worked throughout the year on its report. The Task Force published its findings and recommendations in July 2011. An Independent Task Force on Turkey, which aims to examine that country’s domestic and foreign policy trajectories and make recommendations for U.S. policy, was launched with chairs Madeleine K. Albright and Stephen J. Hadley and is directed by Senior Fellow Steven Cook.

Six Council Special Reports were published this year by both in-house and outside experts: Stewart M. Patrick and Kara C. McDonald on U.S. leadership in UN Security Council reform and expansion; Micah Zenko on how to reduce the U.S. and Russian nuclear arsenals; Robert K. Knake on cybersecurity and Internet governance; Kay King on the effect of congressional gridlock on national security; David A. Shirk on the drug war in Mexico and the potential of state failure; and David Kaye on the limitations of the International Criminal Court and the importance of strengthening national justice systems.

The Center for Preventive Action—a part of the David Rockefeller Studies Program—has continued its Contingency Planning Memoranda series, which offers practical policy options for managing immediate threats that, should they arise, could seriously jeopardize U.S. interests. It released papers this year on military escalation on the Korean Peninsula, potential election violence in Nigeria, a third Lebanon war, and electoral instability and violence in the Democratic Republic of Congo. CFR
also introduced a new publication series, Policy Innovation Memoranda, which target critical areas where new thinking is needed. They are concise products aimed at policymakers and opinion leaders. So far five have been released: managing the world’s dollar dependency, the U.S. role in defining the rules of cyberspace governance, rethinking peacemaking for Darfur, improving relations with Pakistan, and enhancing U.S. crisis preparedness.

In addition to these reports and the CFR/Foreign Affairs ebook, *The New Arab Revolt*, Council experts published eight books. Micah Zenko’s *Between Threats and War* studies the efficacy of discrete military operations and the use of limited military force. Gideon Rose’s *How Wars End* examines the historic lack of postwar planning in U.S. foreign policy. John Campbell published *Nigeria: Dancing on the Brink*, which explores that country’s daunting challenges of governance and poverty. *The Sixth Crisis* by Steven Simon and Dana H. Allin warns that the growing friction between Israel and Iran represents an increasingly imminent threat to U.S. interests in the region and offers solutions to defuse a potential conflict. Adam Segal’s *Advantage: How American Innovation Can Overcome the Asian Challenge* considers U.S. competitiveness in light of the rise of India, China, and others. Gayle Tzemach Lemmon’s *The Dressmaker of Khair Khana* underscores the integral role of women in the development and stability of Afghanistan. *Weak Links: Fragile States, Global Threats, and International Security* by Stewart Patrick challenges the standing assumption that threats to global security emanate primarily from weak and failed states. Finally, Michael Spence’s *The Next Convergence* analyzes the convergence between fast-growing developing countries and slower-growing industrialized ones and explores the implications of this trend for the coming decades.

CFR’s *Civil Society, Markets, and Democracy* initiative has completed its first year of research and programming under the leadership of Senior Fellow Isobel Coleman. The initiative examines what the United
States and others can do to foster open, prosperous, and stable societies. This is a timely addition to CFR’s work in the context of concerns about capitalism and democracy, the rise of an alternative economic and political model in China, and the upheavals that have swept large parts of the Arab world in 2011. Efforts so far include an official launch in Washington featuring former prime minister of the United Kingdom Tony Blair; a symposium on British and American approaches to countering radicalization; and more than fifteen roundtable meetings. The initiative’s website on CFR.org features Markets and Democracy Briefs, which are concise analyses by CFR scholars of important emerging countries or functional issues, as well as video interviews with both Council experts and leading outside voices.

CFR.org continues to increase its output and has an average of over 1.2 million page views and 450,000 unique visitors each month. The website expanded its blog offerings this year, providing high-quality rapid analysis on news developments and increasing public interaction with Council experts. This short-form commentary allows for examination of a wide range of evolving concerns in a timely and concise manner. Last year, the website had three blogs; it now has eleven. They cover the issues and trends shaping Asia, the Middle East, Africa, and Latin America, as well as the sustainability of American power, international security and conflict prevention, multilateral cooperation and sovereignty, energy security, economic development and democracy, and geoeconomic concerns. Our social media presence is also growing rapidly. Compared to last year, the number of CFR Facebook fans is up 157 percent, Twitter followers 264 percent, and YouTube subscribers 134 percent.

We continue to build our Washington outreach as well. CFR’s Congress and U.S. Foreign Policy program held staff-level outreach meetings with over 275 House and Senate personnel and hosted its second biennial Congressional Staff Conference on Capitol Hill, drawing 100 participants and featuring presentations from 17 Council fellows and members. Senators John Kerry and John McCain made opening remarks. The program also arranged over 85 events on Capitol Hill, including roundtables for senior congressional staff, dinners for Senate chiefs of staff, breakfast briefings for newly elected members of Congress, and participants from 122 countries were represented at CFR events in total this year.

Participants from 122 countries were represented at CFR events in total this year.
individually tailored briefings for congressional members and staff. CFR’s executive branch outreach expanded to include a new roundtable series for mid-level officials in various executive branch agencies. This series was launched in March with a briefing on the upheavals in the Middle East and was followed in May with a briefing on the U.S.-China relationship. CFR also held nine special briefings for senior diplomats featuring Council members or fellows. Participants from 122 countries were represented at CFR events in total this year, including over 60 ambassadors.

As part of its academic outreach, the Council held two meetings of the Higher Education Working Group on Global Issues, which comprises mostly college and university presidents who gather to explore the role of higher education institutions in today’s globalized world. In addition, about 1,500 students came through our doors for events and briefings, and 110 colleges and universities participated in our signature Academic Conference Call series, marking increases of 25 and 29 percent over last year, respectively. The fourth annual Religion and Foreign Policy Summer Workshop brought together 100 religious leaders and scholars for discussion on a broad range of issues, while participation in the Religion and Foreign Policy Conference Call series increased by nearly 50 percent from last year. And in partnership with the Episcopal Diocese of New York, CFR hosted a roundtable discussion with a group of religious leaders from Sudan on the country’s pivotal January 2011 referendum.

It is impossible in these few pages to list the entirety of the Council’s activities this year. Those mentioned, though, do give a sense of the depth and breadth of CFR’s work. As I complete my eighth year as Council president and this organization completes its ninetieth year, the list of international concerns grows larger and more complicated,
underscoring the importance of the CFR mission to serve as a comprehensive resource on U.S. foreign policy. I want to thank CFR Co-Chairs Carla A. Hills and Robert E. Rubin, Vice Chair Richard E. Salomon, and the members of the Board of Directors for their able leadership and dedicated service. I also want to thank the Council’s individual and corporate members in New York, Washington, and across the country and the world for their involvement. And lastly, none of this would be possible without CFR’s committed staff and their many contributions to the institution’s work. I truly think that this past year was one of CFR’s most impressive, and I am grateful to the many individuals that helped make it possible.

Richard N. Haass

President
The past year at *Foreign Affairs* has been one of change and continuity, as the magazine moved from one editor to another and continued its evolution from a print-only to a fully print-and-Web publication.

The Hoge era ended with a special November/December issue on “The World Ahead.” Featuring a dazzling array of authors old and new, the plus-sized issue took stock of the major trends changing the world and the global role of the United States. Highlights included articles by U.S. secretary of state Hillary Rodham Clinton on how Washington could strengthen its civilian power abroad, CFR President Richard N. Haass and former U.S. deputy treasury secretary Roger C. Altman on the foreign policy consequences of fiscal irresponsibility, CFR President Emeritus Leslie H. Gelb on the need to refocus foreign policy on economic security, Google CEO Eric Schmidt and his colleague Jared Cohen on the global consequences of increased connectivity, Harvard’s Joseph S. Nye Jr. on the future of American power, Columbia University’s Richard K. Betts on the major theoretical interpretations of the post–Cold War world, and an all-star section of capsule book review recommendations. The special issue garnered high sales and buzz and served as a fitting capstone to Jim Hoge’s two extraordinary decades at the helm—a period that saw the magazine ascend to ever-greater heights of quality, influence, circulation, and financial success.

The January/February 2011 issue inaugurated the new era, leading with a major story by new media guru Clay Shirky on “The Political Power of Social Media,” which turned out to be prescient given the prominent role social media played in the upheavals across the Middle East in later months. Other noteworthy articles included a debate on Afghanistan policy between former George W. Bush administration officials Robert D. Blackwill and Paul D. Miller, and pieces by the former director of central intelligence John Deutch on shale gas, CFR Fellow Robert M. Danin on Salam Fayyad’s attempt at state-building in the West Bank, and *Die Zeit* publisher Josef Joffe and coauthor James W. Davis on the problems with Global Zero.

The March/April issue featured a lead piece by Walter Russell Mead on “The Tea Party and American Foreign Policy,” as well as packages on the rise of China (with articles by Thomas J. Christensen, Wang Jisi, and Charles Glaser) and currency wars and international economic governance (with articles by Liaquat Ahamed, Raghuram Rajan, and Ian Bremmer and Nouriel Roubini). Other highlights included an article by Nancy Birdsall and Francis Fukuyama on social policy and development in the wake of the financial crisis and a follow-up exchange between Malcolm Gladwell and Shirky on social media’s political significance.

Soon after the March/April issue went to press, a popular upheaval in Tunisia toppled longtime ruler Zine el-Abidine Ben Ali. The turmoil quickly spread to Egypt and then the rest of the Middle East. The extraordinary and rapidly evolving situation created both challenges and opportunities, and *Foreign Affairs* responded with an unprecedented amount of online coverage in order to provide intellectual context for readers in real
time. ForeignAffairs.com featured dozens of top-notch experts covering everything from events in each affected country to the general causes and characteristics of the crisis. This surge of activity generated unprecedented traffic on the website as well as substantial praise. Standout online features included rapid-fire pieces by Michele Penner Angrist on the fall of Ben Ali, Carrie Rosefsky Wickham on Egypt’s Muslim Brotherhood, Steven Cook on U.S.-Egyptian relations, Tony Badran on unrest in Syria, and Frederic Wehrey on Libya’s political dynamics.

*Foreign Affairs* complemented its continuing online coverage of the Arab Spring with a seven-article lead package in the May/June issue, featuring articles by Lisa Anderson, Jack A. Goldstone, Michael Scott Doran, and others, along with a particularly provocative piece on “The Black Swan of Cairo” by Nassim Nicholas Taleb and Mark Blyth. Other highlights of the issue included an article on the failure of the Doha trade round by Susan C. Schwab, a piece on Pakistan by Aqil Shah, and a much-discussed review essay on totalitarian art by Kanan Makiya.

By mid-spring, the volume and quality of the magazine’s print and online coverage was so high, and public interest so intense, that *Foreign Affairs* gathered the highlights together into a special ebook, copublished with CFR. This volume, *The New Arab Revolt*, was released in May, and also included articles from the magazine’s archives and CFR.org. CFR experts’ op-eds and testimony, and significant primary source documents related to the upheavals. All in all, it was an extraordinary season, ending with another surge of activity in response to the killing of Osama bin Laden.

In the first five months of 2011, ForeignAffairs.com experienced record highs in its site traffic, with unique visitors up 31 percent and page views up 25 percent over the previous year. Thanks to vigorous marketing campaigns aimed at converting online readers into paying customers, meanwhile, sales of digital subscriptions increased by 28 percent over the previous year.

In January, the magazine introduced two new subscription types. A digital subscription option offers an exact replica of the print magazine in an enhanced PDF format. For a premium price, the *Foreign Affairs* Plus subscription offers the regular magazine (in either the print or digital format) along with extras such as premium Web access, book excerpts, special reports, and periodic letters from the editor. Both products have found a receptive audience, particularly among international subscribers who can now get the magazine without delay or added shipping expenses.

*Foreign Affairs* has continued to reach new readers through the Amazon Kindle, the Barnes & Noble Nook, and other eReader devices. In the first quarter of 2011, eReader subscriptions and single-copy sales grew by 36 percent over the previous year, and the magazine now has almost 15,000 subscribers via eReaders in addition to its print circulation of 154,000.

The magazine has also established a growing presence in social media channels. The number of *Foreign Affairs* fans on Facebook grew by 178 percent over the previous year, rising to more than 38,000 by June, at which point there were more than 34,000 followers on Twitter.

Advertising revenue for the magazine in the 2010–2011 fiscal year increased 25 percent over the previous one, thanks to the support of advertisers such as Eni, the Goldman Sachs Group Inc., Lockheed Martin Corporation, Singapore Airlines, Shell Oil Company, Bank of America Merrill Lynch, USEC, and TETRA Technologies, Inc. Two new special sections highlighting graduate schools created a new category for advertising, while sponsored country sections from Japan, Cape Verde,
Indonesia, Equatorial Guinea, the Philippines, Haiti, and Greece also contributed to revenue growth. Online and newsletter advertising sponsorship delivered an 11 percent increase in revenue over last year.

We also welcomed Jonathan Tepperman, who came on board in early 2011 as the new managing editor, bringing strong managerial and editorial experience to the job from his previous positions at *Foreign Affairs*, *Newsweek International*, and Eurasia Group. With the close of this fiscal year, *Foreign Affairs* is committed to finding new ways to compete, in print and online, in its editorial and publishing operations. And so as strong as the past year was, our hope is to best it in the one to come.

Gideon Rose
*Foreign Affairs* Editor
Committees of the Board

EXECUTIVE
Carla A. Hills, Co-Chair
Robert E. Rubin, Co-Chair
Richard E. Salomon, Vice Chair
Peter Ackerman
Henry S. Bienen
Tom Brokaw
Sylvia Mathews Burwell
Martin S. Feldstein
Stephen Friedman
Joseph S. Nye Jr.
James W. Owens
David M. Rubenstein
Joan E. Spero

AUDIT COMMITTEE
David M. Rubenstein, Chair
Alan S. Blinder
Gail D. Fosler
Michael D. Granoff
Penny S. Pritzker

COMPENSATION
Richard E. Salomon, Chair
Henry S. Bienen
Stephen Friedman
Carla A. Hills
Robert E. Rubin

CORPORATE AFFAIRS
James W. Owens, Chair
Mark F. Brzezinski
Joyce Chang
Saj Cherian
Daniel L. Doctoroff
Bart Friedman
Maurice R. Greenberg
Andrew Gundlach
Joshua J. Harris
John B. Hess

FINANCE AND BUDGET
Stephen Friedman, Chair
Richard E. Salomon, Vice Chair
Peter Ackerman
Roger C. Altman
Peter L. Briger Jr.
Althea L. Duersten
Gail D. Fosler
Richard E. Freidheim
Joachim Gfoeller Jr.
Michael D. Granoff
J. Tomilson Hill
Henry Kaufman
Marc Lasry
Bob Mills
Joel W. Motley
James W. Owens
Scott L. Swid
Robert G. Wilmers

INVESTMENT
J. Tomilson Hill, Chair
Roger C. Altman
Peter L. Briger Jr.
Althea L. Duersten

FOREIGN AFFAIRS
Martin S. Feldstein, Chair
Fouad Ajami
Tom Brokaw
Louis V. Gerstner Jr.
David Greenberg
Rita E. Hauser
Jim Hoagland
J. M. Mearsheimer
Rodney W. Nichols
Louis Pernmutter
Colin L. Powell
Penny S. Pritzker
David M. Rubenstein
Elisabeth N. Sifton
Maurice Sonnenberg
Joshua L. Steiner
Anita Volz Wien

MEETINGS
Tom Brokaw, Chair
Fouad Ajami
Deborah S. Amoss
Lisa Anderson
Mark A. Angelson
Monica Crowley
Kim Gordon Davis
Kenneth Quinn Fionda*
Galen J. Guengerich
J. Tomilson Hill
Alan Kent Jones
Zachary Karabell
Aimer Miller*
Richard L. Plepler
Thomas Pulling
Carla Anne Robbins

Gideon Rose†
E. John Rosenwald
Arthur Mark Rubins
George Rupp
David L. Shuman
Alan M. Silberstein
Calvin G. Sims
Joan E. Spero
Elliott Stein
Anne M. Tatlock
Alice S. Victor
Stephen R. Volk
Maureen White
James D. Zirin

MEMBERSHIP
Joan E. Spero, Chair
John P. Abizaid
Stephanie K. Bell-Rose
Mary McInnis Boies
Reuben Elbrigert
Heidi Chebo-Ridiker
Xenia Dornmandy
Mark Fisch
Richard N. Foster
Bart Friedman
Ann M. Fudge
Sergio J. Galvis
Pamela Brooks Gann
J. Bryan Hehir
Donna J. Hrinak
Joseph K. Hurd III
Alberto Ibargüen
Robert J. Katz
Marcus B. Mabry
George Rupp
Orville Hickok Schell
Vin Weber
Alice Young

TERM MEMBERSHIP
Juuju Chang, Chair
Loren Douglass
Joy E. Drucker
Laura L. Efros
Mercedes C. Fitchett
Christopher E. Haave

* Term Member
† At Comencio
Note: Committee listing shown as of June 30, 2011.
William J. Long
M. Diana Helweg Newton
Nancy E. Soderberg
Scott L. Swid
George H. Young III

**NATIONAL PROGRAM**

Sylvia Mathews Burwell, *Chair*
Robert John Abernethy
Dan Caldwell
Lee Cullum
Martin S. Feldstein
Ann M. Fudge
Pamela Brooks Gann
Helene D. Gayle
Arthur N. Greenberg
Mimi L. Haas
Alberto Ibargüen
Richard A. Joseph
John Kelly
Richard Mallory
Cappy R. McGarr
Judith B. Milestone
Lynne D. Novack
Michael P. Peters
Pearl T. Robinson
Donna E. Shalala
Ted Van Dyk
Marsha Vande Berg
Jay M. Vogelson
David B. Weinberg
Philip W. Yun

**NOMINATING AND GOVERNANCE**

Henry S. Bienen, *Chair*
Madeleine K. Albright, *Vice Chair*
Mary McInnis Boies
Sylvia Mathews Burwell
Kenneth M. Duberstein
Nancy A. Jarvis
Kenneth I. Juster
Maria Elena Lagomasino
Edward J. Mathias
Jami Miscik
Theodore Roosevelt IV
Stanley S. Shuman
G. Richard Thoman
R. Keith Walton
Christine Todd Whitman

**STUDIES**

Joseph S. Nye Jr., *Chair*
John P. Abizaid
Roger C. Altman
Hans Binnendijk
Alan S. Blinder
Avis T. Bohlen
David G. Bradley
Eliot A. Cohen
Stephen Friedman
Michael B. G. Froman
Melvin L. Heineman
Roger Hertog
G. John Ikenberry
Shirley Ann Jackson
Henry R. Kravis
Michael Mandelbaum
Steven L. Rattner
Mitchell B. Reiss
Gideon Rose†
Robert C. Waggoner
Fareed Zakaria
Philip D. Zelikow

**WASHINGTON PROGRAM**

Peter Ackerman, *Chair*
Gordon M. Adams
Madeleine K. Albright
Pauline H. Baker
Teresa C. Barger
David G. Bradley
Nelson W. Cunningham
Kenneth M. Duberstein
Marsha A. Echols
Lauri J. Fitz-Pegado
Marc Grossman
Michael H. Haltzel
Jerry L. Johnson*
Elise Labott
Mark P. Lagon
Thea M. Lee
Carl L. Meacham
Montgomery C. Meigs
Norman P. Neureiter
Colin L. Powell
Celina Realuyo
Peter R. Rosenblatt
Stanley O. Roth
Kori Schake
Frances Fragos Townsend
Vin Weber

* Term Member
† Ex officio

Committees of the Board
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. In each class, three Directors are elected by the membership and four are appointed by the Board.

Directors with terms expiring on June 30, 2011, were Henry S. Bienen, Ann M. Fudge, Colin L. Powell, Penny S. Pritzker, Joan E. Spero, Vin Weber, and Christine Todd Whitman.

The Nominating and Governance Committee was composed of Henry S. Bienen (Chair), Madeleine K. Albright, Mary McInnis Boies, Sylvia Mathews Burwell, Kenneth M. Duberstein, Nancy A. Jarvis, Kenneth I. Juster, Maria Elena Lagomasino, Edward J. Mathias, Jami Miscik, Theodore Roosevelt IV, Stanley S. Shuman, G. Richard Thoman, R. Keith Walton, and Christine Todd Whitman. On December 6, 2010, the Chair invited the Council membership to propose possible candidates. The Nominating and Governance Committee met on February 28, 2011, to consider the pool of names suggested by Council members for the three elective vacancies. 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 2016: Stephen E. Biegun, David W. Leebron, Eduardo J. Padron, Colin L. Powell, Kevin P. Ryan, and Christine Todd Whitman. On March 17, 2011, Council members were notified of the slate and of the petition process available to them in accordance with the By-Laws. No petition candidate was put forth. A ballot was mailed to all Council members on May 2, 2011.

At the Annual Meeting for the Election of Directors on June 1, 2011, 1,557 members participated in person or by proxy, fulfilling the quorum required by By-Law V. No name was written on thirty or more ballots cast at the meeting, and, therefore, no one was nominated for the 2012 election by the write-in procedure outlined in the By-Laws. Sarah A.W. Fitts, Ernest T. Patrikis, and Nancy Young served as election overseers. The following nominees were elected for five-year terms beginning July 1, 2011, and expiring June 30, 2016: Eduardo J. Padrón, Colin L. Powell, and Christine Todd Whitman. At its June 16 meeting the Board also appointed three Council members to serve five-year terms as Directors in the Class of 2016, beginning July 1, 2011, and expiring June 30, 2016: Ann M. Fudge, Thomas H. Glocer, and Penny S. Pritzker.

IN MEMORIAM

The Council lost two former members of its Board of Directors this past year.

Richard C. Holbrooke died on December 13, 2010. A CFR member since 1970, Ambassador Holbrooke served three times on the Board of Directors: from 1991 to 1993, 1996 to 1999, and 2001 to 2009. He also chaired the advisory board of Foreign Affairs magazine from 1992 to 1993. Ambassador Holbrooke spent a career working on some of the most difficult areas of U.S. foreign policy, from Vietnam and the Balkans to Pakistan and Afghanistan. He will be additionally remembered for his work drawing international attention to global health issues, particularly HIV/AIDS.

Theodore C. Sorensen passed away on October 31, 2010. Known for his work as President John F. Kennedy’s adviser and speechwriter, Mr. Sorensen led a long and distinguished career as both a public servant and prominent lawyer. A dedicated member of and active presence at CFR for close to forty-five years, Mr. Sorensen served on the Board of Directors from 1993 to 2004. In 1996, he established the Sorensen Distinguished Lecture on the United Nations at CFR to honor his wife, Gillian Martin Sorensen, for her work at the United Nations.
Historical Roster of Directors and Officers

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

Historical Roster of Directors and Officers 25
<table>
<thead>
<tr>
<th>Name</th>
<th>Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anne-Marie S.</td>
<td></td>
</tr>
<tr>
<td>Richard E.</td>
<td></td>
</tr>
<tr>
<td>Richard N.</td>
<td></td>
</tr>
<tr>
<td>Ronald L. Olson</td>
<td></td>
</tr>
<tr>
<td>Fouad Ajami</td>
<td></td>
</tr>
<tr>
<td>Joan E. Spero</td>
<td></td>
</tr>
<tr>
<td>Diane Sawin</td>
<td></td>
</tr>
<tr>
<td>George Feldstein</td>
<td></td>
</tr>
<tr>
<td>Bette E. Rudman</td>
<td></td>
</tr>
<tr>
<td>Carla A. Hills</td>
<td></td>
</tr>
<tr>
<td>Helene L. Kaplan</td>
<td></td>
</tr>
<tr>
<td>Frank G. Zarb</td>
<td></td>
</tr>
<tr>
<td>Robert B. Zoellick</td>
<td></td>
</tr>
<tr>
<td>Les Aspin</td>
<td></td>
</tr>
<tr>
<td>Mario L. Baenza</td>
<td></td>
</tr>
<tr>
<td>Peggy Dulany</td>
<td></td>
</tr>
<tr>
<td>Jessica P. Einhorn</td>
<td></td>
</tr>
<tr>
<td>Louis V. Gerstner Jr.</td>
<td></td>
</tr>
<tr>
<td>Hannah Holborn Gray</td>
<td></td>
</tr>
<tr>
<td>William J. McDonough</td>
<td></td>
</tr>
<tr>
<td>George J. Mitchell</td>
<td></td>
</tr>
<tr>
<td>Frank Savage</td>
<td></td>
</tr>
<tr>
<td>George Soros</td>
<td></td>
</tr>
<tr>
<td>Lee Cullum</td>
<td></td>
</tr>
<tr>
<td>Vincent A. Mai</td>
<td></td>
</tr>
<tr>
<td>Warren B. Rudman</td>
<td></td>
</tr>
<tr>
<td>Laura D’Andrea Tyson</td>
<td></td>
</tr>
<tr>
<td>Roone Arledge</td>
<td></td>
</tr>
<tr>
<td>Martin S. Feldstein</td>
<td></td>
</tr>
<tr>
<td>Bette Bao Lord</td>
<td></td>
</tr>
<tr>
<td>Michael H. Moskow</td>
<td></td>
</tr>
<tr>
<td>Diane Sawyer</td>
<td></td>
</tr>
<tr>
<td>John Deutch</td>
<td></td>
</tr>
<tr>
<td>Robert E. Rubin</td>
<td></td>
</tr>
<tr>
<td>Andrew Young</td>
<td></td>
</tr>
<tr>
<td>Henry S. Bienen</td>
<td></td>
</tr>
<tr>
<td>Kenneth M. Dubenstein</td>
<td></td>
</tr>
<tr>
<td>Joan E. Spero</td>
<td></td>
</tr>
<tr>
<td>Vin Weber</td>
<td></td>
</tr>
<tr>
<td>Fouad Ajami</td>
<td></td>
</tr>
<tr>
<td>Jeffrey L. Bewkes</td>
<td></td>
</tr>
<tr>
<td>Ronald L. Olson</td>
<td></td>
</tr>
<tr>
<td>Thomas R. Pickering</td>
<td></td>
</tr>
<tr>
<td>Helene D. Gayle</td>
<td></td>
</tr>
<tr>
<td>Richard N. Haass</td>
<td></td>
</tr>
<tr>
<td>Richard E. Salomon</td>
<td></td>
</tr>
<tr>
<td>Anne-Marie Slaughter</td>
<td></td>
</tr>
<tr>
<td>Madeleine K. Albright</td>
<td></td>
</tr>
<tr>
<td>Richard N. Foster</td>
<td></td>
</tr>
<tr>
<td>Joseph S. Nye Jr.</td>
<td></td>
</tr>
<tr>
<td>Fareed Zakaria</td>
<td>2004–</td>
</tr>
<tr>
<td>Peter Ackerman</td>
<td>2005–</td>
</tr>
<tr>
<td>Charlene Barshfsky</td>
<td>2005–2010</td>
</tr>
<tr>
<td>Tom Brokaw</td>
<td>2005–</td>
</tr>
<tr>
<td>David M. Rubenstein</td>
<td>2005–</td>
</tr>
<tr>
<td>Frank J. Caufield</td>
<td>2006–2010</td>
</tr>
<tr>
<td>Ann M. Fudge</td>
<td>2006–</td>
</tr>
<tr>
<td>Alberto Ibarqoin</td>
<td>2006–</td>
</tr>
<tr>
<td>Henry R. Kravis</td>
<td>2006–</td>
</tr>
<tr>
<td>James W. Owens</td>
<td>2006–</td>
</tr>
<tr>
<td>Colin L. Powell</td>
<td>2006–</td>
</tr>
<tr>
<td>Christine Todd Whitman</td>
<td>2006–</td>
</tr>
<tr>
<td>Sylvia Mathews Burwell</td>
<td>2007–</td>
</tr>
<tr>
<td>Stephen Friedman</td>
<td>2007–</td>
</tr>
<tr>
<td>Jami Misch</td>
<td>2007–</td>
</tr>
<tr>
<td>Alan S. Blinder</td>
<td>2008–</td>
</tr>
<tr>
<td>J. Tomilson Hill</td>
<td>2008–</td>
</tr>
<tr>
<td>Shirley Ann Jackson</td>
<td>2008–</td>
</tr>
<tr>
<td>George Rupp</td>
<td>2008–</td>
</tr>
<tr>
<td>David G. Bradley</td>
<td>2009–</td>
</tr>
<tr>
<td>Donna J. Hrinak</td>
<td>2009–</td>
</tr>
<tr>
<td>Penny S. Pritzker</td>
<td>2009–</td>
</tr>
<tr>
<td>Frederick W. Smith</td>
<td>2009–</td>
</tr>
<tr>
<td>John F. Abizaid</td>
<td>2010–</td>
</tr>
<tr>
<td>Mary McInnis Boies</td>
<td>2010–</td>
</tr>
<tr>
<td>Pamela Brooks Gann</td>
<td>2010–</td>
</tr>
<tr>
<td>Thomas H. Glocer</td>
<td>2011–</td>
</tr>
<tr>
<td>Eduardo J. Pradon</td>
<td>2011–</td>
</tr>
</tbody>
</table>

**CHAIRMEN OF THE BOARD**

<table>
<thead>
<tr>
<th>Name</th>
<th>Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Russell C. Leffingwell</td>
<td>1946–53</td>
</tr>
<tr>
<td>John J. McCloy</td>
<td>1953–70</td>
</tr>
<tr>
<td>David Rockefeller</td>
<td>1970–85</td>
</tr>
<tr>
<td>Peter G. Peterson</td>
<td>1985–2007</td>
</tr>
<tr>
<td>Carla A. Hills (Co-Chairman)</td>
<td>2007–</td>
</tr>
<tr>
<td>Robert E. Rubin (Co-Chairman)</td>
<td>2007–</td>
</tr>
</tbody>
</table>

**CHAIRMAN EMERITUS**

<table>
<thead>
<tr>
<th>Name</th>
<th>Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Peter G. Peterson</td>
<td>2007–</td>
</tr>
</tbody>
</table>

**HONORARY CHAIRMAN**

<table>
<thead>
<tr>
<th>Name</th>
<th>Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>David Rockefeller</td>
<td>1985–</td>
</tr>
</tbody>
</table>

**VICE CHAIRMAN OF THE BOARD**

<table>
<thead>
<tr>
<th>Name</th>
<th>Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grayson Kirk</td>
<td>1971–73</td>
</tr>
<tr>
<td>Douglas Dillon</td>
<td>1976–78</td>
</tr>
<tr>
<td>Carroll L. Wilson</td>
<td>1978–79</td>
</tr>
<tr>
<td>Warren Christopher</td>
<td>1987–91</td>
</tr>
<tr>
<td>Harold Brown</td>
<td>1991–92</td>
</tr>
<tr>
<td>B. R. Inman</td>
<td>1992–93</td>
</tr>
<tr>
<td>Jean E. Kirkpatrick</td>
<td>1993–94</td>
</tr>
<tr>
<td>Maurice R. Greenberg</td>
<td>1994–2002</td>
</tr>
<tr>
<td>Carla A. Hills</td>
<td>2001–2007</td>
</tr>
<tr>
<td>Richard E. Salomon</td>
<td></td>
</tr>
<tr>
<td>Richard N. Haass</td>
<td></td>
</tr>
<tr>
<td>Richard E. Salomon</td>
<td></td>
</tr>
<tr>
<td>Anne-Marie Slaughter</td>
<td></td>
</tr>
<tr>
<td>Madeleine K. Albright</td>
<td></td>
</tr>
<tr>
<td>Richard N. Foster</td>
<td></td>
</tr>
<tr>
<td>Joseph S. Nye Jr.</td>
<td></td>
</tr>
</tbody>
</table>

**HONORARY VICE CHAIRMAN**

<table>
<thead>
<tr>
<th>Name</th>
<th>Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maurice R. Greenberg</td>
<td>2002–</td>
</tr>
</tbody>
</table>

**PRESIDENTS**

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

**PRESIDENT EMERITUS**

<table>
<thead>
<tr>
<th>Name</th>
<th>Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leslie H. Gelb</td>
<td>2003–</td>
</tr>
</tbody>
</table>

**HONORARY PRESIDENTS**

<table>
<thead>
<tr>
<th>Name</th>
<th>Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elihu Root</td>
<td>1921–37</td>
</tr>
<tr>
<td>Henry M. Wriston</td>
<td>1964–78</td>
</tr>
</tbody>
</table>

**EXECUTIVE VICE PRESIDENTS**

<table>
<thead>
<tr>
<th>Name</th>
<th>Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>John Temple Swing</td>
<td>1986–93</td>
</tr>
<tr>
<td>Michael P. Peters</td>
<td>2002–2005</td>
</tr>
</tbody>
</table>

**CHIEF FINANCIAL AND ADMINISTRATIVE OFFICER**

<table>
<thead>
<tr>
<th>Name</th>
<th>Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kenneth Castiglia</td>
<td>2010–</td>
</tr>
</tbody>
</table>

**CHIEF INFORMATION OFFICER AND PUBLISHER**

<table>
<thead>
<tr>
<th>Name</th>
<th>Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>David Kellogg</td>
<td>2010–</td>
</tr>
</tbody>
</table>

**SENIOR VICE PRESIDENTS**

<table>
<thead>
<tr>
<th>Name</th>
<th>Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alton Frye</td>
<td>1993–98</td>
</tr>
<tr>
<td>Kenneth H. Keller</td>
<td>1993–95</td>
</tr>
<tr>
<td>Larry L. Fabian</td>
<td>1994–95</td>
</tr>
<tr>
<td>Paula Dobriansky</td>
<td>2001</td>
</tr>
</tbody>
</table>

* pro-tempore
Charles G. Boyd 2001–2002
David Kellogg 2002–2009
Janice L. Murray 2002–2009
James M. Lindsay 2009–

**CHIEF FINANCIAL OFFICER**
Kenneth Castiglia 2009–2010

**VICE PRESIDENTS**
Paul D. Cravath 1921–33
Norman H. Davis 1933–36
Edwin F. Gay 1933–40
Frank L. Polk 1940–43
Russell C. Leffingwell 1943–44
Allen W. Dulles 1944–46
Isaiah Bowman 1945–49
David Rockefeller 1950–70
Henry M. Wriston 1950–51
Frank Altschul 1951–71
Devereux C. Josephs 1951–52
David W. MacEachern 1972–74
John Temple Swing 1972–86
Alton Frye 1987–93
William H. Gleysteen Jr. 1987–89
John A. Millington 1987–96
Margaret Osmer-McQuade 1987–93
Nicholas X. Rizopoulos 1989–94
Karen M. Sughrue 1993–98
Ethan B. Kapstein 1995–96
Abraham F. Lowenthal 1995–2005
Janice L. Murray 1995–2002
David J. Vidal 1995–97
Frederick C. Broda 1996–97
Kenneth R. Maxwell 1996
Paula J. Dobriansky 1997–2001
Gary C. Hufbauer 1997–98
David Kellogg 1997–2002
Lawrence J. Korb 1998–2002
Anne R. Luzzato 1998–2005
Elise Carlson Lewis 1999–2008
Irina A. Faskianos 2002–
James M. Lindsay 2003–2006
Lisa Shields 2003–
Nancy E. Roman 2004–2007
Nancy D. Bodurtha 2005–
Suzanne E. Helm 2005–
Gary Samore 2006–2009
Kay King 2007–2011
L. Camille Massey 2008–
Jan Mowder Hughes 2010–

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

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

**HONORARY SECRETARY**
Frank Altschul 1972–1981

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

**EDITORS OF FOREIGN AFFAIRS**
Archibald Cary Coolidge 1922–28
Hamilton Fish 1928–72
Armstrong 1928–72
William P. Bundy 1972–84
William G. Hyland 1984–92
Gideon Rose 2010–

**DIRECTORS OF STUDIES**
Percy W. Bidwell 1937–53
Philip E. Mosely 1955–63
Richard H. Ullman 1973–76
Abraham F. Lowenthal 1976–77
John C. Campbell 1977–78
Paul H. Kreisberg 1981–87
William H. Gleysteen Jr. 1987–89
Nicholas X. Rizopoulos 1989–94
Kenneth H. Keller* 1994–95
Ethan B. Kapstein 1995–96

Kenneth R. Maxwell 1996
Gary C. Hufbauer 1997–98
Lawrence H. Korb 1998–2002
James M. Lindsay 2003–2006, 2009–
Gary Samore 2006–2009

**DIRECTORS OF MEETINGS**
George S. Franklin 1949–50
George V.H. Moseley III 1959–62
Harry Boardman 1962–69
Zygmun Nagorski Jr. 1969–78
Marilyn Berger 1978–79
Margaret Osmer-McQuade 1979–93
Karen M. Sughrue 1993–98
Anne R. Luzzatto 1998–2005
Nancy D. Bodurtha 2005–

* pro-tempore

Historical Roster of Directors and Officers
MEMBERSHIP

The Council on Foreign Relations is first and foremost a membership organization. With over 4,500 members, CFR’s ranks include top government officials, renowned scholars, business leaders, acclaimed journalists, prominent lawyers, and distinguished nonprofit professionals. The current membership is divided almost equally among New York, Washington, DC, and across the country and abroad.

Unmatched in accomplishment and diversity in the field of international affairs, members participate in meetings, panel discussions, interviews, lectures, book clubs, and film screenings to discuss and debate the major foreign policy issues of our time. Members have unparalleled access to world leaders, senior government officials, members of Congress, and prominent thinkers.

STEPHEN M. KELLEN TERM MEMBERSHIP PROGRAM

In 1970, a term membership program was established to cultivate the next generation of foreign policy leaders. The Stephen M. Kellen Term Member Program encourages promising young leaders 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. The term member program has grown considerably since it was established more than forty years ago, with the number of term members now indexed up to 15 percent of the total CFR membership.

Candidates for term membership must be between the ages of thirty and thirty-six on January 1 of the year in which their election takes place. Term membership elections are held in June of the following year from the application deadline.

For more information on term membership, please visit www.cfr.org/about/term_member_program.

APPLYING FOR MEMBERSHIP

The Council on Foreign Relations seeks quality, diversity, and balance in the composition of its membership. New members are named twice a year by the Board of Directors, which invites selected women and men to join based on the recommendations of the Committee on Membership. The committee, which meets twice a year, is composed of five Board members and other non-Board members appointed by the committee chair.

Candidates for membership must be nominated in writing by a current CFR member and seconded by three other individuals (maximum of four). To be considered for term membership, candidates must be nominated by a current CFR member and seconded by two other individuals (maximum of three). The roster of members is listed at the end of this annual report and is regularly updated at www.cfr.org/about/membership/roster.html. It is not required that seconding letters come from CFR members, but it is strongly encouraged, and it is recommended that at least one letter is from a current or former professional colleague.

All candidates must complete an online application, which can be accessed only by contacting Membership Affairs at applications@cfr.org or 212.434.9484. All materials, including sponsor letters, must be submitted using the online application.

Membership is restricted to citizens of the United States or permanent residents who have made formal application to become a citizen. If foreign born, the candidate must submit a written statement that he or she has met this requirement.
APPLICATION REQUIREMENTS
– Letter of nomination from a CFR member;
– Three seconding letters for membership (maximum of four) or two seconding letters for term membership (maximum of three); and
– Completion of online application.

SPONSORING 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 propose qualified prospects for membership. Membership development efforts are focused on identifying and attracting diverse leaders in international affairs across all sectors. Members are advised to commit themselves to supporting a candidacy only when they can fairly meet the requirements of the process and the expectations of the candidates who depend on them for assistance.

Members should write only in support of candidates whom they know well. Additionally, members are encouraged to make comparative judgments about candidates where appropriate. The committee also advises members to write no more than two letters per round (either one nominating and one seconding letter or two seconding letters).

NOMINATING LETTERS
Candidates must be nominated by a CFR member. Thoughtful, candid, and succinct comments are far more important than formal endorsements of candidates. The first paragraph of a nomination letter must include a clear and comprehensive statement about the nature of the relationship between the candidate and the letter writer. Nomination letters should be no more than five hundred words and should address the following criteria:
– 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 his or her peers.

SECONDING LETTERS
Seconding letters need not be as comprehensive but should amplify why, in the opinion of the writer, a given candidate should be considered for CFR membership. In seconding letters particularly, writers should express why a given candidate should be considered for CFR membership for reasons beyond the basic criteria cited and should draw comparisons, when possible, to other individuals. Letter writers should also provide relevant information that might not be included in a candidate’s CV or the nomination letter. The first paragraph of seconding letters must also include a clear and comprehensive statement about the nature of the relationship between the candidate and the letter writer.

ADDITIONAL RULES AND REGULATIONS TO CONSIDER
Candidates or their nominators are responsible for ensuring that all required application materials are submitted by the filing deadlines. Please also note the following:
– 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.
– A member who is a spouse, close relative (a 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 also refrain from writing on behalf of clients.
– CFR visiting fellows are prohibited from applying for membership until they have completed their fellowship tenure.

DEADLINES, CANDIDATE NOTIFICATION, AND REAPPLICATION
Strict observance of deadlines is essential to staff support of the Committee on Membership’s work. Applications not completed prior to the deadline for any given committee meeting will not
be considered at that time. All membership candidates and their nominators will receive notification of the committee’s decisions according to the schedule below.

<table>
<thead>
<tr>
<th>Membership</th>
<th>Application Deadline</th>
<th>Notification</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>March 1</td>
<td>late June</td>
</tr>
<tr>
<td></td>
<td>October 1</td>
<td>mid-February</td>
</tr>
<tr>
<td>Term Membership</td>
<td>November 1</td>
<td>late June</td>
</tr>
</tbody>
</table>

Candidates who are unsuccessful at any given meeting may remain eligible for consideration at subsequent meetings of the committee if the criteria are met. An application may be reactivated by submitting an updated CV and basic information using the online application along with a minimum of one and a maximum of three additional letters of support, providing new insight that would be helpful in the selection process. Candidates may submit new letters from previous letter writers only when new content is included.

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

The process is entirely one of affirmative selection from the large and evolving pool of nominees.

**PROFILE OF THE MEMBERSHIP**

<table>
<thead>
<tr>
<th>Location</th>
<th>Number of Members</th>
<th>Percentage of Membership</th>
</tr>
</thead>
<tbody>
<tr>
<td>New York Area</td>
<td>1,479</td>
<td>32</td>
</tr>
<tr>
<td>Washington, DC, Area</td>
<td>1,447</td>
<td>32</td>
</tr>
<tr>
<td>National/International</td>
<td>1,665</td>
<td>36</td>
</tr>
<tr>
<td>Total</td>
<td>4,591</td>
<td>100</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Profession</th>
<th>Number of Members</th>
<th>Percentage of Membership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business</td>
<td>1,454</td>
<td>32</td>
</tr>
<tr>
<td>Professors, Fellows,</td>
<td>832</td>
<td>18</td>
</tr>
<tr>
<td>and Researchers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nonprofit</td>
<td>635</td>
<td>14</td>
</tr>
<tr>
<td>Government</td>
<td>529</td>
<td>12</td>
</tr>
<tr>
<td>Law</td>
<td>245</td>
<td>5</td>
</tr>
<tr>
<td>University and College</td>
<td>266</td>
<td>6</td>
</tr>
<tr>
<td>Administrators</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Journalists, Correspondents</td>
<td>202</td>
<td>4</td>
</tr>
<tr>
<td>and Editors</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>428</td>
<td>9</td>
</tr>
<tr>
<td>Total</td>
<td>4,591</td>
<td>100</td>
</tr>
</tbody>
</table>

For more information on nominating a candidate or to learn more about applying for membership, please contact L. Camille Massey, vice president of membership, corporate, and international, at 212.434.9797 or applications@cfri.org.
Membership Roster

A
Aaron, David L.
Abbot, Charles S.
Abbott, Kimberly M.
Abbott, Wilder K.
Abboud, A. Robert
Abboud, Labeed M.
Abdalla, Alyce N.*
Abell, Keith W.
Abercrombie-Winstanley, Gina K.
Abernethy, Robert John
Abizaid, John P.
Aboelnaga Kanaan, Mona
Abraham, David
Abramowitz, Michael J.
Abramowitz, Morton I.
Abrams, Elliott
Abrams, William M.
Abshire, David M.
Abuaf, Niso
Aburdene, Odeh F.
Acharya, Nish Hemendra
Ackerly, John Maxon
Ackerman, Peter
Acosta, Daniel J. Jr.
Adams, Gordon M.
Adams, Jacqueline*
Adams, Marjorie A.
Adams, Michael F.
Adams, Robert McCormick
Adams, Timothy Dees
Adams-Enders, Clara L.
Adashi, Eli Y.
Addonizio, Elizabeth
Adelman, Carol C.
Adkerson, Richard*
Adkins, Travis L.
Adler, Allen R.
Afkhami, Amir
Agarwal, Sara R.
Agarwal, Sumit
Aggarwal, Vinod K.
Agostinelli, Robert F.
Aguiar, Eric*
Ahuja, Sanjiv*
Aidinoff, M. Bernard
Ajami, Fouad
Albright, Alice P.*
Albright, Madeleine K.
Alderman, Michael H.
Aldrich, George H.
Alexander, Aileen K.
Alexander, John R.
Alexander, Margo N.
Alfonzo, Rafael
Alford, William P.
Allaire, Paul A.
Allbritton, Joe L.
Allen, Jodie T.
Allen, John R.*
Allen, Jonathan
Allen, Richard V.
Allen, Thad W.
Allen, William L.
Allibhoy, Faheen
Allison, Graham T.
Almond, Michael A.
Alonso, Anne L.
Alter, Jonathan H.
Alter, Karen J.
Alterman, Jon B.
Altman, Daniel†
Altman, Drew
Altman, Roger C.
Altman, William C.
Altshuler, David
Alvarez, Jose E.
Alving, Amy E.
Amirfar, Catherine
Ammoni, Marvin
Amos, Deborah Susan
Anand, Manpreet Singh
Andelman, David A.
Andersen, Harold W.
Anderson, Christine L.
Anderson, Craig B.
Anderson, Desai
Anderson, Edward G. III
Anderson, Gloria B.
Anderson, John B.
Anderson, Lisa
Anderson, Mark A.
Anderson, Paul F.
Andreas, Terry Lynn
Andrews, David R.
Andrews, Michael A.
Angelou, Mark A.
Ansour, M. Michael
Anthony, John Duke
Aossey, Nancy A.
Apgar, David P.
Aponte, Mari Carmen
Appiah, Kwame A.
Applebaum, Anne E.
Aquilla, Francis J.
Aracos, Crescencio S.
Arend, Anthony Clark
Argov, Gideon
Arkin, Stanley S.
Armacost, Michael H.
Armstrong, Charles Michael
Armstrong, Lloyd Jr.
Arnhold, Henry H.
Aron, Adam M.
Arons, Melinda S.
Aronson, Bernard W.
Aronson, Jonathan David
Arsenian, Deana
Arsht, Adrienne
Art, Robert J.
Arthurs, Alberta
Artigiani, Carole
Asgard, Ramin
Assoua, George E.
Athreyar, Bama
Atkinson, Rebecca†
Atkins, Betsy S.
Atkinson, Caroline
Atuahene, Bernadette
Atwood, J. Brian
Auer, James E.
Auerbach, Paul S.
Aufhauser, David D.
Auguste, Byron Gerald
Augustine, Norman R.
Auspitz, Josiah Lee
Ausbubel, Jesse H.
Avedon, John F.
Avery, John E.
Avery, William H.
Avni, Ronit
Auwaah, Patrick G. Jr.
Axelrod, Robert M.
Ayers, H. Brandt
Ayón, David R.
Ayres, Alyssa
Ayyar, Balan Rama*
Azim, Khalid
Azimi, Shad†

B
Babbitt, Bruce
Babbitt, Eileen F.
Babbitt, Harriet C.
Bacchus, James L.
Bacevich, Andrew J.
Bader, Christine
Bader, William B.
Baer, Donald A.
Bagley, Bruce M.
Bagley, Elizabeth Frawley
Bahar, Michael
Bailey, Jed
Bailey, Ronald Lewis
Bailes, Leslie E.
Baird, Peter W.
Baker, Amy†
Baker, Arnold B.
Baker, Audrey H.
Baker, Howard H. Jr.
Baker, James A. III
Baker, James H.
Baker, John R.
Baker, Nancy Kassebaum
Baker, Pauline H.
Baker, Stewart A.
Baker, Thurbert E.
Bakhsh, Shaul
Bakstansky, Peter
Balaran, Paul

* Elected to membership in 2011.
† Elected to a five-year term membership in 2011.
Note: Membership shown as of July 1, 2011.
Batkin, Alan R.
Bator, Francis M.
Battaglia, Charles C.
Baxter, Randolph
Bayh, Evan
Bayrasli, Elmira
Bean, Frank D.
Beard, Nancy J.
Beattie, Richard I.
Beatty, Warren
Beck, Douglas
Becker, Elizabeth H.
Becker, David Z.
Beckmann, David*
Bedrosian, Gregory R.
Beehner, Lionel
Beeman, Richard E.
Behringer, Michael P.
Beim, David O.
Beim, Nicholas F.
Bekavac, Nancy Yavor
Belfer, Robert A.
Bell, Burwell B. III
Bell, Gordon P.
Bell, Joseph C.
Bell, Peter Dexter
Bell, Robert G.
Bell, Ruth Greenspan
Bell, Steve
Bell, Thomas D. Jr.
Bellamy, Carol
Bellinger, John B. III
Bellows, Ben
Bell-Rose, Stephanie K.
Bender, Gerald J.
Bender, Lawrence
Benedict, Kenneth M.
Benioff, Marc Russell
Benett, Douglas J.
Bennett, Andrew Owen
Bennett, Christina A.
Bennett, Susan J.
Benshoof, Janet
Benson, Lucy Wilson
Bereuter, Douglas K.
Bergen, Peter Lampert
Berger, Joshua Adam
Berger, Marilyn
Berger, Samuel R.
Berger, Suzanne
Berggruen, Nicolas
Bergman, Lowell A.
Bergsten, C. Fred
Berkley, Seth F.
Berkowitz, Bruce
Berkowitz, Elana†
Berkowitz, Howard P.
Berman, Howard L.
Berman, Jonathan E.
Bernard, Kenneth W.
Berndt, John E.
Bernstein, David Scott
Bernstein, Peter W.
Bernstein, Robert L.
Bernstein, Tom A.
Berresford, Susan Vail
Berris, Jan
Bersin, Alan D.
Bertini, Catherine Ann
Bertsch, Gary K.
Bery, Priya†
Beshar, Peter J.
Beshara, Adam
Bestani, Robert M.
Bestor, Theodore C.
Betts, Richard K.
Beutner, Austin M.
Bewkes, Jeffrey
Beyzavi, Kian
Bhala, Raj
Bhargava, Anurima†
Bhidé, Amar V.
Bialkin, Kenneth J.
Bialis, 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.
Biglari, Hamid
Billingsley, Lucy C.
Bilmes, Linda J.*
Bindenagel, James D.
Bingle, Michael J.
Binkley, Nicholas Burns
Binnendijk, Hans
Birdsall, Nancy
Birkelund, John P.
Bissell, Richard E.
Black, Cathleen P.
Black, Leon D.
Black, Shirley Temple
Black, Stanley Warren
Blacker, Coit D.
Blackwell, Blair
Blackwell, J. Kenneth
Blackwill, Robert D.
Blake, Robert O.

* Elected to membership in 2011.
† Elected to a five-year term membership in 2011.

Membership Roster
Bott, John C.
Boufford, Jo Ivey
Boughner, Devry S.
Bouis, Antonina W.
Boulware-Miller, Kay
Boustany, Charles W. Jr.
Bouton, Marshall M.
Bovin, Denis A.
Bower, Joseph Lyon
Bower, Whitney
Bowles, Erskine B.
Bown, Chad
Boyd, Charles Graham
Boyer, Spencer Phipps
Bracken, Paul
Braddock, Richard S.
Brademas, John
Bradford, Nichol Rae
Bradford, Zeb B. Jr.
Bradley, Bill
Bradley, David G.
Brady, Linda Parrish
Brady, Nicholas F.
Brady, Rose
Brainard, Lael
Bramwell, Elizabeth R.
Branch, Daniel H.
Bramwell, Elizabeth R.
Brazenor, Richard.*
Brazeal, Aurelia E.
Breck, Henry R.
Breed, Henry Eltinge III
Bremer, L. Paul III
Bremmer, Ian A.*
Breen, Karl
Breslauer, George William
Brewer, John D.
Breyer, Stephen G.
Briger, Peter L. Jr.
Brigety, Reuben Earl II
Brill, Alexander
Brill, Steven D.
Brilliant, Larry
Brimmer, Andrew F.
Brimmer, Esther Diane
Brinkley, Douglas G.
Britt, David V.B.
Britt, Glenn A.
Broad, Robin
Broadman, Harry G.
Broadwell, Paula D.
Broch, Steven Vernon
Broda, Frederick C.
Brodsy, William J.
Brody, Christopher W.
Brody, Kenneth D.
Brokaw, Tom
Bronfman, Edgar Jr.
Bronfman, Edgar M.
Bronner, Ethan S.
Bronson, Rachel
Brookins, Carole L.
Brose, Christian
Brooks, Frank P.*
Brower, Charles N.
Brown, Alice Lynn
Brown, Bartram S.
Brown, Binta Niambi
Brown, Carroll
Brown, Frederic J.
Brown, Gwendolyn A.
Brown, Harold
Brown, John P.
Brown, Jonathan A.C.
Brown, Katherine†
Brown, Katherine A.
Brown, Kathleen
Brown, Leon Carl
Brown, Lester R.
Brown, Michael†
Brown, Michael E.
Brown, Richard P. Jr.
Brown, Seyom
Brown Weiss, Edith
Browning, David S.
Bruce, Judith
Brun, Leslie A.
Bruno, Greg†
Bry, Bronwyn E.†
Bryan, Greyson L.
Bryant, Michael E.
Bryant, Ralph C.
Bryson, John E.
Brzezinski, Mark F.
Brzezinski, Mika* Brzezinski, Zbigniew
Buaron, Roberto
Buchman, Mark Edward
Bucknum, Mark A.
Budinger, Bill*
Budinger, Zoe Baird
Bueno de Mesquita, Bruce
Buergenthal, Thomas
Bulkeley Staats, Jennifer†
Bull, Bartle Breese
Bullock, Mary Brown
Bumpas, Stuart Maryman
Bundy, William D.
Bunzel, Jeffrey H.
Burand, Deborah K.
Burgess, John A.
Burke, James E.
Burks, Jonathan W.†
Burnett, Dale A.†
Burnett, Erin Isabelle
Burnham, Christopher Bancroft
Burns, Patrick Owen
Burns, Robert
Burns, William F.
Burns, William J.
Burrows, Mathew
Burt, Richard R.
Burton, Daniel F. Jr.
Burwell, Sylvia Mathews
Busby, Joshua W.†
Bush, Mary K.
Bush, Richard Clarence III
Bushner, Rolland H.
Bussey, John C.
Butler, Paul W.
Butler, Samuel C.
Butler, William J.
Butte-Dahl, Jennifer
Buultjens, Ralph
Buxbaum, Richard M.
Buyske, Gail
Byrne, Patrick M.
Byrnes, Maureen K.
Byrom, Jonathan C.
Cabrera, Ángel
Cáceres, Diane Alleva
Caeas, Camille M.
Caggins, Myles Barry III
Cahill, Kevin M.
Cahn, Jonathan D.
Calabia, Dawn T.
Calabia, F. Christopher
Calabresi, Massimo F.T.
Calder, Kent Eytring
Caldera, Louis E.
Caldwell, Dan Edward
Calhoun, Craig J.
Califano, Joseph A. Jr.
Califano, Mark Gerard
Callaghy, Thomas M.
Callander, Robert J.
Calleen, Michael A.
Calleo, David Patrick
Cambria, Salvatore F.
Camp, Roderic Ai
Campbell, Carolyn
Margaret
Campbell, Colin G.
Campbell, F. Gregory
Campbell, Kurt M.
Campbell, Thomas J.
Cannella, Margaret
Canton, Mikki*
Caperton, William Gaston III
Caplan, Gregory A.
Cappello, Alexander L.
Cappello, Juan Carlos
Capus, Stephen A.*
Caputo, David A.
Caputo, Lisa M.
Carbonell, Néstor T.
Cárdenas, José A.
Carey, John
Carey, William P.
Cari, Joseph A. Jr.
Carlos, Manuel Luis
Carlson, Neal D.†
Carlson, Scott A.
Carlucci, Frank C.
Carmichael, William D.
Carnesale, Albert
Carothers, Thomas
Carpenter, R. Charli
Carpenter, Ted Galen
Carr, John W.
Carrington, Walter C.
Carroll, J. Speed
Carruth, Reba Anne
Carson, Charles William Jr.
Carson, Johnnie
Carswell, Robert
Carter, Aimee D.
Carter, Ashton B.
Carter, Barry E.
Carter, Hodding III
Carter, James Earl
Carter, James H.
Carter, Mark Andrew
Carter, Marshall Nichols
Carter, Phillip E.
Casey, Claire†
Cashin, Stephen D.*
Casper, Gerhard
Cassell, Douglas W. Jr.
Cassell, Gail H.*
Cattarulla, Elliot R.
Catto, Henry E.
Caufield, Frank J.
Chickering, A. Lawrence
Chewning, Eric†
Cheston, Sheila C.
Chesney, Robert M.
Chesney, Robert M.
Chen, Lincoln C.
Chenault, Kenneth I.
Cheney, Anthony R.
Cheney, Richard B.
Cheney, Stephen A.
Cherian, Saj
Chesler, Ellen
Chesney, Robert M.
Chester, Sheila C.
Cheung, Eric†
Chickering, A. Lawrence

† Elected to membership in 2011.
‡ Elected to a five-year term membership in 2011.
Crow, Michael M.
Crowhurst, Tim
Crowley, Monica Elizabeth
Crown, Lester
Cruise, Daniel
Crumpton, Henry A.
Crystal, Lester M.
Cuellar, Mariano-Florentino
Cullum, Lee
Culora, Thomas J.
Cumming, Alfred
Cumming, Christine M.
Cummings, Alexander B. Jr.
Cuneo, Donald
Cunningham, James B.
Cunningham, Nelson W.
Curley, Walter J. P. Jr.
Curtis, Charles B.
Curtis, Gerald L.
Curtis, Meghann Adrienne
Cutler, Walter L.
Cutshaw, Kenneth A.
Cutter, W. Bowman
Cyri, Arthur I.

D
Daalder, Ivo H.
Dady, Teresa Gail
Dahan, Elizabeth†
Dahm, Marcia Wachs
Dahm, Kenneth W.
Daly, Sarah Zukerman†
Dami, Kenneth W.
Dam, William B.
Dale, William M.
Dallara, Charles H.
Dalley, George Albert
Dallmeyer, Dorinda G.
Dalton, James E.
Daly, Robert W.
Daly, Nancy*
Daly, William B.
Daly, William M.
Dallara, Charles H.
Dalley, George Albert
Dallmeyer, Dorinda G.
Dalton, James E.
Daly, Sarah Zukerman†
Dam, William B.
Dam, Marcia Wachs
D’Amato, Alfonse M.
Damosch, Lori Fisler
Danforth, William H.
Dang Murphy, Stephanie
Daniel, D. Ronald
Daniel, Donald C. F.

* Elected to membership in 2011.
† Elected to a five-year term membership in 2011.

Danilovich, John J.
Daniel, Robert M.
Danner, Mark D.
Daschle, Thomas Andrew
Dalsa, Russell J.
Daskal, Jennifer Caryn
Daulaire, Nils M.
David, Jack
Davidson, Amy S.
Davidson, Janine Anne
Davidson, Peter*
Davis, Bradford
Davis, Florence A.
Davis, Geoffrey Clark
Davis, Jacquelyn K.
Davis, Jerome
Davis, Kathryn W.
Davis, Kim Gordon
Davis, Lynn E.
Davis, Marion Thomas
Davis, Stephen B.
Davis, Susan M.
Davis, William Keith*
Davidson, Kristina Perkin
Dawes, Sara
Dawisha, Karen Lea
Dawkins, Peter M.
Dawson, Christine L.
Dawson, Horace G. Jr.
Dawson Carr, Marion M.
Day, Arthur R.
Days, Drew Saunders III
Deagle, Edwin A. Jr.
Dean, Robert W.
Dean, Robert W.
Dear, Alice M.
Debevoise, Eli Whitney II
de Borchgrave, Arnaud
Debs, Barbara Knowles
Debs, Richard A.
DeBusk, F. Amanda
DeCrane, Alfred C. Jr.
Decy, Roxanne J.
Dedrick, Fred T.
Deffenbaugh, Ralston H. Jr.
DeFranca, Cristian M.
DeGioia, John J.
de Habsburg, Inmaculada
de la Cruz, Carlos M. Sr.*
de de Lasa, Jose M.
Del Rosso, Stephen J.
Delury, John
Delury, John
del Me, Meera Lea
demén, Georges
de Menil, Joy Alexandra
Menil, Lois Pattison
Deming, Rust Macpherson

Deng, Francis M.
Denham, Robert E.
Deal, Jacqueline Newmyer†
Delph, Walter†
Denison, Robert J.
Denning, Steven A.
Dennis, Everett E.
Dennis, Kirby†
Denoon, David B. H.
Denton, Hazel
Denton, James S.
Dentzer, Susan
DePoy, Phil E.
Dergham, Raghib
de Rothschild, Lynn
Forester
Derrick, James V. Jr.
Derryck, Vivian Lowery
Desai, Anand†
Desai, Padma
Desai, Rohit M.
Desai, Vishakha N.
Desch, Michael C.
Deshazer, MacArthur
DeSouza, Patrick J.
Despres, Gina H.
Destler, I. M.
de Swaan, Jean Christophe
Deutch, John
Deutch, Shelley
DeVecchi, Robert P.
Devine, C. Maury
Devine, John J.
Devine, Thomas J.
de Vries, Rimmer
DeYoung, Karen J.
Diamond, Larry J.
Diamond, Michael W.
Diamond, Robert E. Jr.
Diaz, Charley L.
Dickey, Christopher S.
Dicks, Norman D.
Dickson-Horton, Valerie L.
Didion, Joan
Diehl, Jackson K.
Dilenschneider, Robert L.
Diller, Barry
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.
Doebele, Justin W.
Doerge, David J.
Doi, Ayako
Dole, Harold E. Jr.
Dominguez, Jorge I.
Domm, Patti*
Donahue, Thomas R.
Donaldson, Peter J.
Donaldson, Robert H.
Donaldson, William H.
Donatich, John E.
Donehoo, Stephen C.
Donfried, Karen Erika
Donohoe, Charles†
Donohue, Laura K.
Donohue, Thomas J. Sr.
Doran, Charles F.
Dormandy, Xenia B. M.
Dory, Amanda Jean
Doty, Grant R.
Dougan, Diana Lady
Dougherty, James P.
Dougherty, Jill M.*
Douglas, Michael
Douglass, Loren Robert
Douglass, Robert R.
Dowling, John Nicholas
Downie, Richard D.*
Doyle, Brian Joseph
Doyle, Michael W.
Doyle, Noreen
Draper, William H. III
Drayton, William
Dreier, David T.
Drew, Elizabeth
Dreyfuss, Joel
Dreyfuss, Richard S.
Drezner, Daniel W.
Drobnick, Richard Lee
Drozdiak, William M.
Drucker, Joy E.
Drucker, Richard A.
Druyen, Ann
Dryden, Sam
Duberstein, Kenneth M.
Dubik, James Michael
Dubois, Maurice A.
Dubrul, Stephen M. Jr.
Dudley, William C.*
Duel, Charles A.
Duersten, Althea L.
Membership Roster

Duffey, Joseph D.
Duffie, David A.
Duffy, Gloria Charmian
Duffy, James H.
DuGan, Gordon F.
Duggan, Timothy E.
Duke, Robin Chandler
Dulany, Peggy
Dunbar, Charles F.
Duncan, Charles William Jr.
Duncan, Graham A.
Dunigan, Patrick Andrew
Dunkerley, Craig G.
Dunlop, Joan B.
Dunn, Lewis A.
Dunn, Michael M.
Dur, Philip A.
Durbin, Brent
Durkin, Patrick J.
Dutt, Mallika
Dysan, Karen*
Dyson, Esther

E
Ear, Sophal†
Earle, Ralph II
East, Maurice A.
Easterly, Jennie M.
Eastman, John Lindner
Easum, Donald B.
Eberhart, Ralph E.
Eberstadt, Nicholas
Echols, Marsha A.
Eck, Bailey Morris
Economy, Elizabeth C.
Ecton, Donna R.
Eddleman, Linda Hiniker
Eddy, Randolph P. III
Edelman, Gerald M.
Edelman, Marian Wright
Edelman, Richard Winston
Edington, Mark D.W.
Edley, Christopher Jr.
Edmond, Micah
Edwards, George C. III
Edwards, Howard L.
Edwards, Mickey
Edwards, Robert H.
Edwards, Robert H. Jr.

Effron, Blair
Efros, Laura L.
Egan, Julie M.†
Eggers, Jeffrey
Eggers, Thomas E.
Ehrenkranz, Joel S.
Eichengreen, Barry J.
Eikenberry, Karl W.
Einaudi, Luigi Roberto
Einhorn, Jessica P.
Einhorn, Robert J.
Eisenbath, Charles R.
Eizenstat, Stuart E.
Elden, Richard
Elders, Christopher†
Elias, Christopher J.
Elenbogen, Henry M.
Ellick, Adam B.
Elliott, Dorinda
Elliott, Inger McCabe
Ellis, James Reed
Ellis, Lisa R.
Ellis, Mark S.
Ellis, Patricia
Ellis, Rodney
Ellison, Keith Paty
Ellsberg, Daniel
El-Shazli, Heba F.
Elson, Edward E.
Ely-Raphel, Nancy Halliday
Embree, Ainslie Thomas
Emerson, John B.
Emmert, Jonathan Adam
Emmert, Mark A.
Eng, Na S.
Ensor, David B.
Enwright, L. Brooks
Epstein, Jason
Epstein, Joshua M.
Erb, Guy F.
Erb, Richard D.
Erbson, Claude E.
Erburu, Robert F.
Ercklentz, Alexander T.
Erdmann, Andrew P.N.
Erikson, Daniel
Ervin, Clark Kent
Escogima, Ana A.†
Esfandiari, Haleh
Esper, Mark T.
Esserman, Susan G.
Estabrook, Robert H.
Esty, Daniel C.
Etzioni, Amitai
Evans, Gail H.
Evans, Harold M.
Evans, Peter C.
Exum, Andrew

F
Factor, Mallory
Fair, C. Christine
Fairbanks, Richard
Fairman, David M.
Falco, Mathea
Falk, Pamela S.
Falk, Richard A.
Fallon, Robert E.
Fallows, James
Fang, Bay
Fanton, Jonathan Foster
Farar, Tom J.
Farhadian, Tali Farimah
Farkas, Evelyn L.
Farman-Farmaian, Elizabeth Worley
Farmer, Thomas L.
Farnum, Andrew L.†
Farrar, Jay C.
Farrar, Stephen Prescott
Farrell, Diana
Faskianos, Irina A.
Fawaz, Leila
Feigenbaum, Evan A.
Feinberg, Mark B.
Feinberg, Richard E.
Feiner, Ava S.
Feinstein, Dianne
Feinstein, Lee
Feissel, Gustave
Feist, Samuel H.
Feith, Douglas J.
Felbab-Brown, Vanda
Feldman, Mark B.
Feldstein, Martin S.
Feldstein, Steven
Felix, Donald†
Fellner, Jamie
Fenton, David
Fenzel, Michael R.
Ferguson, Charles H.
Ferguson, James L.
Ferguson, Roger W. Jr.
Ferguson, Tim W.
Fernandez, Jose W.
Fernholz, Mauricio
Ferrari, Bernard T.
Ferré, Helen Aguirre
Ferré, Maurice A.
Ferré Ramirez, Antonio
Luis
Ferrell, Lisa Carolyn
Ferrell, Robert S.
Fesharaki, Fereidun
Fessenden, Hart
Fetter, Steve
Fick, Nathaniel C.
Fiedler, Jeffrey L.
Fields, Bertram H.
Fields, Craig L.
Fife, Eugene V.
Filippelli, Guy Louis
Filippone, Robert J.
Findakly, Hani K.
Finder, Joseph Alan
Findlay, D. Cameron
Finelli, Francis A.
Finer, Jonathan J.
Fink, Sheri L.
Finkelstein, Lawrence S.
Finn, Edwin A. Jr.
Finnemore, Martha
Finney, Paul B.
Fino, Steven A.†
Finucane, Anne M.*
Fionda, Kenneth Quinn
Firestone, Charles M.
Fisch, Jacob
Fisch, Mark
Fischbach, Gerald D.
Fischer, Betsy
Fischer, Stanley
Fisher, Droston Andrew
Fisher, Julie Ann
Fisher, Peter R.
Fisher, Richard W.
Fisher, Roger D.
Fisher, Scott C.
Fishlow, Albert
Fisk, Daniel W.
Fitchett, Mercedes Carmela
Fits, Sarah A.W.
FitzGerald, Frances
Fitzgibbons, Harold E.
Fitzgibbons, John B.
Fitz-Pegado, Lauri J.
Flaherty, Martin S.
Flaherty, Pamela P.
Flaherty, Peter
Flanagan, Stephen J.
Flannery, Julian M.
Fleischmann, Alan H.
Fleming, Gregory James
Fletcher, Phillip Douglas
Flourny, Michèle A.
Fly, Jamie M.
Flynn, Carol
Flynn, George J.
Fraser, Jane*
Franklin, William Emery
Fraser, Jane*
Flynn, Mary Laurence
Flynn, Stephen E.
Fnl’Piere, Patrick John
Foggo, James G. III
Fogleman, Ronald R.
Fogleson, Robert H.
Foley, S. Robert Jr.
Foley, Thomas C.
Foley, Thomas S.
Folsom, George A.
Fontaine, Richard H. Jr.
Foote, Edward T. II
Foote, William Fulbright
Forbes, Kristin J.
Ford, Celeste V.*
Ford, Harold E. Jr.
Ford, Paul B. Jr.
Fore, Henrietta Holsman
Forgacs, Andras
Forman, Shepard L.
Foroohar, Rana A.
Forstmann, Theodore J.
Forstythe, Rosemarie
Fosler, Gail D.
Foss, Michelle Michot
Foster, Badi Garrett
Foster, Brenda Lei
Foster, Charles C.
Foster, Kathleen†
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†
Foxman, Abraham H.
Fraga Neto, Arminio
Francette, Albert
Frank, Andrew D.
Frank, Charles R. Jr.
Frank, Richard A.
Frankel, Francine R.
Frankel, Jeffrey A.
Franklin, Barbara Hackman
Franklin, Robert M.*
Franklin, Shirley Clarke
Franklin, William Emery
Fraser, Jane*
Fraser, Jennifer E.
Frazier, Kenneth C.
Freedman, Jonathan M.
Freedman, Alix M.
Freedman, Michael
Freedman, Bennett
Freeman, Constance J.
Freeman, Harry L.
Freidheim, Cyrus F.
Freidheim, Scott J.
Freidheim, Stephen C.
Freire, Maria C.
Freyer, Dana H.
Fribourg, Paul J.
Friedberg, Aaron Louis
Friedberg, Barry S.
Friedman, Alexander
Friedman, Andre
Friedman, Bart
Friedman, Benjamin M.
Friedman, Fredrica S.
Friedman, Jordana D.
Friedman, Stephen
Friedman, Stephen J.
Friedman, Thomas L.
Frieman, Wendy
Friend, Theodore W.
Frist, William H.
Fritz, Oliver III
Froman, Michael B.G.
Fromholz, Julia M.
Fromkin, David
Frost, Ellen L.
Frumin, Amy
Fry, Earl H.
Frye, Alton
Frye, Timothy Michael
Fudge, Ann M.
Fukushima, Glen S.
Fukuyama, Francis
Fulgham, Alonzo L.
Fulton, William P.
Fulton, Laurie S.*
Fung, Mark T.*
Fung, Victor K.
Furlaud, Richard Mortimer
Furman, Gail
Fusco, Bradley
Futter, Ellen V.
G
Gacek, Stanley Arthur
Gaddis, John Lewis
Gadiesh, Orit B.
Gaer, Felice D.
Gaghan, Stephen W.
Gaines, James R.
Gaither, Kendra LeAnn†
Galbraith, James K.
Galbraith, Peter W.
Gallagher, Kelly Sims*
Gallo, Alexander Michael
Gallucci, Robert L.
Galvis, Sergio J.
Ganguly, Sumit
Gann, Pamela Brooks
Gannon, John C.
Ganoe, Charles S.
Gans, Lisa M.
Garber, Larry A.
Garcia, Juan M. III
Garcia, Marlen
Gard, Robert G. Jr.
Gardels, Nathan P.
Gardner, Anthony Luzzatto
Gardner, James A.
Gardner, Nina Luzzatto
Gardner, Richard N.
Garment, Suzanne R.
Garnett, Sherman
Garodnick, Daniel R.
Garrett, Geoffrey M.
Garrett, Laurie
Garten, Jeffrey E.
Gartner, David J.
Garwin, Richard L.
Garza, Antonio Oscar Jr.
Gates, Henry Louis Jr.
Gates, Robert M.
Gati, Charles
Gati, Toby Trister
Gaudiana, Claire L.
Gause, F. Gregory III
Gavin, Francis J.
Gavrilis, James A.
Gay, Catherine
Gayle, Helene D.
Gedmin, V. Jeffrey
Geier, Philip O.
Geithner, Peter F.
Geithner, Timothy F.
Gelb, Bruce S.
Gelb, Leslie H.
Gellert, Michael E.
Gellman, Barton
Gell-Mann, Murray
Gelperr, Anna
Genser, Jared M.
George, Robert P.
Georgescu, Peter Andrew
Gephardt, Richard A.
Gerber, Burton L.
Gerber, Louis
Gergen, David R.
Gerhart, Gail M.
Germain, Adrienne
Gershell, Patrick A.
Gershman, Carl Samuel
Gerson, Allan
Gerson, Elliot F.
Gerson, Ralph J.
Gerstein, Daniel M.
Gerstell, Glenn S.
Gerstner, Louis V. Jr.
Getler, Michael
Gewirtz, Paul David
Geyer, Georgie Anne
Gfoeller, Joachim Jr.
Gfoeller, Michael
Gfoeller, Tatiana C.
Ghiiglione, Loren
Gholz, Charles Eugene
Giacomo, Carol Ann
Giambastiani, Edmund P. Jr.
Gibbs, Reggie Scott
Giffen, James Henry
Giffin, Gordon D.
Gil, Andrés Valerio
Gilbert, G. S. Beckwith
Gilbert, Jackson B.
Gilbert, Steven J.
Gill, Bates
Gillette, Michael James
Gilmore, James S. III
Gilmore, Richard
Gimelli, Noa†
Gingrich, Newton L.
Ginsberg, Gary L.
Ginsberg, Marc Charles
Ginsburg, Jane C.
Ginsburg, Ruth Bader
Girald, Catalina†
Givhan, Walter D.
Gjelten, Thomas G.
Glaser, Bonnie S.
Glauber, Robert R.
Glazebrook, Michael
Glennon, Michael J.
Gleysteen, Peter
Glickman, Daniel R.
Globerman, Norma
Glocer, Thomas H.
Gluck, Carol
Gluck, Frederick W.
Godchaux, Frank A. III
Goel, Anish
Goetz, Richard Karl
<table>
<thead>
<tr>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goins, Charlynn</td>
</tr>
<tr>
<td>Goldberg, Nicholas</td>
</tr>
<tr>
<td>Goldberg, Ronnie L.</td>
</tr>
<tr>
<td>Golden, James R.</td>
</tr>
<tr>
<td>Golden, Jennifer E.</td>
</tr>
<tr>
<td>Goldfield, Harold P.</td>
</tr>
<tr>
<td>Goldfield, Jacob D.</td>
</tr>
<tr>
<td>Goldgeier, James M.</td>
</tr>
<tr>
<td>Goldin, Harrison J.</td>
</tr>
<tr>
<td>Goldman, Charles N.</td>
</tr>
<tr>
<td>Goldman, Guido</td>
</tr>
<tr>
<td>Goldman, Marshall I.</td>
</tr>
<tr>
<td>Goldman, Merle D.</td>
</tr>
<tr>
<td>Goldman, Neal D.</td>
</tr>
<tr>
<td>Goldmark, Peter C. Jr.</td>
</tr>
<tr>
<td>Goldsmith, Barbara</td>
</tr>
<tr>
<td>Goldsmith, Jack</td>
</tr>
<tr>
<td>Landman III</td>
</tr>
<tr>
<td>Goldsmith, Russell D.</td>
</tr>
<tr>
<td>Goldstein, Gordon M.</td>
</tr>
<tr>
<td>Goldstein, Jeffrey A.</td>
</tr>
<tr>
<td>Goldstein, Morris</td>
</tr>
<tr>
<td>Goldstone, Jack A.</td>
</tr>
<tr>
<td>Goldwyn, David L.</td>
</tr>
<tr>
<td>Goldzimer, Aaron</td>
</tr>
<tr>
<td>Golhar, Shawn P.M.†</td>
</tr>
<tr>
<td>Golob, Paul D.</td>
</tr>
<tr>
<td>Golston, Allan*</td>
</tr>
<tr>
<td>Gomez, Eduardo J.</td>
</tr>
<tr>
<td>Gomez, Heidi N.†</td>
</tr>
<tr>
<td>Gomory, Ralph E.</td>
</tr>
<tr>
<td>Gompert, David C.</td>
</tr>
<tr>
<td>Gonen, Ron†</td>
</tr>
<tr>
<td>Gonzalez, Emilio Tomas</td>
</tr>
<tr>
<td>Goodman, Allan E.</td>
</tr>
<tr>
<td>Goodman, George J.W.</td>
</tr>
<tr>
<td>Goodman, Herbert I.</td>
</tr>
<tr>
<td>Goodman, John B.</td>
</tr>
<tr>
<td>Goodman, Matthew P.</td>
</tr>
<tr>
<td>Goodman, Roy M.</td>
</tr>
<tr>
<td>Goodman, Ryan*</td>
</tr>
<tr>
<td>Goodman, Sherri W.</td>
</tr>
<tr>
<td>Gordon, John A.</td>
</tr>
<tr>
<td>Gordon, Michael R.</td>
</tr>
<tr>
<td>Gordon, Philip H.</td>
</tr>
<tr>
<td>Gordon-Hagerty, Lisa E.</td>
</tr>
<tr>
<td>Gordon-Reed, Annette</td>
</tr>
<tr>
<td>Gorelick, Jamie S.</td>
</tr>
<tr>
<td>Gorman, Joseph T.</td>
</tr>
<tr>
<td>Gorman, Monica†</td>
</tr>
<tr>
<td>Gotbaum, Victor</td>
</tr>
<tr>
<td>Gottemoeller, Rose E.</td>
</tr>
<tr>
<td>Gottfried, Kurt</td>
</tr>
<tr>
<td>Gottlieb, Geoffrey A.</td>
</tr>
<tr>
<td>Gottlieb, Gidon A.G.</td>
</tr>
<tr>
<td>Gottsegen, Peter M.</td>
</tr>
<tr>
<td>Gould, Peter G.</td>
</tr>
<tr>
<td>Gourevitch, Peter A.</td>
</tr>
<tr>
<td>Gourevitch, Philip D.</td>
</tr>
<tr>
<td>Grace, Lola Nashashibi</td>
</tr>
<tr>
<td>Graczewski, Timothy John</td>
</tr>
<tr>
<td>Grady, Robert E.</td>
</tr>
<tr>
<td>Graff, Henry Franklin</td>
</tr>
<tr>
<td>Graham, Bob</td>
</tr>
<tr>
<td>Graham, Carol Lee</td>
</tr>
<tr>
<td>Graham, Thomas Edward</td>
</tr>
<tr>
<td>Graham, Thomas Jr.</td>
</tr>
<tr>
<td>Granger, Kay</td>
</tr>
<tr>
<td>Granoff, Michael D.</td>
</tr>
<tr>
<td>Grant, James D.</td>
</tr>
<tr>
<td>Graubard, Stephen</td>
</tr>
<tr>
<td>Richards, Christopher J.</td>
</tr>
<tr>
<td>Gray, C. Boyden</td>
</tr>
<tr>
<td>Gray, Hanna Holborn</td>
</tr>
<tr>
<td>Greathed, R. Scott</td>
</tr>
<tr>
<td>Greco, Richard Jr.</td>
</tr>
<tr>
<td>Green, Carl J.</td>
</tr>
<tr>
<td>Green, Eric F.</td>
</tr>
<tr>
<td>Green, Ernest G.</td>
</tr>
<tr>
<td>Green, Jerrold D.</td>
</tr>
<tr>
<td>Green, Josh</td>
</tr>
<tr>
<td>Green, Michael J.</td>
</tr>
<tr>
<td>Green, Robert Shane</td>
</tr>
<tr>
<td>Greenberg, Arthur N.</td>
</tr>
<tr>
<td>Greenberg, David</td>
</tr>
<tr>
<td>Greenberg, Evan G.</td>
</tr>
<tr>
<td>Greenberg, Glenn H.</td>
</tr>
<tr>
<td>Greenberg, Jeffrey W.</td>
</tr>
<tr>
<td>Greenberg, Karen J.</td>
</tr>
<tr>
<td>Greenberg, Lawrence Scott</td>
</tr>
<tr>
<td>Greenberg, Maurice R.</td>
</tr>
<tr>
<td>Greenberg, Sanford D.</td>
</tr>
<tr>
<td>Greenberger, Robert</td>
</tr>
<tr>
<td>Stephen</td>
</tr>
<tr>
<td>Greene, Joseph N. Jr.</td>
</tr>
<tr>
<td>Greene, Margaret L.</td>
</tr>
<tr>
<td>Greene, Robert Lane</td>
</tr>
<tr>
<td>Greene, Wade</td>
</tr>
<tr>
<td>Greenman, Margot Alyse</td>
</tr>
<tr>
<td>Greenspan, Alan</td>
</tr>
<tr>
<td>Greenwald, G. Jonathan</td>
</tr>
<tr>
<td>Greenway, Hugh D.S.</td>
</tr>
<tr>
<td>Gregg, Donald P.</td>
</tr>
<tr>
<td>Gregorian, Vartan</td>
</tr>
<tr>
<td>Gregson, Wallace C. Jr.</td>
</tr>
<tr>
<td>Grenier, Robert L.</td>
</tr>
<tr>
<td>Griego, Linda</td>
</tr>
<tr>
<td>Griffin, Nicholas</td>
</tr>
<tr>
<td>Griffiths, Phillip A.</td>
</tr>
<tr>
<td>Grimes, Joseph A. Jr.</td>
</tr>
<tr>
<td>Grimes, William W.*</td>
</tr>
<tr>
<td>Grissom, Janet Mullins</td>
</tr>
<tr>
<td>Grondine, Robert F.</td>
</tr>
<tr>
<td>Grose, Peter</td>
</tr>
<tr>
<td>Gross, Martin J.</td>
</tr>
<tr>
<td>Gross, Patrick W.</td>
</tr>
<tr>
<td>Grossman, Gene M.</td>
</tr>
<tr>
<td>Grossman, Marc</td>
</tr>
<tr>
<td>Grove, Paul C.</td>
</tr>
<tr>
<td>Groves, Bryan N.</td>
</tr>
<tr>
<td>Groves, Ray J.</td>
</tr>
<tr>
<td>Gruman, Jessie C.</td>
</tr>
<tr>
<td>Gudwin, Ella R.*</td>
</tr>
<tr>
<td>Guengerich, Galen J.</td>
</tr>
<tr>
<td>Guenov, Tressa Steffen</td>
</tr>
<tr>
<td>Guff, Andrew J.</td>
</tr>
<tr>
<td>Gugliotta, Brian</td>
</tr>
<tr>
<td>Günd, Agnes</td>
</tr>
<tr>
<td>Gundlach, Andrew S.</td>
</tr>
<tr>
<td>Gupte, Pranay</td>
</tr>
<tr>
<td>Gustafson, Ellen†</td>
</tr>
<tr>
<td>Gutfreund, John H.</td>
</tr>
<tr>
<td>Guth, John H. J.</td>
</tr>
<tr>
<td>Gwartzman, Bernard M.</td>
</tr>
<tr>
<td>Haas, Mimi L.</td>
</tr>
<tr>
<td>Haas, Robert D.</td>
</tr>
<tr>
<td>Haass, Richard N.</td>
</tr>
<tr>
<td>Haave, Christopher E.</td>
</tr>
<tr>
<td>Hachigian, Nina L.</td>
</tr>
<tr>
<td>Haddad, Yvonne Yazbeck</td>
</tr>
<tr>
<td>Hadley, Stephen J.</td>
</tr>
<tr>
<td>Hafner, Joseph A. Jr.</td>
</tr>
<tr>
<td>Haft, Jeremy R.</td>
</tr>
<tr>
<td>Hagel, Chuck</td>
</tr>
<tr>
<td>Hagen, Katherine A.</td>
</tr>
<tr>
<td>Haggard, Stephen</td>
</tr>
<tr>
<td>Hahn, Natalie D.</td>
</tr>
<tr>
<td>Hailston, Earl B.</td>
</tr>
<tr>
<td>Hajari, Nisid J.</td>
</tr>
<tr>
<td>Hajjar, David Phillip*</td>
</tr>
<tr>
<td>Hakakian, Roya</td>
</tr>
<tr>
<td>Hakim, Peter</td>
</tr>
<tr>
<td>Hale, David D.</td>
</tr>
<tr>
<td>Hale, Lyric Hughes</td>
</tr>
<tr>
<td>Hall, C. Barrows</td>
</tr>
<tr>
<td>Hall, John P.</td>
</tr>
<tr>
<td>Hall, Kathryn Walt</td>
</tr>
<tr>
<td>Hall, Laura A.</td>
</tr>
<tr>
<td>Halper, James D.</td>
</tr>
<tr>
<td>Halperin, David R.</td>
</tr>
<tr>
<td>Halperin, Morton H.</td>
</tr>
<tr>
<td>Haltzel, Michael H.</td>
</tr>
<tr>
<td>Hamburg, David A.</td>
</tr>
<tr>
<td>Hamburg, Margaret Ann</td>
</tr>
<tr>
<td>Hamel, Michael A.</td>
</tr>
<tr>
<td>Hamilton, Charles V.</td>
</tr>
<tr>
<td>Hamilton, Daniel</td>
</tr>
<tr>
<td>Hamilton, Edward K.</td>
</tr>
<tr>
<td>Hamilton, Hugh Gerard Jr.</td>
</tr>
<tr>
<td>Hamilton, John Maxwell</td>
</tr>
<tr>
<td>Hamilton, Lee H.</td>
</tr>
<tr>
<td>Hames, Lynda Ann</td>
</tr>
<tr>
<td>Hammonds, D. Holly</td>
</tr>
<tr>
<td>Hamre, John J.</td>
</tr>
<tr>
<td>Hancock, Ellen</td>
</tr>
<tr>
<td>Hand, Bailey</td>
</tr>
<tr>
<td>Hand, Lloyd N.</td>
</tr>
<tr>
<td>Hand, Scott M.</td>
</tr>
<tr>
<td>Handelman, Stephen</td>
</tr>
<tr>
<td>Handler, Scott†</td>
</tr>
<tr>
<td>Hanna, Michael Wahid</td>
</tr>
<tr>
<td>Hansell, Herbert J.</td>
</tr>
<tr>
<td>Hanson, Gordon H.</td>
</tr>
<tr>
<td>Hantz, Giselle P.</td>
</tr>
<tr>
<td>Hantzopoulos, Paraskeve</td>
</tr>
<tr>
<td>Harari, Maurice</td>
</tr>
<tr>
<td>Hardin, Edward J.</td>
</tr>
<tr>
<td>Hardin, Katherine A.</td>
</tr>
<tr>
<td>Harding, Deborah A.</td>
</tr>
<tr>
<td>Harding, Harry</td>
</tr>
<tr>
<td>Hardt, John P.</td>
</tr>
<tr>
<td>Hargrove, John Lawrence</td>
</tr>
<tr>
<td>Harlan, Joshua D.</td>
</tr>
<tr>
<td>Harland, Christopher</td>
</tr>
<tr>
<td>Munro</td>
</tr>
<tr>
<td>Harley, Jeffrey Allan*</td>
</tr>
<tr>
<td>Harlow, D. Brooke</td>
</tr>
<tr>
<td>Harman, Jane</td>
</tr>
<tr>
<td>Harmon, James A.</td>
</tr>
<tr>
<td>Harney, Alexandra</td>
</tr>
<tr>
<td>Harpe, James W.</td>
</tr>
<tr>
<td>Harper, Conrad K.</td>
</tr>
<tr>
<td>Harris, David A.</td>
</tr>
<tr>
<td>Harris, Grant T.</td>
</tr>
<tr>
<td>Harris, Jay T.</td>
</tr>
<tr>
<td>Harris, Jessica</td>
</tr>
<tr>
<td>Harris, Joshua J.</td>
</tr>
<tr>
<td>Harris, Martha Caldwell</td>
</tr>
<tr>
<td>Harrison, Hope M.</td>
</tr>
<tr>
<td>Harrison, Selig S.</td>
</tr>
<tr>
<td>Harrison, William B. Jr.</td>
</tr>
<tr>
<td>Hart, Gary</td>
</tr>
</tbody>
</table>

* Elected to membership in 2011.
† Elected to a five-year term membership in 2011.
Hart, Robert C.
Hart, Todd Christopher
Hartley, Jane D.
Hartman, Arthur A.
Haseltine, William Alan
Haskell, John H.F. Jr.
Hathaway, Oona A.*
Hathaway, Robert M.
Hau, Sander
Hauge, John Resor
Hauser, Rita E.
Hauser, William Locke
Havell, Theresa A.
Hawkins, Ashton
Hawley, F. William
Hayden, Michael V.
Hayek, Alexandre P.
Hayes, Jeff W.
Hayes, Margaret Daly
Hayes, Michael Edward
Hayes, Rita Derrick
Haykel, Bernard A.*
Hayes, Lukas Harrison
Haynes, Ulric
Hays, Laurie
Hayward, Thomas B.
Healey, Kerry Murphy
Heaney, Andrew P.*
Heck, Charles A.
Hecker, Siegfried S.
Heckman, Leila
Hedstrom, Mitchell W.
Heep-Richter, Barbara D.
Heer, Paul
Heginbotham, Stanley J.
Hegseth, Pete†
Hehir, J. Bryan
Heifetz, Stephen
Heimann, John G.
Heimbold, Charles A. Jr.
Heimowitz, James B.
Heineman, Benjamin W. Jr.
Heineman, Melvin L.
Heintz, Stephen B.
Heintzen, Harry Leonard
Heinz Kerry, Teresa
Heleniak, David W.
Helfer, Michael Stevens
Helfer, Ricki Tigert
Helfstein, Scott†
Helgerson, John L.

† Elected to membership in 2011.
† Elected to a five-year term membership in 2011.

Heller, Bridgette P.
Heller, Richard M.
Hellman, F. Warren
Hellman, Steven E.
Hellmann, Donald Charles
Helm, Robert W.
Helm, Suzanne
Helman, Joseph J.
Helman, Robert A.
Helprin, Mark
Helvey, David Farr
Hemphill, C. Scott
Hendricks, Darrell
Hendricks, David C.
Henkin, Alice H.
Henneberg, Tom
Henning, John Carroll
Henninger, Daniel P.
Henriksen, Alan K.
Henry, Emil W. Jr.
Henry, Nancy L.
Henry, Peter Albert
Henry, Peter Blair
Henry, Robert H.
Hen-Tov, Elliot†
Heppner, Donald Gray Jr.
Herberoy, Roger A. Jr.
Herbst, Jeffrey I.
Herman, Laura S.
Hermann, Charles F.
Hernandez, Antonio
Herrnstadt, Owen Edward
Herskovits, Jean
Hersman, Rebecca K.C.
Herspring, Dale R.
Hertog, Roger
Hertzberg, Hendrik
Hertzberg, Robert M.
Hertz, Barbara
Herz, J. C.
Herzfeld, Charles M.
Herzstein, Jessica A.
Herzstein, Robert E.
Hesburgh, Theodore M.
Hess, John B.
Hess, Marlene
Hessler, Curtis A.
Hessman, Robin
Hewlett, Sylvia Ann
Hexter, James R.
Heyman, William H.
Hiatt, Fred
Hicks, Irvin
Hicks, John F. Sr.
Hicks, Kathleen Holland
Hicks, Peggy L.
Higginbotham, F. Michael
Higgins, Heather
Richardson
Higgins, Robert F.
Hightower, Edward T.
Hill, Fiona
Hill, J. Tomilson
Hill, James T.
Hill, Janine W.
Hill, Joseph C.
Hill, Pamela
Hill, Raymond D.
Hill, Shepard William
Hill, Steven†
Hillen, John
Hillman, Jennifer
Hills, Carla A.
Hinderstein, Corey
Hindery, Leo J. Jr.
Hinerfeld, Ruth
Hines, Rachel
Hinton, Deane R.
Hirsch, John L.
Hirschhorn, Abigail M.
Hirsh, Michael P.
Hitz, Frederick P.
Hoagland, Jim
Hoar, Joseph Paul
Hobson, H. Lee
Hockfield, Susan
Hodes, Matthew L.
Hodin, Michael W.
Hoeber, Amoreta M.
Hoehn, Andrew R.
Hoehn, William E. Jr.
Hoenlein, Malcolm I.
Hof, Frederic C.
Hoffman, A. Michael
Hoffman, Bruce
Hoffman, Stanley
Hogan, Jeffrey N.
Hogan, Timothy†
Hoge, James F. Jr.
Hoge, Warren
Hogue, George Roberts
Hoinkes, Mary Elizabeth
Holcomb, Scott*
Holden, John L.
Holdren, John P.
Holewinski, Sarah Theresa
Holgate, Laura S.H.
Hollick, Ann Lorraine
Holliday, Stuart W.
Hollifield, James Frank
Holloway, Dwight F. Jr.
Holmes, Henry Allen
Holmes, Kim R.
Holmes, Stephen T.
Holschneider, Dennis H.
Holtzman, Elizabeth
Holm, John D.
Hooda, Sheila
Hooker, Richard D. Jr.
Hope, Judith Richards
Hope, Richard O.
Horlick, Gary N.
Hormats, Robert D.
Horn, Karen N.
Horn, Sally K.
Horner, Matina Souaretis
Hornig, George R.
Hornik, Richard H.
Hornthal, James
Horowitz, Irving Louis
Horton, Robert Scott
Hosmer, Bradley C.
Hoson, Germaine A.
Hottelet, Richard C.
Houck, James W.*
Houghton, Amory Jr.
Houghton, James R.
House, Karen Elliott
Houser, Trevor†
Howard, A. E. Dick
Howard, Christopher

Bernard
Howard, Ivana†
Howard, Lyndsay C.
Howard, M. William Jr.
Howell, Ernest M.
Howk, Jason
Howson, Nicholas Calcina
Hrinak, Donna J.
Hrynkow, Sharon H.
Hsu, Ta-Lin
Huang, Eugene
Hubbard, Allan B.*
Hubbard, R. Glenn
Huber, Richard L.
Huberman, Benjamin
Hudson, Manley O. Jr.
Hudson, Michael C.
Huebner, Lee W.
Huy, John W. Jr.
Huey Evans, Gay J.
Hufbauer, Gary C.
Hughes, Lynn N.
Hughes, R. John
Hughes, Thomas Lowe
<table>
<thead>
<tr>
<th>Name</th>
<th>Membership Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hull, Edmund J.</td>
<td></td>
</tr>
<tr>
<td>Hulsman, John C.</td>
<td></td>
</tr>
<tr>
<td>Hultman, Tamela</td>
<td></td>
</tr>
<tr>
<td>Hultquist, Timothy A.</td>
<td></td>
</tr>
<tr>
<td>Hume, Cameron R.</td>
<td></td>
</tr>
<tr>
<td>Hume, Ellen H.</td>
<td></td>
</tr>
<tr>
<td>Hummer-Tuttle, Maria*</td>
<td>2011</td>
</tr>
<tr>
<td>Hunker, Jeffrey A.</td>
<td></td>
</tr>
<tr>
<td>Hunt, David A.</td>
<td></td>
</tr>
<tr>
<td>Hunt, Kathleen E.</td>
<td></td>
</tr>
<tr>
<td>Hunt, Shireen T.</td>
<td></td>
</tr>
<tr>
<td>Hurlock, James B.</td>
<td></td>
</tr>
<tr>
<td>Hurst, Robert J.</td>
<td></td>
</tr>
<tr>
<td>Hurwitz, Sol</td>
<td></td>
</tr>
<tr>
<td>Huszar, Andrew</td>
<td></td>
</tr>
<tr>
<td>Hutchings, Robert L.</td>
<td></td>
</tr>
<tr>
<td>Hutchins, Glenn H.</td>
<td></td>
</tr>
<tr>
<td>Huyck, Philip M.</td>
<td></td>
</tr>
<tr>
<td>Hyatt, Joel Z.</td>
<td></td>
</tr>
<tr>
<td>Hyland, Richard</td>
<td></td>
</tr>
<tr>
<td>Hyman, Allen I.</td>
<td></td>
</tr>
<tr>
<td>Iadonisi, Jon A.</td>
<td></td>
</tr>
<tr>
<td>Ibargüen, Alberto</td>
<td></td>
</tr>
<tr>
<td>Ibargüen, Diego</td>
<td></td>
</tr>
<tr>
<td>Ignatius, Adi</td>
<td></td>
</tr>
<tr>
<td>Ignatius, David R.</td>
<td></td>
</tr>
<tr>
<td>Ijaz, Mansoor</td>
<td></td>
</tr>
<tr>
<td>Ikenberry, G. John</td>
<td></td>
</tr>
<tr>
<td>Iké, Fred C.</td>
<td></td>
</tr>
<tr>
<td>Immergut, Mel M.</td>
<td></td>
</tr>
<tr>
<td>Inderfurth, Karl F.</td>
<td></td>
</tr>
<tr>
<td>Indyk, Martin S.</td>
<td></td>
</tr>
<tr>
<td>Inger, Rebecca</td>
<td></td>
</tr>
<tr>
<td>Inman, Bobby R.</td>
<td></td>
</tr>
<tr>
<td>Intriligator, Michael D.</td>
<td></td>
</tr>
<tr>
<td>Irish, Leon E.</td>
<td></td>
</tr>
<tr>
<td>Irvin, Patricia L.</td>
<td></td>
</tr>
<tr>
<td>Isaacs, Maxine</td>
<td></td>
</tr>
<tr>
<td>Isaacson, Walter S.</td>
<td></td>
</tr>
<tr>
<td>Iseman, Frederick J.</td>
<td></td>
</tr>
<tr>
<td>Isenberg, Steven L.</td>
<td></td>
</tr>
<tr>
<td>Isham, Christopher</td>
<td></td>
</tr>
<tr>
<td>Iskenderian, Mary Ellen</td>
<td></td>
</tr>
<tr>
<td>Ispahani, Mahnaz</td>
<td></td>
</tr>
<tr>
<td>Istel, Yves-André</td>
<td></td>
</tr>
<tr>
<td>Itoh, William H.</td>
<td></td>
</tr>
<tr>
<td>Ivester, M. Douglas</td>
<td></td>
</tr>
<tr>
<td>Ivzlar, William H. Jr.</td>
<td></td>
</tr>
<tr>
<td>Jaber, Paul</td>
<td></td>
</tr>
<tr>
<td>Jackelen, Henry R.</td>
<td></td>
</tr>
<tr>
<td>Jackley, Jessica</td>
<td></td>
</tr>
<tr>
<td>Jacklin, Nancy P.</td>
<td></td>
</tr>
<tr>
<td>Jackson, Bruce Pitcairn</td>
<td></td>
</tr>
<tr>
<td>Jackson, Jesse L. Sr.</td>
<td></td>
</tr>
<tr>
<td>Jackson, John H.</td>
<td></td>
</tr>
<tr>
<td>Jackson, Lois M.</td>
<td></td>
</tr>
<tr>
<td>Jackson, Sarah</td>
<td></td>
</tr>
<tr>
<td>Jackson, Shirley Ann</td>
<td></td>
</tr>
<tr>
<td>Jacobs, Kenneth</td>
<td></td>
</tr>
<tr>
<td>Jacobs, Lawrence A.*</td>
<td></td>
</tr>
<tr>
<td>Jacobson, Mark R.*</td>
<td></td>
</tr>
<tr>
<td>Jacoby, Charles H. Jr.*</td>
<td></td>
</tr>
<tr>
<td>Jaffe, Amy Myers</td>
<td></td>
</tr>
<tr>
<td>James, Francis John</td>
<td></td>
</tr>
<tr>
<td>Janes, Jackson</td>
<td></td>
</tr>
<tr>
<td>Janis, Mark Weston</td>
<td></td>
</tr>
<tr>
<td>Janke, Aleksandra†</td>
<td></td>
</tr>
<tr>
<td>Janklow, Morton L.</td>
<td></td>
</tr>
<tr>
<td>Janow, Merit E.</td>
<td></td>
</tr>
<tr>
<td>Jaquette, Jane S.</td>
<td></td>
</tr>
<tr>
<td>Jarvis, Nancy A.</td>
<td></td>
</tr>
<tr>
<td>Jebb, Cindy R.</td>
<td></td>
</tr>
<tr>
<td>Jeffery, Reuben III</td>
<td></td>
</tr>
<tr>
<td>Jenevein, E. Patrick III</td>
<td></td>
</tr>
<tr>
<td>Jenkins, Bonnie D.</td>
<td></td>
</tr>
<tr>
<td>Jensen, Kenneth M.</td>
<td></td>
</tr>
<tr>
<td>Jervis, Robert</td>
<td></td>
</tr>
<tr>
<td>Jessup, Philip C. Jr.</td>
<td></td>
</tr>
<tr>
<td>Jeter, Howard F.</td>
<td></td>
</tr>
<tr>
<td>Jett, Dennis C.</td>
<td></td>
</tr>
<tr>
<td>Joel, Jennifer</td>
<td></td>
</tr>
<tr>
<td>John, Eric G.</td>
<td></td>
</tr>
<tr>
<td>Johns, Lionel Skipwith</td>
<td></td>
</tr>
<tr>
<td>Johns, Raymond E. Jr.*</td>
<td></td>
</tr>
<tr>
<td>Johnson, Darin E.W.</td>
<td></td>
</tr>
<tr>
<td>Johnson, James A.</td>
<td></td>
</tr>
<tr>
<td>Johnson, James E.</td>
<td></td>
</tr>
<tr>
<td>Johnson, Jay L.</td>
<td></td>
</tr>
<tr>
<td>Johnson, Jeh Charles</td>
<td></td>
</tr>
<tr>
<td>Johnson, Jerry Lavell*</td>
<td></td>
</tr>
<tr>
<td>Johnson, Karen H.</td>
<td></td>
</tr>
<tr>
<td>Johnson, L. Oakley</td>
<td></td>
</tr>
<tr>
<td>Johnson, Larry D.</td>
<td></td>
</tr>
<tr>
<td>Johnson, Michelle D.</td>
<td></td>
</tr>
<tr>
<td>Johnson, Robbin S.</td>
<td></td>
</tr>
<tr>
<td>Johnson, Robert W. IV</td>
<td></td>
</tr>
<tr>
<td>Johnson, Sheila C.</td>
<td></td>
</tr>
<tr>
<td>Johnson, Suzanne Nora</td>
<td></td>
</tr>
<tr>
<td>Johnson, Thomas Stephen</td>
<td></td>
</tr>
<tr>
<td>Johnson, Todd M.</td>
<td></td>
</tr>
<tr>
<td>Johnson, Willene A.</td>
<td></td>
</tr>
<tr>
<td>Johnson, Wyatt Thomas</td>
<td></td>
</tr>
<tr>
<td>Jolie, Angelina</td>
<td></td>
</tr>
<tr>
<td>Jones, Alan Kent</td>
<td></td>
</tr>
<tr>
<td>Jones, Anita K.</td>
<td></td>
</tr>
<tr>
<td>Jones, David L.</td>
<td></td>
</tr>
<tr>
<td>Jones, James L. Jr.</td>
<td></td>
</tr>
<tr>
<td>Jones, James R.</td>
<td></td>
</tr>
<tr>
<td>Jones, Kerri-Ann</td>
<td></td>
</tr>
<tr>
<td>Jost, Peter Martin</td>
<td></td>
</tr>
<tr>
<td>Jordan, Boris Alexis</td>
<td></td>
</tr>
<tr>
<td>Jordan, Eason T.</td>
<td></td>
</tr>
<tr>
<td>Jordan, Robert W.</td>
<td></td>
</tr>
<tr>
<td>Jordan, Vernon E. Jr.</td>
<td></td>
</tr>
<tr>
<td>Jorisch, Avi</td>
<td></td>
</tr>
<tr>
<td>Joseph, James A.</td>
<td></td>
</tr>
<tr>
<td>Joseph, Richard A.</td>
<td></td>
</tr>
<tr>
<td>Josephson, William</td>
<td></td>
</tr>
<tr>
<td>Joskow, Paul L.</td>
<td></td>
</tr>
<tr>
<td>Joulwan, George A.</td>
<td></td>
</tr>
<tr>
<td>Judge, Barbara Thomas</td>
<td></td>
</tr>
<tr>
<td>Jumper, John P.</td>
<td></td>
</tr>
<tr>
<td>Junz, Helen B.</td>
<td></td>
</tr>
<tr>
<td>Juster, Kenneth I.</td>
<td></td>
</tr>
<tr>
<td>Kaplan, Ann F.</td>
<td></td>
</tr>
<tr>
<td>Kaplan, Gilbert</td>
<td></td>
</tr>
<tr>
<td>Kaplan, Helene L.</td>
<td></td>
</tr>
<tr>
<td>Kaplan, Mark N.</td>
<td></td>
</tr>
<tr>
<td>Kaplan, Richard N.</td>
<td></td>
</tr>
<tr>
<td>Kaplan, Stephen S.</td>
<td></td>
</tr>
<tr>
<td>Kapnick, Scott Bancroft</td>
<td></td>
</tr>
<tr>
<td>Kappoor, Vikas</td>
<td></td>
</tr>
<tr>
<td>Kap, Robert A.</td>
<td></td>
</tr>
<tr>
<td>Kapstein, Ethan B.</td>
<td></td>
</tr>
<tr>
<td>Karabell, Zachary</td>
<td></td>
</tr>
<tr>
<td>Karalekas, Anne</td>
<td></td>
</tr>
<tr>
<td>Karamanian, Susan L.</td>
<td></td>
</tr>
<tr>
<td>Karatnycky, Adrian</td>
<td></td>
</tr>
<tr>
<td>Karatz, Bruce E.</td>
<td></td>
</tr>
<tr>
<td>Karis, Thomas G.</td>
<td></td>
</tr>
<tr>
<td>Karl, Jonathan David</td>
<td></td>
</tr>
<tr>
<td>Karl, Terry Lynn</td>
<td></td>
</tr>
<tr>
<td>Karnow, Stanley</td>
<td></td>
</tr>
<tr>
<td>Karns, Margaret P.</td>
<td></td>
</tr>
<tr>
<td>Karol, Adam†</td>
<td></td>
</tr>
<tr>
<td>Karp, Jonathan D.</td>
<td></td>
</tr>
<tr>
<td>Karp, Richard S.</td>
<td></td>
</tr>
<tr>
<td>Karner, Andy*</td>
<td></td>
</tr>
<tr>
<td>Kasdin, Robert</td>
<td></td>
</tr>
<tr>
<td>Kass, Stephen L.</td>
<td></td>
</tr>
<tr>
<td>Kassalow, Jordan S.</td>
<td></td>
</tr>
<tr>
<td>Kassinger, Theodore W.</td>
<td></td>
</tr>
<tr>
<td>Kassof, Allen H.</td>
<td></td>
</tr>
<tr>
<td>Kathwari, Farooq</td>
<td></td>
</tr>
<tr>
<td>Katz, Abraham</td>
<td></td>
</tr>
<tr>
<td>Katz, Daniel Roger</td>
<td></td>
</tr>
<tr>
<td>Katz, Robert J.</td>
<td></td>
</tr>
<tr>
<td>Katz, Sherman E.</td>
<td></td>
</tr>
<tr>
<td>Katz, Stanley N.</td>
<td></td>
</tr>
<tr>
<td>Katzenstein, Peter J.</td>
<td></td>
</tr>
<tr>
<td>Katzovicz, Roy J.</td>
<td></td>
</tr>
<tr>
<td>Kaufman, Richard L.</td>
<td></td>
</tr>
<tr>
<td>Kaufman, Daniel J.</td>
<td></td>
</tr>
<tr>
<td>Kaufman, Henry</td>
<td></td>
</tr>
<tr>
<td>Kaufman, Robert R.</td>
<td></td>
</tr>
<tr>
<td>Kavoukjian, Michael E.</td>
<td></td>
</tr>
<tr>
<td>Kay, Kira</td>
<td></td>
</tr>
<tr>
<td>Kaye, Charles R.</td>
<td></td>
</tr>
<tr>
<td>Kaye, Dalia Dassa</td>
<td></td>
</tr>
<tr>
<td>Kaye, David A.</td>
<td></td>
</tr>
<tr>
<td>Kayyem, Juliette N.</td>
<td></td>
</tr>
<tr>
<td>Kazemi, Farhad</td>
<td></td>
</tr>
<tr>
<td>Kea, Charlotte G.</td>
<td></td>
</tr>
<tr>
<td>Kean, Thomas H.</td>
<td></td>
</tr>
<tr>
<td>Keane, John M.</td>
<td></td>
</tr>
<tr>
<td>Kearney, Daniel Jr.</td>
<td></td>
</tr>
<tr>
<td>Keating, Timothy J.</td>
<td></td>
</tr>
<tr>
<td>Keck, Elizabeth Ellen</td>
<td></td>
</tr>
<tr>
<td>Keeffe, Patrick S.R.†</td>
<td></td>
</tr>
<tr>
<td>Keeler, Timothy J.</td>
<td></td>
</tr>
</tbody>
</table>
Keenan, Kevin Michael
Keene, Lonnie
Keeny, Spurgeon M. Jr.
Kellner, Peter Bicknell
Kellner, Michael Vincent
Kempe, Frederick S.
Kemp, Geoffrey
Kempner, Maximilian W.
Kendall, Donald McIntosh
Keohane, Nannerl O.
Kennan, Christopher J.
Kennedy, Caroline Bouvier
Kenny, Alfred F. Jr.
Kennedy, Arthur L.
Kennedy, Brendan S.
Kennedy, Francis J.
Kennedy, John H.
Kelman, Herbert C.
Kemble, Eugenia
Kerr, Ann Zwicker
Kerry, John F.
Kerry, Peggy
Kerry, Vanessa
Kessinger, Robert Edward III
Kiley, Robert R.
Kim, Andrew Byong-Soo
Kim, Hanyu Marie
Kim, Mike
Kim, Spencer H.*
Kim, Sukhan
Kim, Robert M.
Kinsella, Kevin J.
Kipper, Judith
Kireopoulos, Antonios
Kirkland, Richard I.
Kirkpatrick, J. David
Kirkpatrick, Melanie M.
Kirsner, Jodie A.
Kishkovsky, Leonid
Kittie, Orde F.
Kizer, Karin L.
Klarman, Seth A.
Klein, David
Klein, Edward
Klein, George
Klein, Jacques Paul
Klein, Joseph A.
Klotz, Frank G.
Klurfeld, James M.
Knapp, Albert Bruce
Knapp, Steven*
Knee, Jonathan A.
Knell, Gary E.
Knee, Jonathan A.
Kohn, Andrew
Kojac, Jeffrey
Kojima, J. Christopher
Kolb, Charles E.M.
Kolbe, Jim
Kolodziej, Edward A.
Koltai, Steven R.
Komisar, Lucy
Kondrak, Morton
Koonin, Steven E.
Korb, Lawrence J.
Korjonski, Andrzej
Korgoankar, Nikhil
Kornblum, John C.
Kostiw, Michael Vincent
Kotecha, Mahesh K.
Kotler, Steven
Kovner, Bruce S.
Kraham, Sherri G.
Kramek, Robert E.
Kramer, J. Reed
Kramer, Jane
Kramer, Michael
Kramer, Orin S.
Kramer, Steven Philip
Kranz, Thomas F.
Krasner, Stephen D.
Krasno, Richard M.
Krauss, Clifford
Krauthammer, Charles
Kravis, Henry R.
Kravis, Marie-Josée
Kreek, Mary Jeanne
Krens, Thomas
Krepinevich, Andrew F.
Krepon, Michael
Kreps, Sarah Elizabeth
Kriegel, Jay L.
Krikorian, Victoria Reznik
Krisher, Bernard
Kristof, Nicholas D.
Kristoff, Sandra J.
Kroeger, Kate M.
Kroenig, Matthew Henry
Kronman, Anthony
Kronstad, Jerry
Krueger, Anne O.
Krubak, Charles Chandler
Ku, Charlotte
Kubarych, Roger M.
Kuenstler, Nancy Jo
Kuiken, Mike†
Kull, Steven G.
Kumar, Anil
Kumar, Maria Teresa
Kumar, Nisha
Kumar, Raj Udiaver
Kumar, Vinay
Kumar-Sinha, Punita
Kumin, Michael A.
Kundra, Vivek†
Kuniholm, Bruce Robellet
Kunstalder, Geraldine S.
Kupchan, Charles A.
Kupchan, Clifford A.
Kurth, James R.
Kurtzer, Daniel C.
Kushen, Robert A.
Kux, Dennis
Kwok, Stewart
L
Laber, Jeri L.
Labin, Daniel B.
Lamb, Denis
Lamb, Brett B.
Lambeth, Benjamin S.
Lamont, Lansing
Lampton, David M.
Lancaster, Carol J.
Land, Richard D.
Landau, George W.
Lan, Charles M.
Lane, David J.
Lane, Robert W.
Lane, James T.
Lang, Scott J.
Langlois, Robert James
LaPalmbara, Joseph
Lapham, Lewis H.
Lapidus, Gail W.
LaPuma, Edward Vincent
Lardy, Nicholas R.
Lariviere, Richard W.
Larabee, F. Stephen
Larsen, Randall J.
Larson, Charles R.
Larson, Ellie K.
Lash, Jonathan
LaSpada, Salvatore
Lasry, Marc
Lass, Lawrence J.
Lateef, Noel V.
Lauder, Laura Heller
Lauder, Leonard A.

* Elected to membership in 2011.
† Elected to a five-year term membership in 2011.
Lauder, Ronald S.
Lauder, William Philip
Laudicina, Paul A.
Lauinger, Philip C. Jr.
Laurence, Jonathan A.
Laurenti, Jeffrey
Lautenbach, Ned C.
Lautz, Terrill Edward
Lavelle, Kathryn C.
Laventhol, David A.
Lawrence, Richard D.
Lawrence, Robert Z.
Lawson, Eugene K.
Lawson, Sandra Guylay
Layne, Christopher
Lazarus, Shelly B.
Lazarus, Steven
Le Melle, Tilden J.
Leach, James A.
Leader-Chivee, Lauren†
Leaman, J. Welby
LeClerc, Paul
Lederman, Gordon
Nathaniel
Lee, Anthony P.
Lee, Ellana*
Lee, Esther
Lee, Nancy
Lee, Thea Mei
Lee-Kung, Dinah
Leeds, Jeffrey T.
Leeds, Roger S.
Leeper, James A.
Leghorn, Richard S.
Legro, Jeffrey W.
Legvold, Robert
Lehn, John F.
Lehman, Ronald Frank II
Lehner, Peter H.
Lehrer, Jim
Lehrman, Thomas D.
Leich, John Foster
Leiter, Michael E.*
Leland, Marc E.
Leland, Olivia M.
Lemack, Carie
LeMelle, Gerald A.
Lemery, Jay
Lemkin, Bruce Stuart
Lemle, J. Stuart

* Elected to membership in 2011.
† Elected to a five-year term membership in 2011.

Lemon, Gayle Tzemach
Lempert, Robert J.
Lenfist, Harold F.
Lenihan, Michelle†
Lennon, Alexander T. J.
Lennox, William J. Jr.
Lenzen, Louis C.
LeoGrande, William M.
Leonard, Jennifer A.
Leone, Richard C.
Leopold, Evelyn R.
Lesch, Ann Mosely
Leslie, John W. Jr.
Lessenberry, Brian
Lesser, Ian O.
Leedom, Paul
Lettre, Marcel J. II
Levonsohn, Pascal N.
Leverett, Flyn L.
Levin, Herbert
Levin, John A.
Levin, Michael Stuart
Levine, Mel
Levine, Ross*
Levine, Susan B.
Levinson, Marc
Levitsky, Jonathan E.
Levitt, Arthur Jr.
Levitt, Matthew A.*
Levy, Jay A.
Levy, Reynold
Lew, Jacob J.
Lewin, Leslie A.†
Lewinsohn, Jonathan†
Lewis, Bernard
Lewis, Eric L.
Lewis, Maureen A.
Lewis, Peter M.
Lewis, Stephen R. Jr.
Lew, W. Walker
Lewy, Glen S.
Li, Cheng
Li, Lu
Libby, I. Lewis Jr.
Liberi, Dawn
Lichtenblau, John H.
Lichtenstein, Cynthia C.
Liebenow, Larry A.
Lieber, James E.
Lieber, Robert J.
Lieberman, Joseph I.
Lieberman, Nancy A.
Lieberthal, Kenneth G.
Lieberman, Jonathan Roy
Liebowitz, Jessica K.
Lifton, Robert K.

Light, Timothy
Lighthizer, Robert E.
Lin, Robert
Lincoln, Edward J.
Lindberg, Tod
Lindborg, Nancy
Elizabeth
Linden, Josephine
Lindsay, Beverly
Lindsay, Franklin A.
Lindsay, James M.
Linen, Jonathan S.
Link, Troland S.
Lipman, Ira A.
Lipman, Joanne
Lipper, Kenneth
Lippey, Brian C.
Lippman, Thomas W.
Lipsitz, Rochelle J.
Lipsky, John P.
Lipsky, Seth
Lipton, Jonathan A.
Lissakers, Karin M.
Litan, Robert E.
Little, David
Littlefield, Elizabeth L.
Litvak, Robert S.
Liu, Betty W.*
Liu, Eric P.
Livingston, Robert Gerald
Loaiza, David Jesse*
Lobel, Aaron Robert
Lockhart, Dennis P.
Lodal, Jan M.
Lodge, George Cabot
Loeb, Marshall
Loewenstein, Andrew B.†
Logan, Francis D.
Loizou, Elaina
Lombardi, Clark B.
London, Herbert I.
Long, Mary Beth
Long, William J.
Longmuir, Shelley A.
Longstreth, Bevis
LoNigro, Christina
Lopes, Mark†
López-Tirú, Lisa†
Loranger, Donald Eugene
Lord, Bette Bao
Lord, Kristin M.
Lord, Winston
Lorentzen, Oivind III
Lotrionte, Catherine B.
Louis, William Roger
Loury, Glenn Cartman
Lovejoy, Thomas E.
Lowenfeld, Andreas F.
Lowenkrön, Barry F.
Lowenstein, James G.
Lowenthal, Abraham F.
Lowey, Nita M.
Lowry, Glenn D.
Lo, Frank E.
Lozano, Ignacio E.
Lozano, José Ignacio
Lozano, Monica C.
Lu, Xiaobo
Lubin, Nancy
Lubman, Stanley B.
Luc, Edward C.
Lucy, William
Luekers, Wendy W.
Luehrs, William H.
Lugo, Luis E.
Lujan, Fernando M.
Luk, John A. Jr.
Lundeberg, Greta
Lundqvist, Bertil
Lundstrom, Mark*
Lustick, Ian S.
Lute, Douglas E.*
Lute, Jane Holl
Luttikhuizen, Maximina
Luzzatto, Anne R.
Lyall, Katharine C.
Lyman, Princeton N.
Lynn, Laurence E. Jr.
Lynk, Myles V.
Lynntown, Michael M.
Lyon, David W.
Lyns, Eugene M.
Lys, James E.
Lys, Richard Kent

M
Ma, Christopher
Ma, Ying
Mabry, Marcus B.
Mabus, Raymond E.
MacCormack, Charles
Frederick
MacDonald, Bruce Walter
MacDougal, Gary E.
Mack, Consuelo Cotter
Mack, J. Curtis II
Mackey, Leo Sidney Jr.
MacKenzie, Gillian
Hamilton
Mackevich, Eileen R.
Mariner, Joanne
Margon, Sarah
Marder, Murrey
Marczak, Jason†
Marcum, John Arthur
Mahoney, Thomas H. IV
Mai, James A.
Mai, Vincent A.
Maier, Charles S.
Makin, John Holmes
Makinson, Scott
Malkoff, Jeffrey
Mann, Thomas E.
Mansoor, Peter R.
Mans, Darius
Mann, Thomas E.
Mandaville, Alicia Phillips†
Mandelbaum, Michael
Maniatis, Gregory A.
Manilow, Lewis
Mankoff, Jeffrey
Mann, James H.
Mann, Michael D.
Mann, Charles T.
Manca, Marie Antoinette
Mancuso, Mario
Mandaville, Alicia Phillips†
Mandel, Stephen F. Jr.*
Mandelbaum, Michael
Maniatis, Gregory A.
Maniatis, Gregory A.
Manilow, Lewis
Mankoff, Jeffrey
Mann, James H.
Mann, Michael D.
Mann, Thomas E.
Mans, Darius
Mansoor, Peter R.
Manzi, Jim
Margon, Sarah
Mariner, Joanne*
† Elected to membership in 2011.
* Elected to a five-year term membership in 2011.

Membership Roster
Niehuss, Rosemary Neather
Nielsen, Nancy
Nielsen, Suzanne Christine
Nilsson, Keith R.*
Nilsson, Kenneth A.
Nimetz, Matthew
Nimr, Amer N.*
Nitze, William A.
Noam, Eli M.
Nogales, Luis G.
Nolan, Janne Emilie
Noland, Marcus
Nolte, William M.
Nonacs, Eric Steven
Noonan, Peggy
Nooter, Robert Harry
Norman, William S.
Norquist, Grover Glenn
Northup, Nancy J.
Norton, Augustus Richard
Norton, Eleanor Holmes
Norton, Patrick M.
Nossl, Suzanne F.
Noto, Lucio A.
Novack, Lynne Dominick
Novogratz, Jacqueline
Novotny, Thomas E.
Nuechterlein, Jeffrey D.
Nunn, Sam
Nusratty, Timur
Nussbaum, Bruce
Nye, J. Benjamin H.
Nye, Joseph S. Jr.
Nye, Seth†
O
Oakley, Phyllis E.
Ober dorfer, Don
Ocampo, Juan
Ochoa-Brillembourg, Hilda
O’Cleireacain, Carol
Odeen, Philip A.
Odell, John S.
Oettinger, Anthony G.
Offenheiser, Raymond C. Jr.
Offit, Morris W.
O’Flaherty, J. Daniel
Oh, Kongdan
O’Hanlon, Michael
O’Hearn, Katherine I.
Okata, Maritza U.
Okawara, Merle Aiko
O’Keefe, Daniel†
Oliva, L. Jay
Oliver, April A.
Oliver, Jack L. III*
Ollivant, Douglas A.
Olson, Jane T.
Olson, Lyndon L. Jr.
Olson, Ronald L.
O’Malley, Cormac K.H.
Ome stad, Thomas E.
O’Neal, E. Stanley
O’Neill, Kathleen A.
O’Neill, Michael J.
O’Neill, Shannon K.
O’Neill, Brian Deveraux
O’Neill, Mark
Orbach, Ashley†
Orbach, Benjamin†
Ordway, John M.
O’Reilly, David J.
Orentlicher, Diane
Orlins, Stephen A.
Ornstein, Norman J.
O’Rourke, Patrick J.
Orr, Robert C.
Orrenius, Pia M.
Orszag, Peter R.
Osborn, John E.
Osborne, Richard de J.
Osius, Margaret Elizabeth
Osman, Hoda K.
Osmer McQuade, Margaret
Osnos, Peter L.W.
Osnos, Susan Sherer
Osterholm, Michael T.
Osterling, Scott†
Ostrander, F. Taylor
O’Sullivan, Meghan L.
Otero, Maria
O’Toole, Tara Jeanne
Otto, Eric H.
Ovitz, Michael S.
Owen, Henry David
Owen, Roberts Bishop
Owens, James W.
Owens, William A.
Oxman, Bernard H.
Oxman, Stephen A.
Oxnam, Robert B.
Oye, Kenneth A.
P
Paal, Douglas Haines
Pachios, Harold C.
Pachon, Harry P.
Packard, George R.
Padrón, Eduardo J.
Page, Carter W.
Paine, George C. II
Païsner, Bruce Lawrence
Pakula, Hannah C.
Palmer, Mark
Palmer, Matthew A.
Palmer, Ronald D.
Pan Sloane, Esther
Pandith, Farah Anwar*
Paperin, Stewart J.
Pardee, Scott E.
Pardes, Herbert
Pardew, James W.
Parekh, Sanjay M.
Parent, Louise M.
Paris, Jonathan
Parker, Elizabeth Rindskopf
Parker, Emily D.
Parker, Jay M.
Parker, Michelle S.†
Parker, Penny L.
Parker Feld, Karen
Parkinson, Roger P.
Parks, Michael Christopher
Parisky, Gerald L.
Parsons, Richard D.
Pascal, Alexander J.
Pascual, Carlos E.
Passer, Juliette M.
Passman, Pamela S.
Paster, Howard G.
Pastor, Robert A.
Patel, Ebrahim S.
Patrick, Hugh T.
Patrick, Stewart M.
Patrick, Thomas Harold
Patricof, Alan Joel
Patricof, Jonathan
Patricof, Susan E.
Patrikis, Ernest T.
Patron, Michelle N.
Patterson, Eric D.
Patterson, Nicholas
Patterson, Patricia M.
Patterson, Rebecca
Pattiz, Norman J.
Paul, Douglas L.
Paul, Roland A.
Paulson, Henry M. Jr.
Paulson, John*
Paulus, Judith K.
Paulus, Nicholas Biddle
Pavel, Barry
Pearl, Frank H.
Pearlstine, Norman
Peckham, Gardner G.
Pedersen, Richard Foote
Pederson, Rena M.
Pelletreau, Robert H. Jr.
Peña, Federico F.
Penn, Lawrence Edward III
Penn, Mark Jeffrey
Pereira, Dylan C.
Perella, Joseph R.
Peretz, Don
Perez, Antonio F.
Perez, David
Perez, Luis J.
Pérez-Stable, Marifeli
Perkin, Linda J.
Perkins, Edward J.
Perkins, Roswell B.
Perkovich, George R.
Perlman, Janice Elaine
Perlmutter, Barbara S.
Perlmutter, Louis
Perritt, Henry H. Jr.
Perry, Robert C.
Perry, William J.
Persico, Joseph E.
Peschka, Mary Porter
Peters, Mary Ann
Peters, Michael P.
Petersen, Mathew Scott*
Petersen, Holly
Petersen, Michael A.
Petersen, Peter G.
Petræus, David H.
Petre, Richard W. Jr.
Petri, Thomas E.
Petro, James Benjamin
Petitbone, Peter J.
Petty, John R.
Peyronnin, Joseph Felix
Pfaltzgraff, Robert L. Jr.
Pfieffer, Jane Cahill
Pfieffer, Leon K.
Pfieffer, Steven B.
Pham, Minh-Thu Duong
Phan, Dang Tan
Pharr, Susan J.
Phelan, John J. Jr.
Phelps, Edmund S.
Phillips, Cecil M.
Phillips, David L.
Phillips, Jeanne L.
Phillips, Katherine†
Phillips-Barrasso, Kate
Phu, Elizabeth M.
Pickering, Thomas R.
Pieczenik, Steve R.
Piedra, Alberto M. Jr.
Pierce, Eric
Pierce, Lawrence W.
Pierce, Ponchitta
Pierce, Jan
Piercy, John E.
Pigott, Charles M.
Pifer, Steven K.
Pierre, Andrew J.
Piret, Jean
Pike, John E.
Poizner, Stephen L.
Pogue, Richard W.
Pocalyko, Michael N.
Poats, Rutherford M.
Pilgrim, Kathryn
Pillar, Paul R.
Pillsbury, Marnie S.
Pillsbury, Michael
Pincus, Walter H.
Pipes, Daniel
Pipes, Richard
Pisano, Anthony Robert
Pisar, Leah
Pisar, Leah
Pisar, Leah
Pisar, Leah
Pizzarello, Louis D.
Plaks, Libia V.
Plasencia, Jorge†
Platt, Alan A.
Platt, Alexander H.
Platt, Nicholas
Platt, Sheila Maynard
Plattner, Marc F.
Pleple, Richard L.
Plutzik, Jonathan
Poats, Rutherford M.
Pocalyko, Michael N.
Pogue, Richard W.
Poizner, Stephen L.
Pokempner, Dinah R.
Polk, William R.
Pokempner, Dinah R.
Pokempner, Dinah R.
Pokempner, Dinah R.
Poneman, Daniel Bruce
Pool-Eckert, Marquita J.
Popadiuk, Roman
Popkin, Anne B.
Popoff, Frank
Porat, Ruth*
Porges, Marisa L.†
Porter, Damon Shelby
Porter, John Edward
Porter, Richard
Porzecanski, Arturo C.
Posen, Adam S.
Posen, Barry R.
Posner, Michael
Poste, George H.
Postol, Theodore A.
Potter, William C.
Powell, Colin L.
Powell, Dina Habib
Powell, Jerome H.
Powell, Nancy J.
Powell Jobs, Laurene*
Powers, Averill L.
Powers, Thomas
Powers, Timothy E.
Pozen, Robert C.
Pranger, Robert J.
Prasso, Sheridan T.
Pregenzer, Arian L.
Press, William H.
Pressler, Larry
Preston, Stephen W.
Prewitt, Kenneth
Price, Bryan C.
Price, Daniel M.
Price, John R. Jr.
Price, Raymond K. Jr.
Price, Robert
Price, Steven
Priest, William W. Jr.
Prieto, Daniel B. III
Prince, Charles O. III
Pritzker, Penny S.
Pritzker, Thomas J.
Proenza, Luis M.
Prueher, Joseph Wilson
Pryce, Jeffrey F.
Puchala, Donald James
Puckett, Robert H.
Pulling, Edward L.
Pulling, Thomas L.
Purcell, Susan Kaufman
Puri, Shaifali
Pursley, Robert E.
Pustay, John S.
Putnam, Robert D.
Pyle, Kenneth B.
Pyle, Michael†
Q
Qalbani, Adeel†
Quainton, Anthony C.E.
Quam, Lois E.
Quandt, William B.
Quartel, Robert Jr.
Quelch, John Anthony
Quester, George H.
Quigley, Kevin F.F.
Quinn, Jane Bryant
R
Raab, Jennifer J.
Rabb, Bruce
Radtke, Robert W.
Rahman, Anika
Rahman, Zeenat
Raines, Franklin D.
Raisian, John
Ramakrishna, Kilaparti
Ramaswamy, Sangeetha†
Ramachandani, Sunny†
Ramer, Bruce M.
Ramer, Lawrence J.
Ramirez, Lilia L.
Ramo, Simon
Ramsay, Alston B.†
Ramsey, W. Russell
Rand, Dafna Hochman
Randall, Lisa
Randolph, R. Sean
Randt, Clark T. Jr.
Ranis, Gustav
Rankin, Clyde E. III
Raphel, Robin Lynn
Rapp, Edward J.*
Rappaport, Alan H.
Rascoff, Samuel James
Rashid, Hussein
Ratchford, J. Thomas
Rather, Dan
Ratner, Ely S.
Ratnesar, Romesh M.
Rattner, Steven L.
Rattray, Gregory John
Rauch, Rudolph S.
Raul, Alan Charles
Raustiala, Kal
Ravenal, Earl C.
Ravich, Samantha F.
Ravitch, Richard
Raymond, David A.
Raymond, Douglas A.
Raymond, Lee R.
Reade, Claire E.
Reayluo, Celina B.
Rebolledo, Iván C.
Reckford, Jonathan T.M.
Rediker, Douglas Alan
Reed, Charles B.
Reed, Jack
Reed, Joseph Verner
Reed, Lucy Ferguson
Reese, William Sears
Regan, Robert
Regan, Trish
Regens, James L.
Rehman, Asin
Reichert, William M.
Reid, Ogden
Reiling, Peter A.
Reilly, Saskia Shane
Reilly, William K.
Reimer, Dennis Joe
Reimers, Fernando Miguel
Reinhardt, John E.
Reinhart, Carmen M.
Reinhartz, Jehuda
Reisman, William Michael
Reiss, Mitchell B.
Remache, Julie Ann
Remington, Thomas F.
Remnick, David J.
Renfrew, Charles Byron
Rennie, Milbrey
Rennie, Renate
Remnant, Victor Eugene Jr.
Reppert, John C.
Resnicoff, Arnold E.
Resor, Stanley R.
Ressell, Teresa M.
Rethmeier, Blain K.
Reuter, Timothy
Revere, Evans J.R.
Revesz, Richard L.
Revzin, Philip S.
Reyeno, Juliussa
Rhodes, William R.
Ricardel, Mira R.
Rice, Condoleezza
Rice, Donald S.
Rice, Joseph A.
Rice, Joseph Lee III
Rice, Susan E.
Rich, Michael D.
Richard, Anne C.

* Elected to membership in 2011.
† Elected to a five-year term membership in 2011.
Richards, Paul G.
Richards, Stephen H.
Richardson, Frank E.
Richardson, Henry J. III
Richardson, William B.
Richardson, William R.
Richardson, Yolonda C.
Richburg, Keith B.
Richter, Anthony
Riddell, Malcolm C.
Ridgway, Rozanne L.
Rieckhoff, Paul
Rieff, David
Rielly, John E.
Riffat, Imran
Rifkind, Robert S.
Riordan, Michael L.
Rifkind, Robert S.
Rosenblatt, Peter R.
Rosenblatt, Lionel A.
Rosenberg, Zeda F.*
Rosen, Robert L.
Rosen, Jeffrey A.
Rosen, Gary
Rosen, Daniel H.
Rosen, Joseph B.
Rosen, Jack
Rosen, Jeffrey A.
Rosen, Robert L.
Rosen, Robert L.
Rosenberg, Mark B.
Rosenberg, Zeda F.*
Rosenblatt, Lionel A.
Rosenblatt, Peter R.
Rosenblum, Mort L.
Rosenfeld, Stephen S.
Rosenfeld, Patricia L.
Rosenkranz, Robert
Rosenstein, Scott A.
Rosenweig, 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.
Rossett, Claudia
Rosner, Jeremy D.
Rosovksy, Henry
Ross, Christopher W.S.
Ross, Dennis B.
Ross, Gary N.
Ross, Robert S.
Ross, Thomas Jr.
Rossabi, Morris
Rosso, David J.
Rossotti, Charles O.
Rostow, Nicholas
Rotberg, Robert I.
Roth, Kenneth
Roth, Stanley O.
Roth, William M.
Rothkopf, Adreaan Scheid
Rothkopf, David Johanan
Rotenberg, Linda D.
Roumani, Nadia
Route, Ronald A.
Rowe, Arthur W.
Rowen, Henry S.
Rowny, Edward L.
Roy, J. Stapleton
Rubenstein, David M.
Rubenstein, Leonard S.
Rubin, Arthur Mark
Rubin, Barnett R.
Rubin, Gretchen C.
Rubin, James P.
Rubin, Nancy H.
Rubin, Nilmni Gunaratne
Rubin, Robert E.
Rubin, Trudy S.
Rudder, Philip C.
Rudenstein, Neil L.
Rudin, William C.
Rudman, Warren B.
Ruenitz, Robert M.
Ruggiero, Anthony II†
Rugh, William A.
Rughwani, Ashish B.
Rumbaugh, Russell†
Rumer, Eugene B.*
Runge, Carlisle Ford
Rupp, George
Ryan, Arthur F.
Ryan, Evan M.
Ryan, John T. III
Ryan, Jordan Dimock
Ryan, Kevin P.
Ryan, Mary C.
Ryan, Patrick G. Jr.
S
Sack, Jeffrey D.
Sacks, Paul M.
Sagan, Scott D.
Sakoian, Carol Knuth
Salacuse, Jeswald William
Salazar, Ana Maria
Salib, Zainab
Salem, George R.
Salomon, Richard E.
Salomon, William R.
Salzmann, Anthony David
Samore, Gary
Sample, Steven B.
Samuels, Barbara Christie II
Samuels, Michael A.
Samuels, Richard J.
Sanchez, Francisco J.*
Sanchez, Miguel Antonio
Sanchez, Orlando
Sandalow, David
Sandberg, Sheryl K.
Sandel, Michael J.
Sander, Alison B.
Sanders, Barry A.
Sanders, Marlene
Sanderson, Steven E.
Sands, Amy
Sanger, David E.
Sanok, Stephanie
Sapiro, Miriam
Sapolsky, Harvey M.
Sapp Mancini, Angela*
Sapra, Purneet†
Sargeant, Stephen Thomas
Sarotte, Mary Elise
Sassen, Saskia
Sasser, James R.
Satcher, David
Satloff, Robert B.
Satter, Munee A.
Saujani, Reshma M.
Saul, Ralph Southey
Saunders, Elizabeth†
Saunders, Harold H.
Savitt, Jill A.*
Sawoski, Mark
Sawyer, Diane
Scalapino, Robert A.
Scarborough, Charles J.
Schacht, Henry B.
Schacht, Carl M.†

* Elected to membership in 2011.
† Elected to a five-year term membership in 2011.
Schadlow, Nadia
Schaffer, Howard Bruner
Schaffer, Teresita C.
Schake, Kori
Scheerer, S. Bruce
Schecter, Jerrold L.
Schecter, Kate S.
Scheffer, David J.
Scheinman, Lawrence
Schell, Orville Hickok
Schell, Theodore H.
Scher, Peter L.*
Schick, Thomas
Schieffer, Bob L.
Schrffer, Richard
Schiller, Vivian L.
Schlesinger, David*
Schlesinger, James R.
Schlesinger, Leonard A.*
Schlesinger, Stephen C.
Schlesinger, J. R.
Schlesinger, David*
Schiller, Vivian L.
Scribner, Richard
Schiff, Ronald
Schiffman, Gary
Schiffman, Gary
Schiffman, Scott
Schiffman, Scott
Schiff, Michael E.
Schiffman, Gary
Schiffman, Gary
Schiffman, Gary
Schiffman, Gary
Scribner, Richard
Scribner, Richard
Scribner, Richard
Schiffman, Gary
Schiffman, Gary
Scribner, Richard
Scribner, Richard
Scribner, Richard
Schiffman, Gary
Schiffman, Gary
Scribner, Richard
Scribner, Richard
Scribner, Richard
Schiffman, Gary
Schiffman, Gary
Scribner, Richard
Scribner, Richard
Scribner, Richard
Schiffman, Gary
Schiffman, Gary
Scribner, Richard
Scribner, Richard
Scribner, Richard
Schiffman, Gary
Schiffman, Gary
Scribner, Richard
Scribner, Richard
Scribner, Richard
Schiffman, Gary
Schiffman, Gary
Scribner, Richard
Scribner, Richard
Scribner, Richard
Schiffman, Gary
Schiffman, Gary
Scribner, Richard
Scribner, Richard
Scribner, Richard
Schiffman, Gary
Schiffman, Gary
Scribner, Richard
Scribner, Richard
Scribner, Richard
Schiffman, Gary
Schiffman, Gary
Scribner, Richard
Scribner, Richard
Scribner, Richard
Schiffman, Gary
Schiffman, Gary
Scribner, Richard
Scribner, Richard
Scribner, Richard
Schiffman, Gary
Schiffman, Gary
Scribner, Richard
Scribner, Richard
Scribner, Richard
Schiffman, Gary
Schiffman, Gary
Scribner, Richard
Scribner, Richard
Scribner, Richard
Schiffman, Gary
Schiffman, Gary
Scribner, Richard
Scribner, Richard
Scribner, Richard
Schiffman, Gary
Schiffman, Gary
Scribner, Richard
Scribner, Richard
Scribner, Richard
Schiffman, Gary
Schiffman, Gary
Scribner, Richard
Scribner, Richard
Scribner, Richard
Schiffman, Gary
Schiffman, Gary
Scribner, Richard
Scribner, Richard
Scribner, Richard
Schiffman, Gary
Schiffman, Gary
Scribner, Richard
Scribner, Richard
Scribner, Richard
Schiffman, Gary
Schiffman, Gary
Scribner, Richard
Scribner, Richard
Scribner, Richard
Schiffman, Gary
Schiffman, Gary
Scribner, Richard
Scribner, Richard
Scribner, Richard
Schiffman, Gary
Schiffman, Gary
Scribner, Richard
Scribner, Richard
Scribner, Richard
Schiffman, Gary
Schiffman, Gary
Scribner, Richard
Scribner, Richard
Scribner, Richard
Schiffman, Gary
Schiffman, Gary
Scribner, Richard
Scribner, Richard
Scribner, Richard
Schiffman, Gary
Schiffman, Gary
Scribner, Richard
Scribner, Richard
Scribner, Richard
Schiffman, Gary
Schiffman, Gary
Scribner, Richard
Scribner, Richard
Scribner, Richard
Schiffman, Gary
Schiffman, Gary
Scribner, Richard
Scribner, Richard
Scribner, Richard
Schiffman, Gary
Schiffman, Gary
Scribner, Richard
Scribner, Richard
Scribner, Richard
Schiffman, Gary
Schiffman, Gary
Scribner, Richard
Scribner, Richard
Scribner, Richard
Schiffman, Gary
Schiffman, Gary
Scribner, Richard
Scribner, Richard
Scribner, Richard
Schiffman, Gary
Schiffman, Gary
Scribner, Richard
Scribner, Richard
Scribner, Richard
Schiffman, Gary
Schiffman, Gary
Scribner, Richard
Scribner, Richard
Scribner, Richard
Schiffman, Gary
Schiffman, Gary
Scribner, Richard
Scribner, Richard
Scribner, Richard
Schiffman, Gary
Schiffman, Gary
Scribner, Richard
Scribner, Richard
Scribner, Richard
Schiffman, Gary
Schiffman, Gary
Scribner, Richard
Scribner, Richard
Scribner, Richard
Schiffman, Gary
Schiffman, Gary
Scribner, Richard
Scribner, Richard
Scribner, Richard
Schiffman, Gary
Schiffman, Gary
Scribner, Richard
Scribner, Richard
Scribner, Richard
Schiffman, Gary
Schiffman, Gary
Scribner, Richard
Scribner, Richard
Scribner, Richard
Schiffman, Gary
Schiffman, Gary
Scribner, Richard
Scribner, Richard
Scribner, Richard
Schiffman, Gary
Schiffman, Gary
Scribner, Richard
Scribner, Richard
Scribner, Richard
Schiffman, Gary
Schiffman, Gary
Scribner, Richard
Scribner, Richard
Scribner, Richard
Schiffman, Gary
Schiffman, Gary
Scribner, Richard
Scribner, Richard
Scribner, Richard
Schiffman, Gary
Schiffman, Gary
Scribner, Richard
Scribner, Richard
Scribner, Richard
Schiffman, Gary
Schiffman, Gary
Scribner, Richard
Scribner, Richard
Scribner, Richard
Schiffman, Gary
Schiffman, Gary
Scribner, Richard
Scribner, Richard
Scribner, Richard
Schiffman, Gary
Schiffman, Gary
Scribner, Richard
Scribner, Richard
Scribner, Richard
Schiffman, Gary
Schiffman, Gary
Scribner, Richard
Scribner, Richard
Scribner, Richard
Schiffman, Gary
Schiffman, Gary
Scribner, Richard
Scribner, Richard
Scribner, Richard
Schiffman, Gary
Schiffman, Gary
Scribner, Richard
Scribner, Richard
Scriber, Richard
Slaughter, Anne-Marie
Slaughter, Richard A.
Solomon, Joshua N.
Solomon, Peter J.
Solomon, Richard H.
Solomon, Robert
Sonenshein, H. Marshall
Sonenshein, Tara Diane
Sonnenberg, Maurice
Sonnenfeldt, Helmut
Sorensen, Gillian Martin
Sorkin, Andrew Ross
Soros, George
Soros, Jonathan T.A.
Soros, Paul
Soudriette, Richard W.
Sovran, Michael I.
Sowers, Tommy S.
Spain, Anna K.
Spalter, Jonathan
Spangler, Scott M.
Spar, Debora L.
Speckhard, Daniel V.
Spector, Leonard S.
Speedie, David C.
Speltz, Paul W.
Spence, A. Michael
Spence, Matt
Spencer, Edson W.
Spencer, John
Spencer, Karen
Spengler, Laurie Jean
Sperling, Gene B.
Spero, Joan E.
Spero, Joshua B.
Spery, Jerry I.
Spiegel, Daniel L.
Spiegel, John W.
Spievogel, Carl
Spiers, Ronald I.
Spindler, J. Andrew
Spoon, Alan
Spratt, John M. Jr.
Stacks, John
Staley, Jes*
Staley, Kenneth W.
Staley, Thomas†
Stam, Allan C.
Stamas, George Paul
Stamas, Stephen
Stanford, Nina Zinterhofer
Stanger, Allison Katherine
Stanislaw, Joseph A.
Stanley, Deirdre*
Staples, Eugene S.
Starrs, Ann M.*
Stavridis, James G.
Steel, Ronald
Steiger, Paul E.
Stein, David F.
Stein, Elliot
Stein, Eric
Steinberg, David J.
Steinberg, James B.
Steinberg, Mark R.
Steinberg, Richard H.
Steinbruner, John D.
Steiner, Joshua L.
Steiner, Steven E.
Stempel, John D.
Stengel, Richard
Stent, Angela Evelyn
Stepan, Alfred C.
Stephanopoulos, George R.
Stephenson, Randall L.
Stern, David J.
Stern, Eliyahu
Stern, Fritz
Stern, Jeffrey M.
Stern, Jessica E.
Stern, Paula
Stern, Paul G.
Stern, Todd D.
Stern, Walter P.
Sternberg, Seymour
Sterner, Michael E.
Stetson, Anne
Stevens, Charles R.
Stevens, James W.
Stevens, Paul Schott
Stevens, Robert J.
Stevenson, Charles A.
Stewart, C. Evan
Stewart, Donald M.
Stewart, Gordon C.
Stewart, Jamie B. Jr.
Stewart, Ruth Ann
Stiehm, Judith Hicks
Stiglitz, Joseph E.
Stiles, Deborah F.
Stith, Charles R.
Stith, Kate
Stobaugh, Robert B.
Stockman, Farah
Stoesser, John G.
Stoga, Alan J.
Stokes, Bruce
Stoll, Lona†
Stone, Shelly†
Stonesifer, Patricia Q.
Stauss, Robert S.
Streeb, Gordon L.
Stremlau, John J.
Strianese, Michael T.
Stringer, Howard
Strmecki, Marin J.
Strock, James M.
Stromseth, Jane E.
Stromseth, Jonathan R.
Strossen, Nadine
Strzalka, Caroline†
Studzinski, John J.
Stuehmeke, Dorothy J.
Sturchio, Jeffrey L.
Styron, Rose
Sudarkasa, Niara
Suhrue, Karen M.
Suleiman, Niara
Sullman, Daniel S.
Sullivan, Gordon R.
Sullivan, John D.
Summers, Lawrence H.
Sun, Angela
Sundita, Ibrahim K.
Suro, Roberto A.
Surphen, Mona K.
Sutterlin, James S.
Sutton, Francis X.
Suzman, Cedric L.
Svan, Guy C. III†
Swanson, Carl Axel
Swartz, Salli Anne*  
Sweeney, John J.
Sweig, Julia Ellen
Sweitzer, Brandon W.
Swid, Scott L.
Swid, Stephen Clair
Swiers, Peter Bird
Swift, Christopher
Swing, John Temple
Swisher, Clayton E.
Swonk, Diane*  
Syron, Richard F.
Szekely, Deborah
Szewczyk, Bart†
Szporluk, Roman

T
Taft, William H. IV
Tagliabue, Paul
Tahir-Kheli, Shirin R.
Tailbott, Devin Lloyd
Tailbott, Strobe
Talwar, Nick
Talwar, Puneet
Tan Bhala, Kara W.Y.
Tananbaum, Steven A.
Tang, David K.Y.
Tanner, Harold

* Elected to membership in 2011.
† Elected to a five-year term membership in 2011.
<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tanter, Raymond</td>
<td></td>
</tr>
<tr>
<td>Tapia, Raul R.</td>
<td></td>
</tr>
<tr>
<td>Tarbert, Heath P.</td>
<td></td>
</tr>
<tr>
<td>Tarnoff, Peter</td>
<td></td>
</tr>
<tr>
<td>Tarter, C. Bruce</td>
<td></td>
</tr>
<tr>
<td>Tarullo, Daniel K.</td>
<td></td>
</tr>
<tr>
<td>Tatlock, Anne M.</td>
<td></td>
</tr>
<tr>
<td>Taubman, William</td>
<td></td>
</tr>
<tr>
<td>Tauscher, Ellen O.</td>
<td></td>
</tr>
<tr>
<td>Tavares, Ricardo S.</td>
<td></td>
</tr>
<tr>
<td>Tavitian, Asa O.</td>
<td></td>
</tr>
<tr>
<td>Taylor, Adam†</td>
<td></td>
</tr>
<tr>
<td>Taylor, Aleesha</td>
<td></td>
</tr>
<tr>
<td>Taylor, Arthur R.</td>
<td></td>
</tr>
<tr>
<td>Taylor, Cathy L.</td>
<td></td>
</tr>
<tr>
<td>Taylor, Christopher T.</td>
<td></td>
</tr>
<tr>
<td>Taylor, Diana L.</td>
<td></td>
</tr>
<tr>
<td>Taylor, James S.</td>
<td></td>
</tr>
<tr>
<td>Taylor, James Scott Jr.</td>
<td></td>
</tr>
<tr>
<td>Taylor, Kathryn Pelgrift</td>
<td></td>
</tr>
<tr>
<td>Taylor, Margaret L.†</td>
<td></td>
</tr>
<tr>
<td>Taylor, Scott D.</td>
<td></td>
</tr>
<tr>
<td>Taylor-Kale, Laura</td>
<td></td>
</tr>
<tr>
<td>Teder, David</td>
<td></td>
</tr>
<tr>
<td>Teichner, Martha A.</td>
<td></td>
</tr>
<tr>
<td>Teitel, Ruti G.</td>
<td></td>
</tr>
<tr>
<td>Teitelbaum, Michael S.</td>
<td></td>
</tr>
<tr>
<td>Telhami, Shibley</td>
<td></td>
</tr>
<tr>
<td>Tellis, Ashley Joachim</td>
<td></td>
</tr>
<tr>
<td>Tempelsman, Maurice</td>
<td></td>
</tr>
<tr>
<td>Temple-Raston, Dina</td>
<td></td>
</tr>
<tr>
<td>Tener, George J.</td>
<td></td>
</tr>
<tr>
<td>Tercek, Mark R.</td>
<td></td>
</tr>
<tr>
<td>Terracciano, Anthony P.</td>
<td></td>
</tr>
<tr>
<td>Terry, Sarah Meikelejohn</td>
<td></td>
</tr>
<tr>
<td>Thames, Knox</td>
<td></td>
</tr>
<tr>
<td>Theobald, Thomas C.</td>
<td></td>
</tr>
<tr>
<td>Theros, Patrick N.</td>
<td></td>
</tr>
<tr>
<td>Thielmann, A. Gregory</td>
<td></td>
</tr>
<tr>
<td>Thissen, Marc Alexander</td>
<td></td>
</tr>
<tr>
<td>Thomann, G. Richard</td>
<td></td>
</tr>
<tr>
<td>Thomas, Christopher A.</td>
<td></td>
</tr>
<tr>
<td>Thomas, Evan W. III</td>
<td></td>
</tr>
<tr>
<td>Thomas, Franklin A.</td>
<td></td>
</tr>
<tr>
<td>Thomas, James P.</td>
<td></td>
</tr>
<tr>
<td>Thomas, Lee B. Jr.</td>
<td></td>
</tr>
<tr>
<td>Thomas, Lydia Waters</td>
<td></td>
</tr>
<tr>
<td>Thomas-Graham, Pamela A.</td>
<td></td>
</tr>
<tr>
<td>Thompson, Mischa E.</td>
<td></td>
</tr>
<tr>
<td>Thompson, Nicholas*</td>
<td></td>
</tr>
<tr>
<td>Thompson, Robert L.</td>
<td></td>
</tr>
<tr>
<td>Thompson, Tommy G.</td>
<td></td>
</tr>
<tr>
<td>Thompson, W. Scott</td>
<td></td>
</tr>
<tr>
<td>Thomson, Angus</td>
<td></td>
</tr>
<tr>
<td>Thomson, James A.</td>
<td></td>
</tr>
<tr>
<td>Thomson, Katie Nelson</td>
<td></td>
</tr>
<tr>
<td>Thomson, Robert H.</td>
<td></td>
</tr>
<tr>
<td>Thornberry, William M.</td>
<td></td>
</tr>
<tr>
<td>Thornell, Richard P.</td>
<td></td>
</tr>
<tr>
<td>Thornton, John L.</td>
<td></td>
</tr>
<tr>
<td>Thoron, Louisa</td>
<td></td>
</tr>
<tr>
<td>Thukkaram, Navin†</td>
<td></td>
</tr>
<tr>
<td>Tien, John K. Jr.</td>
<td></td>
</tr>
<tr>
<td>Tienda, Marta</td>
<td></td>
</tr>
<tr>
<td>Tierney, Paul E. Jr.</td>
<td></td>
</tr>
<tr>
<td>Tiersky, Ronald</td>
<td></td>
</tr>
<tr>
<td>Till, Kimberly</td>
<td></td>
</tr>
<tr>
<td>Tillman, Seth P.</td>
<td></td>
</tr>
<tr>
<td>Timbers, William H.</td>
<td></td>
</tr>
<tr>
<td>Timofeyev, Igor V.</td>
<td></td>
</tr>
<tr>
<td>Timothy, Kristen</td>
<td></td>
</tr>
<tr>
<td>Tinsman, Sarah Livingston</td>
<td></td>
</tr>
<tr>
<td>Tindell, Cynthia A.</td>
<td></td>
</tr>
<tr>
<td>Tingle-Smith, Tanisha</td>
<td></td>
</tr>
<tr>
<td>Tipson, Frederick S.</td>
<td></td>
</tr>
<tr>
<td>Tirana, Amina</td>
<td></td>
</tr>
<tr>
<td>Tisch, Andrew Herbert</td>
<td></td>
</tr>
<tr>
<td>Tisch, James S.</td>
<td></td>
</tr>
<tr>
<td>Tiven, Marjorie B.</td>
<td></td>
</tr>
<tr>
<td>Todman, Terence A.</td>
<td></td>
</tr>
<tr>
<td>Tofr, Monica Duffy</td>
<td></td>
</tr>
<tr>
<td>Toll, Maynard J. Jr.</td>
<td></td>
</tr>
<tr>
<td>Tomero, Leonor</td>
<td></td>
</tr>
<tr>
<td>Toobin, Jeffrey R.</td>
<td></td>
</tr>
<tr>
<td>Toomey, Kathleen Elizabeth</td>
<td></td>
</tr>
<tr>
<td>Topping, Audrey Ronning</td>
<td></td>
</tr>
<tr>
<td>Topping, Seymour</td>
<td></td>
</tr>
<tr>
<td>Torano, Maria Elena</td>
<td></td>
</tr>
<tr>
<td>Torres, Gerald</td>
<td></td>
</tr>
<tr>
<td>Torricelli, Robert G.</td>
<td></td>
</tr>
<tr>
<td>Toungara, Jeanne Maddox</td>
<td></td>
</tr>
<tr>
<td>Townsend, Frances Fragos</td>
<td></td>
</tr>
<tr>
<td>Townsend, Kathleen Kennedy</td>
<td></td>
</tr>
<tr>
<td>Trachtenberg, Stephen Joel</td>
<td></td>
</tr>
<tr>
<td>Train, Harry D. II</td>
<td></td>
</tr>
<tr>
<td>Train, John</td>
<td></td>
</tr>
<tr>
<td>Train, Russell E.</td>
<td></td>
</tr>
<tr>
<td>Trainor, Bernard E.</td>
<td></td>
</tr>
<tr>
<td>Trani, Eugene P.</td>
<td></td>
</tr>
<tr>
<td>Traub, James</td>
<td></td>
</tr>
<tr>
<td>Travers, David†</td>
<td></td>
</tr>
<tr>
<td>Treadway, Stephen J.</td>
<td></td>
</tr>
<tr>
<td>Treatnor, Mark C.</td>
<td></td>
</tr>
<tr>
<td>Treat, John Elting</td>
<td></td>
</tr>
<tr>
<td>Trebat, Thomas J.</td>
<td></td>
</tr>
<tr>
<td>Treverton, Gregory Frye</td>
<td></td>
</tr>
<tr>
<td>Trice, Robert H. Jr.</td>
<td></td>
</tr>
<tr>
<td>Trimble, Charles R.</td>
<td></td>
</tr>
<tr>
<td>Tripp, Ail†</td>
<td></td>
</tr>
<tr>
<td>Trivedi, Atman M.</td>
<td></td>
</tr>
<tr>
<td>Trojan, Vera M.</td>
<td></td>
</tr>
<tr>
<td>Trooboff, Peter D.</td>
<td></td>
</tr>
<tr>
<td>Troye, Olivia†</td>
<td></td>
</tr>
<tr>
<td>Truitt, Nancy Sherwood</td>
<td></td>
</tr>
<tr>
<td>Trulio, David M.</td>
<td></td>
</tr>
<tr>
<td>Truman, Edwin M.</td>
<td></td>
</tr>
<tr>
<td>Tsehai, Elizabeth G.</td>
<td></td>
</tr>
<tr>
<td>Tsipis, Kosta</td>
<td></td>
</tr>
<tr>
<td>Tucker, H. Anton</td>
<td></td>
</tr>
<tr>
<td>Tucker, Cynthia A.</td>
<td></td>
</tr>
<tr>
<td>Tucker, Jonathan B.</td>
<td></td>
</tr>
<tr>
<td>Tucker, Nancy Bernkopf</td>
<td></td>
</tr>
<tr>
<td>Tuggle, Clyde C.</td>
<td></td>
</tr>
<tr>
<td>Tulbah, Ali H.</td>
<td></td>
</tr>
<tr>
<td>Timinez, Astrid S.</td>
<td></td>
</tr>
<tr>
<td>Tung, Ko-Yung</td>
<td></td>
</tr>
<tr>
<td>Tung, Savio Wai-Hok</td>
<td></td>
</tr>
<tr>
<td>Tuohey, Brendan</td>
<td></td>
</tr>
<tr>
<td>Turekian, Vaughan C.</td>
<td></td>
</tr>
<tr>
<td>Turner, J. Michael</td>
<td></td>
</tr>
<tr>
<td>Turner, James M.</td>
<td></td>
</tr>
<tr>
<td>Turner, Robert F.</td>
<td></td>
</tr>
<tr>
<td>Turner, Stansfield</td>
<td></td>
</tr>
<tr>
<td>Tusiani, Michael D.</td>
<td></td>
</tr>
<tr>
<td>Tuths, Donna M.</td>
<td></td>
</tr>
<tr>
<td>Tyrell, R. Emmett Jr.</td>
<td></td>
</tr>
<tr>
<td>Tyson, Carole Henderson</td>
<td></td>
</tr>
<tr>
<td>Tyson, D'Andrea</td>
<td></td>
</tr>
<tr>
<td>Ubíñas, Luis A.*</td>
<td></td>
</tr>
<tr>
<td>Udovitch, Abraham L.</td>
<td></td>
</tr>
<tr>
<td>Uhlig, Mark</td>
<td></td>
</tr>
<tr>
<td>Ullman, Richard H.</td>
<td></td>
</tr>
<tr>
<td>Ulman, Cornelius M.</td>
<td></td>
</tr>
<tr>
<td>Ulrich, Marybeth Peterson</td>
<td></td>
</tr>
<tr>
<td>Ungar, Sanford J.</td>
<td></td>
</tr>
<tr>
<td>Unger, David C.</td>
<td></td>
</tr>
<tr>
<td>Unger, Noam Carl</td>
<td></td>
</tr>
<tr>
<td>Unmacht, Julie Frances</td>
<td></td>
</tr>
<tr>
<td>Unterneyer, Charles Graves</td>
<td></td>
</tr>
<tr>
<td>Upham, Samuel Phineas</td>
<td></td>
</tr>
<tr>
<td>Upton, Maureen T.</td>
<td></td>
</tr>
<tr>
<td>Urban, Heidi</td>
<td></td>
</tr>
<tr>
<td>Uscher, William R.</td>
<td></td>
</tr>
<tr>
<td>Ussery, Terdema L. II</td>
<td></td>
</tr>
<tr>
<td>Utgoff, Victor A.</td>
<td></td>
</tr>
<tr>
<td>Utley, Garrick</td>
<td></td>
</tr>
<tr>
<td>Vagts, Detlev F.</td>
<td></td>
</tr>
<tr>
<td>Vaitheeswaran, Vijay V.</td>
<td></td>
</tr>
<tr>
<td>Vaky, Viron P.</td>
<td></td>
</tr>
<tr>
<td>Valenta, Jiri</td>
<td></td>
</tr>
<tr>
<td>Valentine, Curtis C.†</td>
<td></td>
</tr>
<tr>
<td>Valentine, Debra A.</td>
<td></td>
</tr>
<tr>
<td>Valenzuela, Arturo A.</td>
<td></td>
</tr>
<tr>
<td>van Agtmael, Antoine W.</td>
<td></td>
</tr>
<tr>
<td>Vance, Elsie Nicoll</td>
<td></td>
</tr>
<tr>
<td>Vande Berg, Marsha</td>
<td></td>
</tr>
<tr>
<td>vanden Heuvel, Katrina</td>
<td></td>
</tr>
<tr>
<td>vanden Heuvel, William J.</td>
<td></td>
</tr>
<tr>
<td>van der Vink, Gregory E.</td>
<td></td>
</tr>
<tr>
<td>Van Dusen, Michael H.</td>
<td></td>
</tr>
<tr>
<td>Van Dyk, Ted</td>
<td></td>
</tr>
<tr>
<td>Van Evera, Stephen</td>
<td></td>
</tr>
<tr>
<td>Van Oudenaren, John</td>
<td></td>
</tr>
<tr>
<td>van Vliet, Carina†</td>
<td></td>
</tr>
<tr>
<td>Van Zandt, David Edgar</td>
<td></td>
</tr>
<tr>
<td>Varela, Marta B.</td>
<td></td>
</tr>
<tr>
<td>Varmus, Harold E.</td>
<td></td>
</tr>
<tr>
<td>Vaughan, Patricia C.*</td>
<td></td>
</tr>
<tr>
<td>Vecchi, Sesto E.</td>
<td></td>
</tr>
<tr>
<td>Veit, Carol Michele</td>
<td></td>
</tr>
<tr>
<td>Veit, Lawrence A.</td>
<td></td>
</tr>
<tr>
<td>Velioties, Nicholas A.</td>
<td></td>
</tr>
<tr>
<td>Vendley, William F.</td>
<td></td>
</tr>
<tr>
<td>Veneman, Ann M.</td>
<td></td>
</tr>
<tr>
<td>Venkayya, Rajeev V.</td>
<td></td>
</tr>
<tr>
<td>Verleger, Philip K. Jr.</td>
<td></td>
</tr>
<tr>
<td>Verma, Richard R.</td>
<td></td>
</tr>
<tr>
<td>Verrastro, Frank Anthony</td>
<td></td>
</tr>
<tr>
<td>Verstandig, Toni G.</td>
<td></td>
</tr>
<tr>
<td>Verveer, Melanie S.</td>
<td></td>
</tr>
<tr>
<td>Verville, Elizabeth G.</td>
<td></td>
</tr>
<tr>
<td>Vessey, John W.</td>
<td></td>
</tr>
<tr>
<td>Vester, Linda J.</td>
<td></td>
</tr>
<tr>
<td>Vick, Edward H.</td>
<td></td>
</tr>
<tr>
<td>Victor, Alice S.</td>
<td></td>
</tr>
<tr>
<td>Vidal, David J.</td>
<td></td>
</tr>
<tr>
<td>Videt, Pote P.</td>
<td></td>
</tr>
<tr>
<td>Viebranz, Curtis Gray</td>
<td></td>
</tr>
<tr>
<td>Viera, Paul E. Jr.</td>
<td></td>
</tr>
<tr>
<td>Viets, Richard Noyes</td>
<td></td>
</tr>
<tr>
<td>Vila, Adis M.</td>
<td></td>
</tr>
<tr>
<td>Viorst, Milton</td>
<td></td>
</tr>
<tr>
<td>Viscusi, Enzo</td>
<td></td>
</tr>
<tr>
<td>Vitale, Alberto</td>
<td></td>
</tr>
<tr>
<td>Vitale, David J.</td>
<td></td>
</tr>
<tr>
<td>Vittori, Jodi M.</td>
<td></td>
</tr>
<tr>
<td>Vlasic, Mark V.</td>
<td></td>
</tr>
<tr>
<td>Voell, Richard Allen</td>
<td></td>
</tr>
<tr>
<td>Vogel, Ezra F.</td>
<td></td>
</tr>
<tr>
<td>Vogelgesang, Sandy Louise</td>
<td></td>
</tr>
<tr>
<td>Vogelson, Jay M.</td>
<td></td>
</tr>
<tr>
<td>Volk, Paul A.</td>
<td></td>
</tr>
<tr>
<td>Volk, Stephen R.</td>
<td></td>
</tr>
<tr>
<td>von Eckartsberg, Gayle Rose</td>
<td></td>
</tr>
<tr>
<td>von Lipsey, Roderick K.</td>
<td></td>
</tr>
<tr>
<td>Name</td>
<td>Years in Office</td>
</tr>
<tr>
<td>-----------------------------</td>
<td>-----------------</td>
</tr>
<tr>
<td>Washburn, John L.</td>
<td></td>
</tr>
<tr>
<td>Wasserman, Debra L.</td>
<td></td>
</tr>
<tr>
<td>Waters, John Richard III</td>
<td></td>
</tr>
<tr>
<td>Watson, Alexander F.</td>
<td></td>
</tr>
<tr>
<td>Watson, Peter S.</td>
<td></td>
</tr>
<tr>
<td>Watt, Linda E.</td>
<td></td>
</tr>
<tr>
<td>Watts, John H.</td>
<td></td>
</tr>
<tr>
<td>Watts, William</td>
<td></td>
</tr>
<tr>
<td>Waxman, Matthew C.</td>
<td></td>
</tr>
<tr>
<td>Waxman, Sharon</td>
<td></td>
</tr>
<tr>
<td>Weaver, David R.</td>
<td></td>
</tr>
<tr>
<td>Webb, Hoyt K.</td>
<td></td>
</tr>
<tr>
<td>Weber, Andrew C.</td>
<td></td>
</tr>
<tr>
<td>Weber, Doron</td>
<td></td>
</tr>
<tr>
<td>Weber, Jon F.</td>
<td></td>
</tr>
<tr>
<td>Webster, William H.</td>
<td></td>
</tr>
<tr>
<td>Wechsler, William F.</td>
<td></td>
</tr>
<tr>
<td>Weddle, Steven</td>
<td></td>
</tr>
<tr>
<td>Wedgwood, Ruth</td>
<td></td>
</tr>
<tr>
<td>Wehle, Leroy Snyder</td>
<td></td>
</tr>
<tr>
<td>Wei, Shang-Jin</td>
<td></td>
</tr>
<tr>
<td>Weidenbaum, Murray</td>
<td></td>
</tr>
<tr>
<td>Weigel, George</td>
<td></td>
</tr>
<tr>
<td>Weikser, George B.</td>
<td></td>
</tr>
<tr>
<td>Weil, Frank A.</td>
<td></td>
</tr>
<tr>
<td>Weill, Sanford I.</td>
<td></td>
</tr>
<tr>
<td>Weinberg, David B.</td>
<td></td>
</tr>
<tr>
<td>Weinberg, Steven</td>
<td></td>
</tr>
<tr>
<td>Weiner, Allen S.</td>
<td></td>
</tr>
<tr>
<td>Weiner, Rebeca</td>
<td></td>
</tr>
<tr>
<td>Weinert, Richard S.</td>
<td></td>
</tr>
<tr>
<td>Weinroth, W. Bruce</td>
<td></td>
</tr>
<tr>
<td>Weinstein, David E.</td>
<td></td>
</tr>
<tr>
<td>Weinstein, Michael M.</td>
<td></td>
</tr>
<tr>
<td>Weinstock, Davis II</td>
<td></td>
</tr>
<tr>
<td>Weintraub, Sidney</td>
<td></td>
</tr>
<tr>
<td>Weisberg, Jacob M.</td>
<td></td>
</tr>
<tr>
<td>Weisman, Steven R.</td>
<td></td>
</tr>
<tr>
<td>Weiss, Andrew</td>
<td></td>
</tr>
<tr>
<td>Weiss, Andrew S.</td>
<td></td>
</tr>
<tr>
<td>Weiss, Antonio Francesco</td>
<td></td>
</tr>
<tr>
<td>Weiss, Charles Jr.</td>
<td></td>
</tr>
<tr>
<td>Weiss, Cora</td>
<td></td>
</tr>
<tr>
<td>Weiss, Daniel Gideon*</td>
<td></td>
</tr>
<tr>
<td>Weiss, Martin Andrew†</td>
<td></td>
</tr>
<tr>
<td>Weiss, Stanley A.</td>
<td></td>
</tr>
<tr>
<td>Weiss Lurie, Christina*</td>
<td></td>
</tr>
<tr>
<td>Welch, C. David</td>
<td></td>
</tr>
<tr>
<td>Welch, Jasper A. Jr.</td>
<td></td>
</tr>
<tr>
<td>Welch, Larry D.</td>
<td></td>
</tr>
<tr>
<td>Weld, Susan Roosevelt</td>
<td></td>
</tr>
<tr>
<td>Weld, William F.</td>
<td></td>
</tr>
<tr>
<td>Wellde, George W. Jr.</td>
<td></td>
</tr>
<tr>
<td>Welle, Joshua</td>
<td></td>
</tr>
<tr>
<td>Welling, Curtis R.</td>
<td></td>
</tr>
<tr>
<td>Wells, Damon</td>
<td></td>
</tr>
<tr>
<td>Wells, Louis T. Jr.</td>
<td></td>
</tr>
<tr>
<td>Wells, Samuel F. Jr.</td>
<td></td>
</tr>
<tr>
<td>Wender, Ira T.</td>
<td></td>
</tr>
<tr>
<td>Wendt, Allan</td>
<td></td>
</tr>
<tr>
<td>Wertheim, Mitzi Mallina</td>
<td></td>
</tr>
<tr>
<td>Wesbrook, Stephen D.</td>
<td></td>
</tr>
<tr>
<td>Weschler, Joanna</td>
<td></td>
</tr>
<tr>
<td>Wesely, Edwin J.</td>
<td></td>
</tr>
<tr>
<td>Wessel, Michael R.</td>
<td></td>
</tr>
<tr>
<td>West, F. J. Bing</td>
<td></td>
</tr>
<tr>
<td>West, J. Robinson</td>
<td></td>
</tr>
<tr>
<td>West, Owen O’Driscoll</td>
<td></td>
</tr>
<tr>
<td>West, Togo D. Jr.</td>
<td></td>
</tr>
<tr>
<td>Westin, David</td>
<td></td>
</tr>
<tr>
<td>Westin, Sherrie Rollins</td>
<td></td>
</tr>
<tr>
<td>Westly, Steven P.</td>
<td></td>
</tr>
<tr>
<td>White, John P.</td>
<td></td>
</tr>
<tr>
<td>White, Julia A.</td>
<td></td>
</tr>
<tr>
<td>White, Mary Jo</td>
<td></td>
</tr>
<tr>
<td>White, Maureen</td>
<td></td>
</tr>
<tr>
<td>White, Peter C.</td>
<td></td>
</tr>
<tr>
<td>White, Robert J.</td>
<td></td>
</tr>
<tr>
<td>White, William H.</td>
<td></td>
</tr>
<tr>
<td>Whitehead, John C.</td>
<td></td>
</tr>
<tr>
<td>Whitman, Christine Todd</td>
<td></td>
</tr>
<tr>
<td>Whitman, Marina v.N.</td>
<td></td>
</tr>
<tr>
<td>Whitney, Craig R.</td>
<td></td>
</tr>
<tr>
<td>Whitson, Sarah Leah</td>
<td></td>
</tr>
<tr>
<td>Whittemore, Frederick B.</td>
<td></td>
</tr>
<tr>
<td>Whonder, Carmencita</td>
<td></td>
</tr>
<tr>
<td>Wiarda, Howard J.</td>
<td></td>
</tr>
<tr>
<td>Wien, Anita Volz</td>
<td></td>
</tr>
<tr>
<td>Wiener, Carolyn Seely</td>
<td></td>
</tr>
<tr>
<td>Wiener, Malcolm H.</td>
<td></td>
</tr>
<tr>
<td>Wier, Anthony†</td>
<td></td>
</tr>
<tr>
<td>Wiesel, Elie</td>
<td></td>
</tr>
<tr>
<td>Wilby, Peter</td>
<td></td>
</tr>
<tr>
<td>Wildenthal, C. Kern</td>
<td></td>
</tr>
<tr>
<td>Wilhelm, Robert E.</td>
<td></td>
</tr>
<tr>
<td>Wilkerson, Thomas Lloyd</td>
<td></td>
</tr>
<tr>
<td>Wilkins, Lauren Z.</td>
<td></td>
</tr>
<tr>
<td>Wilkins, Roger W.</td>
<td></td>
</tr>
<tr>
<td>Wilkinson, Amy M.*</td>
<td></td>
</tr>
<tr>
<td>Wilkinson, Sharon P.</td>
<td></td>
</tr>
<tr>
<td>Williams, Aaron S.</td>
<td></td>
</tr>
<tr>
<td>Williams, Brian D.</td>
<td></td>
</tr>
<tr>
<td>Williams, Christine</td>
<td></td>
</tr>
<tr>
<td>Williams, Cindy</td>
<td></td>
</tr>
<tr>
<td>Williams, Dave H.</td>
<td></td>
</tr>
<tr>
<td>Williams, F. Haydn</td>
<td></td>
</tr>
<tr>
<td>Williams, Harold M.</td>
<td></td>
</tr>
<tr>
<td>Williams, Margaret Douglas</td>
<td></td>
</tr>
<tr>
<td>Williams, Paul†</td>
<td></td>
</tr>
<tr>
<td>Williams, Reba White</td>
<td></td>
</tr>
<tr>
<td>Williams, William J. Jr.</td>
<td></td>
</tr>
<tr>
<td>Williamson, Edwin D. Jr.</td>
<td></td>
</tr>
<tr>
<td>Williamson, Edwin Dargan</td>
<td></td>
</tr>
<tr>
<td>Williamson, Irving A.</td>
<td></td>
</tr>
<tr>
<td>Williamson, Richard Salisbury</td>
<td></td>
</tr>
<tr>
<td>Williamson, Samuel Gates</td>
<td></td>
</tr>
<tr>
<td>Willkie, Wendell Lewis II*</td>
<td></td>
</tr>
<tr>
<td>Willrich, Mason</td>
<td></td>
</tr>
<tr>
<td>Wilmers, Robert G.</td>
<td></td>
</tr>
<tr>
<td>Wilson, Donald M.</td>
<td></td>
</tr>
<tr>
<td>Wilson, Don M. III</td>
<td></td>
</tr>
<tr>
<td>Wilson, Ernest James III</td>
<td></td>
</tr>
<tr>
<td>Wilson, Isaiah III</td>
<td></td>
</tr>
<tr>
<td>Wilson, Margaret S.</td>
<td></td>
</tr>
<tr>
<td>Wimmer, Kurt A.</td>
<td></td>
</tr>
<tr>
<td>Winch, Steven D.</td>
<td></td>
</tr>
<tr>
<td>Windrem, Robert</td>
<td></td>
</tr>
<tr>
<td>Winfield, W. Montague</td>
<td></td>
</tr>
<tr>
<td>Wing, Adrien Katherine</td>
<td></td>
</tr>
<tr>
<td>Winik, Jay</td>
<td></td>
</tr>
<tr>
<td>Winitzer, Ori</td>
<td></td>
</tr>
<tr>
<td>Winkler, Matthew A.</td>
<td></td>
</tr>
<tr>
<td>Winokur, Barton J.</td>
<td></td>
</tr>
<tr>
<td>Winokur, Herbert S. Jr.</td>
<td></td>
</tr>
<tr>
<td>Winston, Michael R.</td>
<td></td>
</tr>
<tr>
<td>Winterer, Philip S.</td>
<td></td>
</tr>
<tr>
<td>Winters, Francis X.</td>
<td></td>
</tr>
<tr>
<td>Winters, Laura</td>
<td></td>
</tr>
<tr>
<td>Winthrop, Laura</td>
<td></td>
</tr>
<tr>
<td>Wirth, David A.</td>
<td></td>
</tr>
<tr>
<td>Wirth, Timothy E.</td>
<td></td>
</tr>
<tr>
<td>Wisch, Steven J.</td>
<td></td>
</tr>
<tr>
<td>Wise, Carol</td>
<td></td>
</tr>
<tr>
<td>Wise, Louise Holly B.</td>
<td></td>
</tr>
<tr>
<td>Wiseman, Michael Martin</td>
<td></td>
</tr>
<tr>
<td>Wisner, Frank G.</td>
<td></td>
</tr>
<tr>
<td>Wisner, Graham G.</td>
<td></td>
</tr>
<tr>
<td>Witkowsky, Anne A.</td>
<td></td>
</tr>
<tr>
<td>Wittes, Tamara Cofman</td>
<td></td>
</tr>
<tr>
<td>Wofford, Harris</td>
<td></td>
</tr>
<tr>
<td>Wohlforth, William C.</td>
<td></td>
</tr>
<tr>
<td>Wolf, Benjamin D.†</td>
<td></td>
</tr>
<tr>
<td>Wolf, Charles Jr.</td>
<td></td>
</tr>
<tr>
<td>Wolf, Ira</td>
<td></td>
</tr>
<tr>
<td>Wolf, Robert</td>
<td></td>
</tr>
<tr>
<td>Wolfe, Josh†</td>
<td></td>
</tr>
<tr>
<td>Wolfensohn, James D.</td>
<td></td>
</tr>
</tbody>
</table>
Wolff, Alan W.  
Wolff, I. Peter  
Wolowitz, Paul D.  
Wolin, Neal S.  
Wolosky, Lee S.  
Wolpe, Howard  
Wolstencroft, Tracy R.  
Woo, Meredith Jung-En  
Woodruff, Judy C.  
Woodruff, Robert W.  
Woods, Ward W.  
Woodward, Susan L.  
Wooldsey, R. James  
Wooldsey, Suzanne H.  
Woon, Eden Y.  
Worden, Minky  
Worenklein, Jacob J.  
Worthington, Samuel A.  
Wortzel, Larry M.  
Wray, Cecil  
Wright, Geoffrey W.  
Wright, Joseph R. Jr.  
Wright, Lawrence G.  
Wright, Robin  
Wright, William H. II  
Wu, Mark  
Wu, Sanford  
Wucker, Michele M.  
Wulf, Norman A.  
Wunderle, William D.  
Wylie, Andrew  
Wyser-Pratte, Guy Patrick

Y  
Yacoubian, Mona  
Yalman, Nur O.  
Yalowitz, Kenneth S.*  
Yamada, Tadataka  
Yang, Linda Tsao  
Yang, Phoebe L.  
Yankelovich, Daniel  
Yanney, Michael B.  
Yanozek, Kassia J.  
Yegen, Christian C.  
Yellen, Janet Louise  
Yergin, Daniel H.  
Yim, Samuel  
Yochelson, John N.  
Yoffie, David B.  
Yordan, Jaime Ernesto  
Yost, Casimir A.  
Yost, Charles W. 

Young, Alice  
Young, Andrew  
Young, George H. III  
Young, Jay T.  
Young, Lesley S.  
Young, M. Crawford  
Young, Michael K.  
Young, Nancy  
Youngblood, Kneeland C.  
Younger, Stephen M.*  
Youngwood, Alfred D.  
Yuan, Sharon H.  
Yun, Philip W.  
Yzaguirre, Raul H.

Y*

Z

Zabel, William D.  
Zafar, Shaarik  
Zagoria, Donald S.  
Zahn, Paula A.  
Zaid, Zaid A.  
Zaidi, Zeeshan†  
Zakaria, Arshad R.  
Zakaria, Fareed  
Zakheim, Dov S.  
Zakheim, Roger I.  
Zaleski, Michel  
Zanoyan, Vahan B.  
Zarate, Juan Carlos*  
Zarb, Frank G.  
Zartman, I. William  
Zawacki, Benjamin†  
Zbar, Brett Ives Wally  
Zegart, Amy B.  
Zelikow, Philip D.  
Zelleke, Andargachew S.  
Zelnick, C. Robert  
Zemmol, Jonathan I.  
Zephyrin, Laurie C.†  
Zheng, Nan†  
Zilkha, Donald E.  
Zilkha, Ezra K.  
Zimmerman, Jay S.*  
Zimmerman, Peter D.  
Zimpher, Nancy L.*  
Zinberg, Dorothy Shore  
Zingher, Tally†  
Zipp, Brian R.  
Zirin, James D.  
Zittrain, Jonathan L.  
Zoellick, Robert B.  
Zogby, James J.  
Zolberg, Aristide R.  
Zonis, Marvin  
Zucker, Howard Alan  
Zucker, Jeremy Blair

* Elected to membership in 2011.
† Elected to a five-year term membership in 2011.
Corporate Members

**FOUNDERS**
Bank of America Merrill Lynch
Chevron Corporation
Exxon Mobil Corporation
The Goldman Sachs Group, Inc.
Hess Corporation
JPMorgan Chase & Co.
McKinsey & Company, Inc.
The Nasdaq OMX Group

**PRESIDENT'S CIRCLE**
The AES Corporation
Alcoa Inc.
American Express
Barclays Capital
Bennett Jones LLP
BP p.l.c.
CA Technologies
Citi
Credit Suisse
eni
Fortress Investment Group LLC
GoldenTree Asset Management
Guardsmark LLC
HP
Kingdon Capital Management

Kohlb erg Kravis Roberts & Co.
Korn/Ferry International
Lazard
Lockheed Martin Corporation
Mars, Inc.
MetLife
The McGraw-Hill Companies
Moody’s Investors Service
Morgan Stanley
New Media Investments
Parsons Corporation
Omnicom Group Inc.
Reliance Industries Limited
Rio Tinto
Shell Oil Company
Soros Fund Management
Standard Chartered Bank
Toyota Motor North America, Inc.
UBS AG
Veritas Capital LLC
Weiss Multi-Strategy Advisors, LLC

**PREMIUM**
ACE Limited
AEA Investors LP
Airbus Americas, Inc.
Allen & Overy LLP
Allied World Assurance Company, Ltd.
Apollo Management, LP
Aramco Services Company
AREVA Inc.
Arnhold and S. Bleichroeder Holdings, Inc.
Arnold & Porter LLP
AT&T
Baker Capital Corp.
Baker, Nye Advisers, Inc.
The Baldwin-Gottschalk Group
Banco Mercantil
The Bank of New York Mellon Corporation
BASF Corporation
BGR Group
Bingham McCutchen LLP
The Blackstone Group L.P.
Bloomberg
BNP Paribas
The Boeing Company
Booz Allen Hamilton Inc.
Bunge Limited
Canadian Imperial Bank of Commerce

**CORPORATE PROGRAM MEMBERSHIP**

**SECTOR REPRESENTATION**

- Financial Institutions (non-bank) 28%
- Consumer 3%
- Energy and Power 8%
- Industrial 17%
- Health Care 2%
- Media, Telecommunications, and Technology 10%
- Real Estate 2%
- Services 17%
- Other 2%
- Banks 11%
Corporate Members and Benefits of Membership

Note: This list of Corporate members is current as of July 1, 2011.
For more information, please contact the Corporate Program at 212-434-9684 or corporate@cfr.org.
BENEFITS OF CORPORATE MEMBERSHIP

PREMIUM ($30,000)
- Invitations for multiple executives to participate in more than three hundred events each year in New York, Washington, DC, and across the nation
- Participation in quarterly briefings by CFR’s president
- Access to interactive, rapid-response briefings and analysis by CFR fellows on breaking crises and events
- One private briefing by a CFR fellow tailored to the company’s interests
- Multiple executives may take part in the Corporate Conference, a yearly summit on geopolitical and geoeconomic challenges
- Executives and designated employees of your organization may log in to the members-only section of CFR.org, containing information on upcoming meetings, advance access to *Foreign Affairs*, conference call and meeting replays, research publications, and analysis by CFR fellows on contemporary policy issues
- Multiple subscriptions to *Foreign Affairs*, discounted individual subscriptions for all employees, bulk subscription discounts, and special shipping rates
- Member rates for rental of the Harold Pratt House meeting facilities in New York City, and the 1777 F Street building in Washington, DC
- Acknowledgment in CFR literature

PRESIDENT’S CIRCLE ($60,000)
- All benefits of Premium membership
- Invitations for senior executives to attend two to three small, private events with world leaders
- Priority registration for high-level events
- One additional private briefing by a CFR fellow tailored to the company’s interests
- Opportunities for executives to participate in select in-depth study groups and roundtables led by CFR fellows
- Invitations for executives to participate in at least one trip led by a member of CFR leadership (travel fees will apply)
- Invitations for senior executives to attend the annual fall dinner for the CFR Board of Directors
- Professional development opportunities for two rising executives to participate as “Corporate Leaders” in the CFR Term Member Program
- Special advertising rates in *Foreign Affairs*

FOUNDEORS ($100,000)
- All benefits of President’s Circle and Premium memberships
- One additional private briefing by a CFR fellow tailored to the company’s interests
- Invitations for executives to attend the CFR monthly roundtable series with fellows
- Invitations for senior executives to attend the annual winter dinner with CFR leadership
- Complimentary use of the prestigious Harold Pratt House ballroom and library for a single corporate event (based on availability)
Endowed and Named Chairs, Fellowships, and Lectureships

**ENDOWED CHAIRS, 2010–2011**

**RALPH Bunche Chair in Africa Policy Studies**

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

**Douglas Dillon Fellowship**

Each year, the Council names one of its younger fellows the Dillon Fellow, in honor of former Council vice chairman Douglas Dillon. Shannon K. O’Neil is the current Dillon Fellow.

**Eni Enrico Mattei Chair in Middle East and Africa Studies**

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

**Maurice R. Greenberg Chair, Vice President, Director of Studies**

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

**Maurice R. Greenberg Chair in China Studies**

This chair was established 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.

**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 and is currently held by Stephen Sestanovich.

**Jeanie J. Kirkpatrick Chair in National Security Studies**

In 2002, the Council established an endowed 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. Robert D. Blackwill assumed the chair in fiscal year 2011.

**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. Gideon Rose assumed the chair in fiscal year 2011.

**Philip D. Reed Chair in Science and Technology**

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

**Nelson and David Rockefeller Chair in Latin America Studies**

This chair honors two distinguished Americans who have been influential in the development of U.S. policy in the Western Hemisphere. The chair, held by Julia E. Sweig, 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 Director David M. Rubenstein, cofounder and managing director of the Carlyle Group. Michael A. Levi, who directs the Council’s program on energy security and climate change, holds the chair.

**Hasib J. Sabbagh Chair in Middle East Studies**

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

**Whitney H. Shepardson Fellowship**

The Shepardson Fellowship is periodically awarded to persons with experience and professional stature in public or academic affairs related to international relations. Charles A. Kupchan is the Shepardson Senior Fellow.
C. V. STARR CHAIR IN ASIA STUDIES
This chair, currently 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 honor of General Vessey, the 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 Board of Governors of the Federal Reserve 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

ROGER HERTOG SENIOR FELLOWSHIP
The Hertog Fellowship was established in 2006 through a generous gift from Council member Roger Hertog, vice chairman emeritus of AllianceBernstein LP and a founder of Sanford C. Bernstein & Co., Inc. This fellowship is held by Stephen Biddle.

IRA A. LIPMAN SENIOR FELLOWSHIP
FOR COUNTERTERRORISM AND NATIONAL SECURITY STUDIES
The Lipman Senior Fellowship was established in 2008 through a gift from Ira Lipman, founder and chairman of Guardsmark, LLC. The chair is currently held by Adam Segal.

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 current Schwartz Fellow is Edward Alden.

VISITING FELLOWSHIPS

MILITARY FELLOWSHIPS
Every year, each military 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 Randy A. George, U.S. Army; Colonel Blaine D. Holt, U.S. Air Force; Captain Stacy A. Pedrozo, U.S. Navy; and Colonel Daniel D. Yoo, 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 2010–2011 Murrow Fellow was Matt Pottinger, former reporter, Wall Street Journal, and captain, U.S. Marine Corps in Iraq, Afghanistan, and Japan.

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 2010–2011 National Intelligence Fellow was Sue M. Terry.

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 2010–2011 fellows were Matthew Fuhrmann, Emma Belcher, and Jonathan Pearl.

ENDOWED AND SPECIALLY FUNDED PROGRAMS

Booz Allen Hamilton Series on Smart Power
ExxonMobil Women and Technology Series
Pieter A. Fisher Program, International Relations
Gulf Program, Middle East
W. Averell Harriman Program, Europe
HBO History Makers Series
Winston Lord Program, Asia
John J. McCloy Program, International Relations
C. Peter Colloagher Series on International Economics
McKinsey Executive Roundtable Series in International Economics
Thomas J. Watson Meetings Program

LECTURES 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.

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 information officer and managing partner at Cyrus Capital Partners. This year’s symposium featured Lawrence Summers, director of the National Economic Council and former secretary of the treasury.

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 Harold Koh, legal adviser, U.S. Department of State.

JOHN B. HURFORD MEMORIAL LECTURE
Inaugurated in 2002 in memory of Council member John B. Hurford, this annual lecture features individuals who represent critical new thinking in foreign policy and international affairs. This year’s lecture featured A. Michael Spence, Distinguished Visiting Fellow, CFR, and author of The Next Convergence: The Future of Economic Growth in a Multispeed World.

RUSSELL C. LEFFINGWELL LECTURE
Inaugurated in 1969, this lecture was named for Russell C. Leffingwell, a charter member of the Council who served as its president from 1944 to 1946 and as its chairman from 1946 to 1953. The lecture is given by a distinguished foreign official, who is invited to address Council members on a topic of major international significance. The lectureship was originally endowed by the Morgan Guaranty Trust Company and by Edward and Lucy Leffingwell Pulling, and more recently through the generosity of Thomas Leffingwell Pulling and his son Edward Leffingwell Pulling. This year’s lecturer was William Hague, secretary of state for foreign and commonwealth affairs, United Kingdom.

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 president of Veritas Capital LLC. This year’s lecture featured General James Conway, commandant, U.S. Marine Corps; General George Casey, chief of staff, U.S. Army; Admiral Gary Roughead, chief of naval operations, U.S. Navy; Admiral Robert J. Papp Jr., commandant, U.S. Coast Guard; and General Norton A. Schwartz, chief of staff, U.S. Air Force.

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 Yukiya Amano, director-general, International Atomic Energy Agency.

KENNETH A. MOSKOW MEMORIAL LECTURE
ON HOMELAND SECURITY AND COUNTERTERRORISM
This lecture honors the memory of longtime Council member Kenneth A. Moskow, who made this lectureship possible through a generous bequest. His intent was to establish an annual meeting to bring together the leaders of the intelligence community and promote discussion on critical issues in counterterrorism. This year’s lecture featured a panel discussion on counterterrorism with Jessica Stern, writer and former director for Russian, Ukrainian, and Eurasian affairs, National Security Council; Richard Falkenrath, Shelby Cullom and Kathryn W. Davis Adjunct Senior Fellow for Counterterrorism and Homeland Security, Council on Foreign Relations; and Leslie H. Gelb, President Emeritus and Board Senior Fellow, Council on Foreign Relations.

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.

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 Russian-U.S. relations.

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 Randall Stephenson, chairman and chief operating officer, AT&T.

SORENSEN DISTINGUISHED LECTURE ON THE UNITED NATIONS
This lecture was established in 1996 by Theodore C. Sorensen to honor his wife, Gillian Martin Sorensen, and to commemorate her years of service to the United Nations. This year’s lecture featured Helen Clark, administrator, United Nations Development Programme.

PAUL C. WARNKE LECTURE ON INTERNATIONAL SECURITY
This lecture, endowed by a number of Council members and the family and friends of Paul C. Warnke, commemorates his legacy of courageous service to the nation and international peace. This year’s lecturer was Senator Jack Reed (D-RI).
International Affairs Fellowship Program

Launched in 1967, the International Affairs Fellowship (IAF) program seeks to bridge the gap between analysis and action in foreign policy by inviting individuals from the academic, business, government, media, and religious communities to engage in a variety of policy studies and actively participate in policymaking. The distinctive character of the program lies in the contrasting experiences it provides at the juncture of policy research and policy formulation. Academics and private-sector professionals spend fellowship tenures in public service or a policymaking setting, while government officials have the opportunity to study foreign policy issues in a scholarly atmosphere free from operational pressure. Generally, fellows are placed at institutions in New York and Washington, DC, for one year.

The Council on Foreign Relations also offers a country-specific fellowship that is open to U.S. citizens between the ages of twenty-seven and forty-five.

IAF in Japan, sponsored by Hitachi, Ltd., seeks to strengthen the U.S.-Japan relationship by expanding America’s understanding of Japan and enhancing communication between Americans and Japanese on various common issues. Founded in 1997, the program provides fellows with the opportunity to carry out research for a period of up to one year while affiliated with an institution in Tokyo.

INTERNATIONAL AFFAIRS FELLOWS 2010–2011 PLACEMENTS

C. Spencer Abbot,* U.S. Navy. Placed at the Japan Institute for International Affairs, Tokyo.
David S. Abraham,* ClearWater Initiative. Placed at Tokyo University, Tokyo.
Peter M. Beck,* Stanford University. Placed at Keio University.
Matthew H. Kroenig, Georgetown University. Placed at the U.S. Department of Defense.
Kimberly M. McClure, U.S. Department of State. Placed at Global Kids, Inc.

Jeffrey Mankoff, Yale University. Placed at the U.S. Department of State.
Mark E. Manyin,* Library of Congress. Placed at the Japan Center for International Exchange, Tokyo.
Emily D. Parker, Asia Society. Placed at the U.S. Department of State.
Jessica Seddon, Institute for Financial and Management Research. Placed at the U.S. Environmental Protection Agency.

* International Affairs Fellow in Japan, sponsored by Hitachi, Ltd.
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 15 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 50 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:

<table>
<thead>
<tr>
<th></th>
<th>BUSINESS</th>
<th>NONBUSINESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>New York Area</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Under 40</td>
<td>$1,745</td>
<td>$415</td>
</tr>
<tr>
<td>40 and Over</td>
<td>3,390</td>
<td>760</td>
</tr>
<tr>
<td>Washington, DC, Area</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Under 40</td>
<td>$1,480</td>
<td>$355</td>
</tr>
<tr>
<td>40 and Over</td>
<td>2,880</td>
<td>645</td>
</tr>
<tr>
<td>National</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Under 40</td>
<td>$ 945</td>
<td>$230</td>
</tr>
<tr>
<td>40 and Over</td>
<td>1,830</td>
<td>415</td>
</tr>
</tbody>
</table>
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 and until their successors are elected and take office. Each class shall consist of three Directors elected directly by the membership at large and four Directors appointed by the Board. Following each Annual Election but prior to the commencement of the term of the new Directors, the Board shall appoint four Directors to serve in the same class as the three Directors elected at the Annual Election. 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 vacancy among the four Directors in each class subject to appointment by the Board.

B. At each Annual Election of the Council, three Directors shall be elected to replace the outgoing class of elected Directors. Terms of all Directors, both elected and appointed, shall commence on the first day of July next following their election or appointment or, in the case of any newly created directorships filled by action of the Board, to commence on such other date as may be approved by the Board. A Director, whether elected or appointed, 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 name of each member who is nominated by the Nominating and Governance Committee as a candidate for the class of Directors scheduled for election in that year, (ii) the name of any member appointed to a vacancy in the Board and nominated by the Nominating and Governance Committee as the sole candidate to complete the balance of the unexpired term, (iii) the name of any member who is nominated in each class by a petition signed by not fewer than thirty members, and (iv) the name of any member who received not fewer than thirty write-in votes in the preceding election. For their ballots to be counted, members must cast one vote for each of as many candidates as there
are vacancies to be filled on the Board, and the candidates with the highest number of votes in each class will be declared elected as Directors. One-third of the voting members of the Council shall constitute a quorum at the Annual Election Meeting or any other meeting of the 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 three members of the Board. The Committee shall present names for Directors, Officers, and Committee members. For the purpose of nominating candidates to stand for election to the Board, the Committee shall co-opt 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 (i) to solicit the entire membership for the names of possible candidates and (ii) except as provided in By-Law IV(C) to nominate twice as many candidates as there are directorships to be filled at the election by the membership at large.

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 serve one additional 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.
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 presentation portion of 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 on June 7, 1994. 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 June 9, 2005, the following policy concerning actual or potential conflicts of interest was approved:

“The Directors, Officers, and staff of the Council on Foreign Relations (the ‘Council’) owe a duty of loyalty to the Council, which requires that in their positions, they act in the interest of the Council and not in their personal interests. Directors, Officers, and staff members may not use their positions or nonpublic information about the Council they obtain through their positions in a manner that allows them to secure a significant economic benefit, either directly or indirectly, for themselves or their immediate family. In sum, it is the policy of the Council that its Directors, Officers, and staff have the obligation to avoid ethical, legal, financial, or other conflicts of interest, and the appearance thereof, and to ensure that their activities and interests do not conflict with their obligations to the Council or to its welfare.

“A conflict of interest or the appearance thereof may exist but is not limited to a circumstance when any Director, Officer or staff member, or member of his or her immediate family (defined for these purposes as a spouse or domestic partner, parents, children, siblings, and in-laws) or an affiliated entity, would have a significant economic interest, directly or indirectly, in a transaction with the Council or any other matter that may come before the Board or a Board Committee.

“Conflicts of interest or appearances thereof are not limited to financial interests, but include affiliations or other divided loyalties which may influence a decision or appear to cause favoritism in a matter involving the Council.

“All conflicts shall be fully disclosed in writing to the Chair of the Nominating and Governance Committee, or to the Vice President, Human Resources and Administration, in the case of staff members who are not Officers. After receipt of such notice, the Board may authorize the transaction at issue, provided that (i) it does not violate the law and (ii) the Director or Officer having such conflict refrains from voting or otherwise attempting to influence the decision thereon. The minutes of the meeting shall reflect such disclosure and abstention.

“In the case of a staff member who is not an Officer, after disclosure by the Vice President, Human Resources and Administration, to the Chief Financial and Administrative Officer and the
President, those Officers may choose to submit the question to the Board or an appropriate Committee of the Board for a decision or to proceed with the transaction at issue, provided that proceeding does not violate the law.

“When there is doubt as to whether a conflict of interest exists, the matter shall be resolved by a vote of the Board, excluding the person concerned.

“Nothing herein shall prevent the Council from the payment of salary and other compensation or the reimbursement of expenses for personal services which are reasonable and necessary to carrying out the purpose of the Council, provided such payments or reimbursements are reasonable and not excessive.

“A copy of this policy shall be furnished to each Director at the time of his or her election or appointment to the Board and any renewal thereof, to each Officer who is a staff member annually at the time of their appointment at the fall meeting of the Board, and to other key staff members at the time of hire. As a condition of service, the Council shall require each Director, Officer, and key staff member to sign the conflict of interest disclosure statement annually.”

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
Kenneth Castiglia
Jeffrey A. Reinke
Caroline Netchvolodoff McCall
Eva Tatarczyk
Lindsay Iversen
Kanika Srinivasan
Fiona Korwin-Pawlowski
Madeline Lagatutta
Anna Sims
Leslie H. Gelb
Jonathan Hillman
James F. Hoge Jr.
Rosemary Hartman
Kay King

TASK FORCE PROGRAM
Anya Schmemann
Kristin Lewis

FOREIGN AFFAIRS
Gideon Rose
Jonathan Tepperman
Stuart Reid
Joshua Yaffa
Kathryn Allawala
Jordan Hirsch
Sarah Foster
Elira Coja
David Kellogg
Lynda Hammes
Edward W. Walsh
Emilie Harkin
Michael Pasuit
Katie Sedgwick
Carolina Aguilar
Jonathan Chung
Christine Leonard

PUBLISHING GROUP
David Kellogg
Katie Sedgwick

COUNCIL PUBLISHING
Patricia Lee Dorff
Lia C. Norton
Elia J. Primoff

CFR.ORG
Robert McMahon
Deborah Jerome
Jeremy Sherlick
Jayshree Bajoria
Toni Johnson
Aimee Rawlins
Hagit Bachrach
Christopher Alessi
Jonathan Masters
Bernard Gwertzman
Robert McMahon
Deborah Jerome
Jeremy Sherlick
Jayshree Bajoria
Toni Johnson
Aimee Rawlins
Hagit Bachrach
Christopher Alessi
Jonathan Masters
Bernard Gwertzman

Note: Staff shown as of June 30, 2011.
<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Katherine Collins</td>
<td>Research Associate</td>
<td>Senior Fellow for Middle Eastern Studies</td>
</tr>
<tr>
<td>Andrew Lim</td>
<td>Program Associate</td>
<td>Adjunct Fellow for Energy</td>
</tr>
<tr>
<td>Madison Schramm</td>
<td>Program Associate</td>
<td>Bernard L. Schwartz Senior Fellow</td>
</tr>
<tr>
<td>Elliott Abrams</td>
<td>Senior Fellow for Middle Eastern Studies</td>
<td></td>
</tr>
<tr>
<td>Daniel P. Ahn</td>
<td>Adjunct Fellow for Energy</td>
<td>Joshua Kurlantzick</td>
</tr>
<tr>
<td>Edward Alden</td>
<td>Adjunct Fellow for Energy</td>
<td>Mark Lagon</td>
</tr>
<tr>
<td>Atul Arya</td>
<td>Adjunct Fellow for Energy</td>
<td>Gayle Tzemach</td>
</tr>
<tr>
<td>Caroline Atkinson</td>
<td>Adjunct Fellow for Middle Eastern Studies</td>
<td>Lemmon</td>
</tr>
<tr>
<td>Mohamad Bazzi</td>
<td>Adjunct Fellow for Middle Eastern Studies</td>
<td>Stuart Levey</td>
</tr>
<tr>
<td>John B. Bellinger</td>
<td>Adjunct Fellow for International and National Security Law</td>
<td></td>
</tr>
<tr>
<td>III</td>
<td></td>
<td>Michael A. Levi</td>
</tr>
<tr>
<td>Richard K. Betts</td>
<td>Adjunct Fellow for National Security Studies</td>
<td>Daniel Markey</td>
</tr>
<tr>
<td>Jagdish N. Bhagwati</td>
<td>Senior Fellow for International Economics</td>
<td>Sebastian Mallaby</td>
</tr>
<tr>
<td>Stephen Biddle</td>
<td>Roger Hertog Senior Fellow for Defense Policy</td>
<td>Paul A. Volcker Senior Fellow</td>
</tr>
<tr>
<td>Robert D. Blackwill</td>
<td>Henry A. Kissinger Senior Fellow for U.S. Foreign Policy</td>
<td></td>
</tr>
<tr>
<td>Max Boot</td>
<td>Jeane J. Kirkpatrick Senior Fellow for National Security Studies</td>
<td></td>
</tr>
<tr>
<td>Karen Brooks</td>
<td>Adjunct Fellow for Asia</td>
<td>Shannon K. O'Neil</td>
</tr>
<tr>
<td>John Campbell</td>
<td>Ralph Bunche Senior Fellow for Africa Policy Studies</td>
<td>Douglas Dillon Fellow</td>
</tr>
<tr>
<td>Jared Cohen</td>
<td>Adjunct Fellow</td>
<td>Peter R. Orszag</td>
</tr>
<tr>
<td>Jerome A. Cohen</td>
<td>Adjunct Fellow for Asia Studies</td>
<td>Meghan L. O'Sullivan</td>
</tr>
<tr>
<td>Isobel Coleman</td>
<td>Senior Fellow for U.S. Foreign Policy; Director of the Civil Society, Markets, and Democracy Initiative; and Director of the Women and Foreign Policy Program</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Stephen Sestanovich</td>
</tr>
<tr>
<td>Steven A. Cook</td>
<td>Hasib J. Sabbagh Senior Fellow for Middle Eastern Studies</td>
<td></td>
</tr>
<tr>
<td>Robert Danin</td>
<td>Eni Enrico Mattei Senior Fellow for Middle East and Africa Studies</td>
<td></td>
</tr>
<tr>
<td>James P. Dougherty</td>
<td>Adjunct Fellow for Business and Foreign Policy</td>
<td>Adam Segal</td>
</tr>
<tr>
<td>Steven Dunaway</td>
<td>Adjunct Fellow for International Economics</td>
<td>Amity Shlaes</td>
</tr>
<tr>
<td>Elizabeth C. Economy</td>
<td>C. V. Starr Senior Fellow and Director for Asia Studies</td>
<td></td>
</tr>
<tr>
<td>Richard A. Falkenrath</td>
<td>Shelby Cullom and Kathryn W. Davis Adjunct Senior Fellow for Counterterrorism and Homeland Security</td>
<td></td>
</tr>
<tr>
<td>Evan A. Feigenbaum</td>
<td>Adjunct Senior Fellow for East, Central, and South Asia</td>
<td></td>
</tr>
<tr>
<td>Jendayi Frazer</td>
<td>Adjunct Senior Fellow for Africa Studies</td>
<td>Benn Steil</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Julia E. Sweig</td>
</tr>
</tbody>
</table>

*Fellows*
Ray Takeyh
Francis E. Warnock
Matthew C. Waxman
Micah Zenko

VISITING FELLOWS (2010–2011)
Emma L. Belcher
Matthew Fuhrmann
Colonel Randy A. George
Colonel Gian Gentile
Joel D. Hirst
Colonel Blaine D. Holt
Payton L. Knopf
Jonathan Pearl
Captain Stacy A. Pedroz
Matthew Pottinger
E. Candace Putnam
A. Michael Spence
Sue Mi Terry
Brigadier General Daniel D. Yoo

RESEARCH AND PROGRAM STAFF
Daniel Barker
Isabella Bennett
Dora Beszterczy
Allison Blough
Neil Bouhan
Alexander Brock
Patrick Browne
Kelley Calkins
John Chen
Jay Chittooran
Gideon Copple
Rebecca R. Friedman
Ashley Harden
Asch Harwood
David Herrero
Jonathan Hill
Michael Johnson
Ryan Kaminski
Demetri Karagas
Curran Kennedy
Natalie Kitroeff
Matthew Klein
Nikolai Krylov
Charles Landow
Shelby Leighton
Zoe Liberman
Lauren Linakis
Jason Mangone
Daniel Michaeli
Jared Mondshein
Seth Andre Myers
Kate Pynoos
Kunaal Sharma
Rachel Steyer
Paul Swartz
Farah Faisal Thaler
Elise Vaughn
Stephen Wittels
May Yang
Sophia Yang

MEETINGS
Nancy D. Bodurtha
Ileana Font-Soloway

NEW YORK MEETINGS PROGRAM
Anastasia M. LaFollette
Meaghan Mills
Vera Ranola
Elizabeth Cartier
Olympia Trumbower
Ann-Elise Francis

WASHINGTON PROGRAM
Christopher Tuttle
Portia Wiggins

WASHINGTON MEETINGS
Emily McLeod
Jeffrey A. Gullo
Allison Ball
Kristen Gendron
Peter A. Henry

WASHINGTON EXTERNAL AFFAIRS
Patrick Costello
Thomas Bowman
Elise Letanosky

NATIONAL PROGRAM AND OUTREACH
Irina A. Faskianos
Elizabeth McCourt
Juliana S. Chessin
Tiffany Tribbitt
Sana Ahmed
Isabella L. Santoro
Purnimaa Sethi

Staff
MEMBERSHIP, CORPORATE, AND INTERNATIONAL

L. Camille Massey  Vice President
Aimee Carter   Washington Director, Corporate Affairs
Abigail Z. Skidmore New York Director, Corporate Affairs
Jana Gasn Beauchamp Director, Membership Administration and Relations
Helen Belmont   Deputy Director, Corporate Programming
Scott Bradbury Assistant Director, Membership Affairs
Matthew Foerster Assistant Director, Corporate Member Relations
Roma Kaundal Assistant Director, International Member Relations
Julie Jenkins   Director, Membership Administration and Relations
Emily Jagger   Program Associate, Corporate Affairs
Megan Lynch   Program Associate, Membership Affairs
Tanya Shpiniova Business Development Associate, Corporate Program
Jessica Wirth Program Associate, Corporate Affairs
Danielle Goonan Assistant to the Vice President
Alanya Green Program Assistant

COMMUNICATIONS AND MARKETING

Lisa Shields  Vice President
Anya Schmemann Director
Leigh-Anne Krapf Hess Deputy Director
Melinda Wuehner Associate Director
Nidhi Sinha Assistant Director
Sarah Doolin Communications Coordinator
Lucy Dunandelier Communications Coordinator
Madeleine Gray Special Assistant for Research

DEVELOPMENT

Suzanne E. Helm  Vice President
Betsy R. Gude Director of Development
Sharon R. Herbst Director, Special Projects
Courtney G. Lobel Assistant Director, Foundation Relations
Lena Moy Gifts Administrator
Sophia Greenhouse Development Coordinator
Christopher Brancaccio Development Associate

INFORMATION SERVICES

Charles Day Chief Technology Officer
Deepak Trivedi Deputy Director, Information Services Operations
Richard Wawzycki  Deputy Director, Information Technology
Sadie Bhatti Senior Network Engineer
Roberto Osoria Senior Programmer Analyst
Chris Sierra  LAN Administrator and Manager of Desktop Services
Virginia Rolston Parrott Database Manager and Technical Trainer
Robert Allende Help Desk Technician
Simon Lee Help Desk Technician
Alice McLoughlin Assistant to the Chief Technology Officer

WEB MANAGEMENT AND DEVELOPMENT

Tom Davey Director
Cree Frappier Deputy Director
Joan McGrath Senior Web Producer, Audience Development
Geddes Munson Web Applications Manager
Andrew Qualls Web Producer
Thomas Katavic Associate Producer, User Experience
Emily Gosselin Web Support Associate

LIBRARY AND RESEARCH SERVICES

Lilita V. Gusts Director, Library and Research Services
Marcia L. Sprules Deputy Director
Michelle Baute Associate Director, Web Research Sources
Connie M. Stagnaro Assistant Director, Archives and Intranet Development
Laura Puls Research and Collections Services Librarian
Nicholas Fokas Library Assistant
Barbara K. Miller Consulting Archivist

ADMINISTRATION

Kenneth Castiglia Chief Financial and Administrative Officer
Jan Mowder Hughes Vice President, Human Resources and Administration
Fiona Special Assistant, Executive Office
Korwin-Pawlowski
Madeline Lagatutta Special Assistant, Executive Office

FINANCE

Jennifer Perez Director
Jean-Michel Oriol Deputy Director
Sigi Silvani Accounting Manager
Latoya Singleton Senior Accountant, Financial Analysis
Evanda Butler Staff Accountant
Linda Copeland Accounting Associate
Vera Langley  
Anisa Leka  
Katherine Howell  
Betty Mak  
**SPECIAL EVENTS**  
Valerie Post  
Beth Harris  
Madison Meyer  
**HUMAN RESOURCES**  
Margot Morey  
Nancy Cho  
Ethel Baril  
Linda Madueme  
Angela Yturri  
Barrett Austin  
Sasha Gordon  
Amy Cunningham  
Nellie Dunderdale  
Mohamed Jallow  
**RECEPTION SERVICES**  
Radmila Jackovich  
Melanie Neergaard  
Patrice Sullivan  
**FACILITY AND EVENT OPERATIONS**  
Neftali Frank Alvarez  
New York  
Ian Noray  
William Cornell  
Edwin Santiago  
Justin Bilski  
Robert Prinzi  
Julissa Sarabia  
Jose Vargas  
Edgar Rivera  
Christopher Bostick  
Trent Caldwell  
Dwitte Campbell  
Carlos Correa  
Gilbert Falcon  
Herbert McLaughlin  
Marcos Velazquez  
Glen Goldman  
Washington  
Jayson Frum  
Rachel Peterson  
Eric Voss  
Vanessa Robertson  
Maureen Hughes  
Amber Kirtley  
David De La Fleur  
Karen Garnick  
James Johnson  
Rafael Magana  
Felipe Vaquerano  
Kimi Xaisanasy-Baylon  
**Accounting Associate**  
**Accounting Associate**  
**Administrator**  
**Accounts Payable Associate**  
**Director**  
**Event Sales Coordinator**  
**Special Events Assistant**  
**Director**  
**Deputy Director**  
**Assistant Director**  
**Assistant Director, Benefits and Compensation**  
**Manager**  
**Manager**  
**Reception Services Coordinator and Human Resources Assistant**  
**Director, Facility, Event, and Security Management**  
**Deputy Director, Facility Operations**  
**Associate Director, Event Operations**  
**Facility Operations Manager**  
**Assistant Event Manager**  
**Assistant Event Manager**  
**Assistant Manager**  
**Assistant Building Engineer**  
**Facility and Event Operations Associate**  
**Facility Operations Assistant**  
**Event Operations Waiter**  
**Event Operations Waiter**  
**Facility Operations Assistant**  
**Facility Operations Assistant**  
**Facility Operations Assistant**  
**Audio Visual Technician**  
**Director of Operations and Project Management**  
**Director, Event Management and Special Events**  
**Deputy Director of Facility Operations**  
**Office Manager**  
**Assistant Event Manager**  
**Special Events Coordinator**  
**Facility Operations Assistant**  
**Event Assistant**  
**Facility Operations Assistant**  
**Event Operations Waiter**  
**Facility Operations Assistant**  
**Assistant to the Director of Operations and Project Management**
### Financial Statements

#### Statement of Financial Position

**As of June 30, 2011 (with comparative totals for June 30, 2010)**

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$17,835,000</td>
<td>$20,516,000</td>
</tr>
<tr>
<td>Accounts receivable, net, and prepaid expenses</td>
<td>1,848,200</td>
<td>2,124,300</td>
</tr>
<tr>
<td>Grants and contributions receivable, net</td>
<td>12,115,900</td>
<td>12,219,100</td>
</tr>
<tr>
<td>Contributions receivable for endowment, net</td>
<td>19,363,900</td>
<td>17,167,200</td>
</tr>
<tr>
<td>Inventory</td>
<td>94,800</td>
<td>127,600</td>
</tr>
<tr>
<td>Investments</td>
<td>303,830,700</td>
<td>263,488,700</td>
</tr>
<tr>
<td>Land, buildings and building improvements, and equipment, net</td>
<td>80,224,700</td>
<td>81,089,300</td>
</tr>
<tr>
<td>Deferred financing costs, net</td>
<td>2,924,700</td>
<td>3,034,600</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>$438,237,900</td>
<td>$399,766,800</td>
</tr>
</tbody>
</table>

| **Liabilities**        |              |              |
| Accounts payable and accrued expenses | $5,507,500   | $6,679,900   |
| Deferred revenue        | 3,331,600    | 3,332,900    |
| Accrued postretirement benefits | 4,352,000   | 3,780,000    |
| Interest rate swap agreement | 5,195,800   | 5,490,500    |
| Bonds payable           | 62,680,000   | 62,680,000   |
| **Total liabilities**   | 81,066,900   | 81,963,300   |

| **Net assets**          |              |              |
| Unrestricted            | 129,810,500  | 112,270,400  |
| Temporarily restricted  | 61,953,300   | 53,613,500   |
| Permanently restricted  | 165,407,200  | 151,919,600  |
| **Total net assets**    | 357,171,000  | 317,803,500  |

| **Total liabilities and net assets** | $438,237,900 | $399,766,800 |

Please [click here](#) to view the full 2011 Financial Statements.
### Operating revenue and support

<table>
<thead>
<tr>
<th>Source</th>
<th>unrestricted</th>
<th>temporarily restricted</th>
<th>permanently restricted</th>
<th>2011 total</th>
<th>2010 total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership dues</td>
<td>$5,199,400</td>
<td>$</td>
<td>$</td>
<td>$5,199,400</td>
<td>$4,654,800</td>
</tr>
<tr>
<td>Annual giving</td>
<td>6,739,900</td>
<td></td>
<td></td>
<td>6,739,900</td>
<td>6,504,900</td>
</tr>
<tr>
<td>Corporate memberships and related income</td>
<td>6,695,000</td>
<td></td>
<td></td>
<td>6,695,000</td>
<td>6,482,100</td>
</tr>
<tr>
<td>NY meetings</td>
<td>14,100</td>
<td>137,100</td>
<td></td>
<td>151,200</td>
<td>131,200</td>
</tr>
<tr>
<td>Grants and contributions</td>
<td>210,300</td>
<td>15,163,400</td>
<td></td>
<td>15,373,700</td>
<td>8,563,100</td>
</tr>
<tr>
<td>Foreign Affairs publications</td>
<td>7,106,800</td>
<td></td>
<td></td>
<td>7,106,800</td>
<td>6,486,100</td>
</tr>
<tr>
<td>Book publications</td>
<td>35,000</td>
<td></td>
<td></td>
<td>35,000</td>
<td>36,100</td>
</tr>
<tr>
<td>Investment return used for current operations</td>
<td>8,359,300</td>
<td>3,655,300</td>
<td></td>
<td>12,014,600</td>
<td>10,223,200</td>
</tr>
<tr>
<td>Rental income</td>
<td>1,866,300</td>
<td></td>
<td></td>
<td>1,866,300</td>
<td>1,765,900</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>69,600</td>
<td></td>
<td></td>
<td>69,600</td>
<td>66,200</td>
</tr>
<tr>
<td>Net assets released from restrictions</td>
<td>13,489,900</td>
<td></td>
<td></td>
<td>13,489,900</td>
<td></td>
</tr>
<tr>
<td><strong>Total operating revenue and support</strong></td>
<td>$49,785,600</td>
<td>5,465,900</td>
<td></td>
<td>$55,251,500</td>
<td>$44,895,600</td>
</tr>
</tbody>
</table>

### Operating expenses

#### Program expenses:

- **Studies Program**: 18,958,600
- **Task Force**: 687,400
- **NY Meetings**: 1,229,200
- **DC programs**: 2,187,000
- **Term member**: 405,400
- **Special Events**: 962,700
- **Foreign Affairs publications**: 7,633,200
- **Book publications**: 473,800
- **National Program**: 854,300
- **Outreach Program**: 653,800
- **Websites**: 2,619,300
- **Communications**: 1,749,800

**Total program expenses**: 38,414,500

#### Supporting services:

- **Fundraising**:
  - **Development**: 1,392,000
  - **Corporate Program**: 1,763,400

**Total fundraising**: 3,155,400

- **Management and general**: 7,000,200
- **Membership**: 942,300

**Total supporting services**: 11,097,900

**Total operating expenses**: 49,512,400

### Excess of operating revenue and support over (under) operating expenses

<table>
<thead>
<tr>
<th>Source</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Excess of operating revenue and support over (under) operating expenses</strong></td>
<td>273,200</td>
<td>5,465,900</td>
</tr>
<tr>
<td><strong>Nonoperating revenue (loss)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investment gain/(loss) in excess of spending rate</td>
<td>17,480,900</td>
<td>5,984,100</td>
</tr>
<tr>
<td>Endowment contributions</td>
<td></td>
<td>13,495,600</td>
</tr>
<tr>
<td>Gain on interest rate swap agreement</td>
<td>294,700</td>
<td></td>
</tr>
<tr>
<td>Gain on sale of fixed asset</td>
<td>4,300</td>
<td></td>
</tr>
<tr>
<td>Write-off of uncollectible contributions</td>
<td></td>
<td>(3,110,200</td>
</tr>
</tbody>
</table>

**Total nonoperating revenue (loss)**: 17,779,900

### Change in net assets before postretirement changes other than net periodic costs

<table>
<thead>
<tr>
<th>Source</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in net assets before postretirement changes other than net periodic costs</td>
<td>18,053,100</td>
<td>8,339,800</td>
</tr>
<tr>
<td>Postretirement changes other than net periodic costs</td>
<td>(513,000)</td>
<td>(502,000)</td>
</tr>
</tbody>
</table>

### Change in net assets

<table>
<thead>
<tr>
<th>Source</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in net assets</td>
<td>17,540,100</td>
<td>(3,110,200</td>
</tr>
<tr>
<td>Net assets, beginning of year</td>
<td>112,270,400</td>
<td>151,919,600</td>
</tr>
<tr>
<td>Net assets, end of year</td>
<td>$129,810,500</td>
<td>$357,171,000</td>
</tr>
</tbody>
</table>

Please click here to view the full 2011 Financial Statements.
Credits

Editor: Patricia Dorff
Production Manager: Lia C. Norton
Editorial Assistant: Elias J. Primoff
Photo Editors: Sarah Doolin, Nidhi Sinha
Publications Intern: Elaine Baynham
Copy Editors: Jen Swetzoff, H. Glenn Court
Cover Design: ObjectiveSubject
Production: Gene Crofts

PHOTOS
Hills & Company: 5 top
Mohamed Abd El Ghany/Courtesy of Reuters: cover photo (Egyptian prodemocracy supporters gather in Tahrir Square in Cairo on February 18, 2011)
Don Pollard: 5 bottom, 6, 9, 10, 11, 16, 17, 18, 21
Wendi Rose: 19
Kaveh Sardari/www.sardari.com: 8, 12, 13
Term Member Program: 15