Annual Report
July 1, 2017–June 30, 2018

Council on Foreign Relations
58 East 68th Street, New York, NY 10065
tel 212.434.9400
1777 F Street, NW, Washington, DC 20006
tel 202.509.8400
www.cfr.org
communications@cfr.org

OFFICERS
David M. Rubenstein
Chairman
Blair Effron
Vice Chairman
Jami Miscik
Vice Chairman
Richard N. Haass
President
Keith Olson
Executive Vice President,
Chief Financial Officer, and Treasurer
James M. Lindsay
Senior Vice President, Director of Studies,
and Maurice R. Greenberg Chair
Nancy D. Bodurtha
Vice President, Meetings and Membership
Irina A. Faskianos
Vice President, National Program
and Outreach
Suzanne E. Helm
Vice President, Philanthropy and
Corporate Relations
Jan Mowder Hughes
Vice President, Human Resources
and Administration
Caroline Netchvolodoff
Vice President, Education
Shannon K. O’Neil
Vice President and Deputy Director of Studies
Lisa Shields
Vice President, Global Communications
and Media Relations
Jeffrey A. Reinke
Secretary of the Corporation

DIRECTORS
Term Expiring 2019
David G. Bradley
Blair Effron
Susan Hockfield
Donna J. Hrinak
James G. Stavridis
Vin Weber
Daniel H. Yergin
Term Expiring 2020
John P. Abizaid
Mary McInnis Boies
Timothy F. Geithner
Stephen J. Hadley
James Manyika
Jami Miscik
Richard L. Plepler
Term Expiring 2021
Tony Coles
David M. Cote
Steven A. Denning
William H. McRaven
Janet A. Napolitano
Eduardo J. Padron
John Paulson

Term Expiring 2022
Sylvia Mathews Burwell
Ash Carter
James P. Gorman
Lauren Powell Jobs
David M. Rubenstein
Margaret G. Warner
Fareed Zakaria
Term Expiring 2023
Kenneth I. Chenault
Laurence D. Fink
Stephen C. Freidheim
Margaret (Peggy) Hamburg
Charles Phillips
Cecilia Elena Rouse
Frances Fragos Townsend
Richard N. Haass, ex officio

OFFICERS AND DIRECTORS,
EMERITUS & HONORARY
Madeleine K. Albright
Director Emerita
Martin S. Feldstein
Director Emeritus
Leslie H. Gelb
President Emeritus

Maurice R. Greenberg
Honorary Vice Chairman
Carla A. Hills
Chairman Emeritus
Robert E. Rubin
Chairman Emeritus

Note: This list of Officers and Directors is current as of July 1, 2018. A historical roster of Directors and Officers can be found on pages 41–43.
Contents

4  In Memoriam: Peter G. Peterson
5  Mission Statement
6  Letter From the Chair
8  President’s Message
13  2018 Highlights
36  Foreign Affairs
38  2017–2018 Committees of the Board
40  2018 Board Election and Appointments
41  Historical Roster of Directors and Officers
44  Membership
48  Membership Roster
72  Corporate Members
75  Endowed and Named Chairs, Fellowships, and Lectureships
79  International Affairs Fellowship Program
81  Global Board of Advisors
82  Council of Councils
83  By-Laws of the Council
88  Rules, Guidelines, and Practices
93  Staff
99  Financial Statements
The Council on Foreign Relations remembers its chairman emeritus, Peter G. Peterson, who passed away on March 20, 2018, at the age of ninety-one.

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

Mr. Peterson was instrumental in acquiring the Council’s newest building at its New York headquarters and transforming it into the institution’s largest and premier meeting space. Named in his honor, the Peter G. Peterson Center has hosted countless world leaders, high-level policymakers, and Nobel laureates. In recognition of Mr. Peterson’s extraordinary service to this institution, the chair for the editor of the Council’s flagship publication, Foreign Affairs, was also named after him.

An integral and highly active member of the institution, Mr. Peterson participated in close to one thousand CFR meetings and study groups during his forty-seven years of membership.

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

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

Mr. Peterson served as a director of numerous corporations and was the author of seven books, including the national best-seller Running on Empty.

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

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

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

- maintaining a diverse membership, including special programs to promote interest and develop expertise in the next generation of foreign policy leaders;
- convening meetings at its headquarters in New York and in Washington, DC, and other cities where senior government officials, members of Congress, global leaders, and prominent thinkers come together with CFR members to discuss and debate major international issues;
- supporting a Studies Program that fosters independent research, enabling CFR scholars to produce articles, reports, and books and hold roundtables that analyze foreign policy issues and make concrete policy recommendations;
- publishing Foreign Affairs, the preeminent journal of international affairs and U.S. foreign policy;
- sponsoring Independent Task Forces that produce reports with both findings and policy prescriptions on the most important foreign policy topics; and
- providing up-to-date information and analysis about world events and American foreign policy on its website, CFR.org.
The past year, my first as CFR Board chair, saw several consequential global events, most especially the advancement of North Korea’s nuclear weapons and ballistic missile programs (and the meeting between President Trump and Kim Jong-un), the beginnings of multiple trade wars, the implosion of Venezuela, the ongoing civil wars in Syria and Yemen, and the emergence of major debates in the United States on policy toward China and Russia. The Council’s first-class work on these issues helped shape discussions in Washington and around the world.

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

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

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

The Meetings Program provides another forum for historical analysis. The Lessons From History series brings historians and practitioners involved with consequential historical events together to discuss their contemporary significance. This year, the series featured discussions on the Northern Ireland peace process twenty years after the Good Friday Agreement (which Brexit threatens to undo despite hard-fought progress), the fiftieth anniversary of the Tet Offensive and the lasting effects of the Vietnam War, and the foreign policy legacy of the Founding Fathers. Other meetings and roundtables this year covered historical perspectives on Russia’s relationship with the West, dynamics in the Middle East, and the Trump administration’s approach to trade.
Foreign Affairs is also a space for thoughtful, historical reflection. The cover package of the January/February 2018 issue examined the subject of “the undead past,” or how different countries have handled the dark aspects of their national histories. Articles discussed the United States’ troubled racial history and the lasting legacy of slavery, the evolution of Germany’s attitude toward Nazism, Russia’s relationship with Stalinism, China’s approach to Maoism, South Africa’s truth and reconciliation process following apartheid, and Rwanda’s ongoing recovery from genocide. The May/June issue asked whether democracy is dying, and included an article by Walter Russell Mead that discussed the resilience of American democracy from the post–Civil War era to today. The November/December 2017 issue featured a fascinating essay by historian Stephen Kotkin that looked back at the clash between Hitler and Stalin. The magazine is also making a concerted effort to resurface historical content on its website when relevant to current events.

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

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

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

David M. Rubenstein
Chairman of the Board
President’s Message

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

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

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

About ten years ago, we made the strategic decision to continue doing what we always did but also to take on a larger role in this society. We decided the Council would be a resource not only for its members, but also for nonmembers and non-elites who traditionally have been only peripherally involved in foreign policy discussions. These include religious leaders, state and local officials, students and teachers from a wide range of fields at the high school and college levels, journalists from smaller outlets, and everyday citizens who just want to stay informed.

The Council’s mission was revised to reflect this change, to be an independent, nonpartisan resource to help people everywhere better understand the world and the foreign policy choices the United States faces.

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

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

The Council is also a venue for meetings. The Meetings Program routinely draws dozens of heads of state, senior foreign officials, and members of Congress every year. We have sought to enhance our offerings by hosting more multi-session symposia, holding more conference calls for our members who reside outside New York and Washington, and launching new meetings series, from the Lessons From History and
The Council is in the ideas business. Our aim is to be more policy relevant than most universities and more rigorous than many think tanks and advocacy groups. The output of the David Rockefeller Studies Program is unmatched. Over the last ten years, CFR experts have published eighty-five books—a remarkable number and the result of the emphasis we have placed on in-depth research and analysis—in addition to thousands of discussion papers, policy briefs, reports, and op-eds. In recent years, we have expanded our coverage of global health, climate change, cyberspace, women and foreign policy, and immigration, among other issues. Our continued commitment to not accept government funding ensures our work remains independent and is seen to be so.

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

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

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

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

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

In more recent years, the Council has added another pillar: an educational initiative. Our effort in this space stems from the recognition that too many Americans are insufficiently aware of the global forces and issues affecting their lives, and which they in turn can affect through their choices and actions. Schools and universities simply are not teaching most students about these global issues, because they are either not offering courses or not requiring them if they do. This shortfall makes it difficult,
if not impossible, for students to meet their obligations as citizens and to meet the challenges of competing in a global world. Our goal at CFR is to ensure that every student, not just international relations majors, is globally literate and possesses the skills and knowledge about the world to prepare for a wide range of careers and ensure an informed citizenry.

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

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

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

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

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

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

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

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

Richard N. Haass
President
2018 Highlights

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

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

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

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

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

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

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

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

Upper left: CFR Chairman David M. Rubenstein and President of Chile Michelle Bachelet discuss the importance of Chile’s regional integration in South America.  
Lower left: President of American University and Council Board member Sylvia Mathews Burwell (right) speaks with former President of Liberia Ellen Johnson Sirleaf at the Darryl G. Behrman Lecture on Africa Policy.
CFR’s symposia offer members a deep dive into topics such as hacked elections, future directions for world trade, behavioral economics, and America’s growing federal debt.
In April, CFR hosted the five military service chiefs as part of the annual Robert B. McKeon Endowed Series on Military Strategy and Leadership. The HBO-sponsored What to Do About... series focused on the crises in Afghanistan, northern Syria, and Venezuela. The Lessons From History series, funded by David M. Rubenstein, looked at the fiftieth anniversary of the Tet Offensive and the lasting impact of the Vietnam War, the Northern Ireland peace process twenty years after the Good Friday Agreement, and the foreign policy legacy of the founding fathers. The CEO Speaker series brought BlackRock Chairman and CEO Larry Fink and Royal Dutch Shell CEO Ben van Beurden to CFR. As part of its Daughters and Sons series, which invites members to bring their high school— and college-age children to experience a CFR meeting, the Council hosted former Chair of the Federal Reserve Janet Yellen, journalists Nicholas Kristof and Evan Osnos, President of the International Rescue Committee David Miliband, and a panel of refugee aid workers.

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

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

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

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

As always, the year ended with the National Conference in New York, which convened more than four hundred participants for three days of panels and discussions, including a keynote conversation with Senator Lindsey Graham. Sessions covered global perspectives on the future of work; the geopolitics of Asia, featuring State Department Director of Policy Planning Brian Hook; social and economic inequality in a divided America; and the future of U.S. diplomacy.
The National Conference in New York convened more than four hundred participants for three days of panels and discussions.
Above: At CFR’s Corporate Conference, CFR Chairman Emeritus Robert E. Rubin, Senior Fellow for Energy and the Environment and Director of the Program on Energy Security and Climate Change Amy Myers Jaffe, Infor CEO Charles Phillips, and Massachusetts Institute of Technology Professor Daniela L. Rus discuss how disruptive technologies are reshaping the economy.

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

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

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

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

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

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

In Council Special Reports, CFR experts provide timely responses to developing crises and contributions to current policy dilemmas. In *Containing Russia: How to Respond to Moscow’s Intervention in U.S. Democracy and Growing Geopolitical Challenge*, Robert D. Blackwill, Henry A. Kissinger senior fellow for U.S. foreign policy, and Philip H. Gordon, Mary and David Boies senior fellow in U.S. foreign policy, argue the United States is currently in a second cold war with Russia. Consistent with this assessment, Blackwill and Gordon recommend what would be tantamount to a new containment policy but note that the United States should still cooperate with Russia when in the U.S. national interest. In *Keeping the U.S.-Indonesia Relationship Moving Forward*, Senior Fellow for Southeast Asia Joshua Kurlantzick argues that Indonesia could be
more of a security partner for the United States and proposes that the two countries work together to check China’s growing assertiveness in the South China Sea, combat the expansion of militants linked to the self-proclaimed Islamic State in Southeast Asia, and counter piracy and other transnational crime in the region.

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

Contingency Planning Memoranda address plausible contingencies abroad that could threaten U.S. interests. In the latest memo, “A Venezuelan Refugee Crisis,” Shannon K. O’Neil, vice president, deputy director of studies, and Nelson and David Rockefeller senior fellow for Latin America Studies, argues that although the United States can do little to prevent Venezuela’s economic and humanitarian crisis from worsening, it should collaborate with its allies and Venezuela’s neighbors to provide humanitarian aid, build necessary infrastructure, and create a broader burden-sharing arrangement to integrate Venezuelan refugees throughout the region. Other memoranda published this year assess the risk of a return to violence and political instability in the Balkans and a renewed confrontation between Israel and Hezbollah.
Cyber Briefs address emerging cybersecurity challenges. In “Sharing Classified Cyber Threat Information With the Private Sector,” Whitney Shepardson Senior Fellow Robert K. Knake argues that the U.S. government should share classified cyber threat data with private companies and prioritize cyber threats against companies that are critical to the U.S. economy. In “Cybersecurity and the New Era of Space Activities,” Adjunct Senior Fellow for Cybersecurity and Global Health David P. Fidler explains that governments and companies increasingly rely on space-dependent services that are vulnerable to cyberattacks. Other Cyber Briefs discuss how the United States should reform its approach to data protection and how it can counter Russian information operations in the age of social media. Adam Segal, Ira A. Lipman chair in emerging technologies and national security and director of the Digital and Cyberspace Policy program, launched a Cyber Operations Tracker that categorizes publicly known state-sponsored cyber incidents since 2005 and highlights important trends. For example, it reveals that state-sponsored cyber operations have risen tenfold since 2005 and that nineteen governments are suspected of having sponsored cyberattacks.

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

Bottom: Adjunct Senior Fellow for International and National Security Law John B. Bellinger III testifies on congressional authorizations for use of military force before the Senate Committee on Foreign Relations.
2018 Highlights

Council of Councils

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

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

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

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

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

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

CFR Campus

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

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

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

The annual Higher Education Working Group in February brought more than sixty heads of colleges and universities to CFR for sessions on the future of the U.S. workforce, U.S. and East Asian responses to North Korea, and freedom of speech on campus. In April, educators from more than a hundred public, private, and community colleges gathered for the seventh annual College and University Educators Workshop. Sessions and discussion groups addressed global governance, dealing with a nuclear North Korea, combating disinformation, teaching with CFR and Foreign Affairs resources, and bringing global issues into the classroom.
Left: Assistant Professor of History at the University of Akron Oghenetoja “Toja” Okoh, Director of the Master of Arts in Intelligence and Security Studies and Associate Professor of Political Science at Augusta University Craig Albert, and Adjunct Lecturer at the University of North Carolina, Greensboro, and Rowan-Cabarrus Community College Karen Lynden speak at the College and University Educators Workshop.

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

Primary Source Energy Consumption in 2016
Click on each country for information about its energy use.

The Paris Agreement
Study the background, structure, and significance of the global...
Outreach

RELIGION AND FOREIGN POLICY PROGRAM

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

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

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

WASHINGTON OUTREACH

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

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

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

In addition, members of the Congressional Foreign Policy Study Group, a selective program for senior-level congressional staff, traveled to New York in September to meet with CFR and Foreign Affairs experts.
This year, the Religion and Foreign Policy Workshop brought together more than 120 religious leaders, scholars, and representatives from thirty-seven religious traditions.

Top: Students attend CFR’s “Back to School” event on globalization.
Bottom: Executive Director of the Interfaith Center of New York Chloe Breyer and American Jewish World Service Global Ambassador Ruth W. Messinger converse at the Religion and Foreign Policy Workshop.
CFR Digital

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

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

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

In addition to the website, CFR maintains a significant presence on social media, broadcasting livestreams of CFR meetings and reaching its hundreds of thousands of followers on Facebook, Twitter, YouTube, Instagram, and LinkedIn.
CFR.org’s multimedia InfoGuide on deforestation in the Amazon won a News & Documentary Emmy Award, the fourth Emmy that CFR has won.
Over the course of the past year, Foreign Affairs has tried to rise to the challenge of living in interesting times, continuing its mission by providing a broad range of first-rate content to large audiences across multiple publishing platforms.

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

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

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

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

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

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

Gideon Rose
*Editor, Foreign Affairs*

---

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

Below: Senior Fellow at the Carnegie Endowment for International Peace Jake Sullivan, Washington Director of Human Rights Watch Sarah Margon, and *Foreign Affairs* Executive Editor and author of *The China Mission* Daniel Kurtz-Phelan address the audience at the March/April 2018 *Foreign Affairs* issue launch in Washington, DC.
2017–2018 Committees of the Board

EXECUTIVE
David M. Rubenstein, Chair
Blair Effron, Vice Chair
Jami Miscik, Vice Chair
Alan S. Blinder
Mary McInnis Boies
David G. Bradley
Nicholas Burns
Timothy F. Geithner
J. Tomilson Hill
Donna J. Hrinak
Richard L. Plepler
Margaret G. Warner

AUDIT COMMITTEE
Alan S. Blinder, Chair
Zoe Baird
Frank P. Brosens
Gail D. Fosler
Michael D. Granoff
James Manyika
Eduardo J. Padrón

COMPENSATION
David M. Rubenstein, Chair
Mary McInnis Boies
Blair Effron
Timothy F. Geithner
Jami Miscik

CORPORATE AFFAIRS
Blair Effron, Chair
Ruth Porat, Vice Chair
Steven Buffone
Howard E. Cox
Daniel Cruise
Daniel L. Doctoroff
Bart Friedman
Gary L. Ginsberg
H. P. Goldfield
James P. Gorman
Maurice R. Greenberg
Andrew Gundlach
Joshua J. Harris
Donna J. Hrinak

FOREIGN AFFAIRS
Jami Miscik, Chair
Jesse H. Ausubel
Peter E. Bass
John B. Bellinger III
David G. Bradley
Susan D. Chira
Jessica P. Einhorn
Michèle A. Flournoy
Francis Fukuyama
Thomas H. Groce
Adi Ignatius
Charles R. Kaye
William H. McRaven
Michael J. Meese
Richard L. Plepler
Colin L. Powell
Kevin P. Ryan
Margaret G. Warner
Neal Wolin
Daniel H. Yergin

MEETINGS
Richard L. Plepler, Chair
Christina A. Bennett
Jason Bordoff
Michelle Caruso-Cabrera
Tony Coles
David M. Cote
JC de Swaan
Esther Dyson
Tim W. Ferguson
Rana A. Foroohar
Andrew P. Heaney
J. Tomilson Hill
Mahnaz Ispahani Bartos
Scott Malcomson
Jan Nicholson
John Paulson
Thomas L. Pulling
E. John Rosenwald Jr.
Arthur M. Rubenstein
Jeffrey R. Shafer
Mitchell D. Silber
Alan M. Silberstein
P. J. Simmons
Calvin G. Sims
Elliott Stein
Cathy L. Taylor
Amina Tirana
Stephen R. Volk
Brett I. W. Zbar

MEMBERSHIP
Donna J. Hrinak, Chair
Tony Coles, Vice Chair
John P. Abizaid
Mona Aboelka Nagana Kanaan
Mark Angeloson
Zoe Baird
Nicholas F. Beim
Mary McInnis Boies
Heidi E. Crebo-Rediker
Thomas J. Culora
Mark Fisch
Maria C. Freire
Bart Friedman
Joseph K. Hur III
Robert W. Jordan
Marcus B. Mabry
Tracy B. McKibben
Luis J. Perez
Jeffrey A. Rosen
Vin Weber
Xenia B.M. Wickett
Alice Young

TERM MEMBERSHIP
Scott L. Swid, Chair
David R. Ayón
Elisa M. Basnight
Mark Blumling
Reuben E. Brigety II
Saj Cherian
Loren Robert Douglass
Tressa S. Guenov
Scott Holcomb
Robert J. Lempert
Justin G. Muzinich
Jay M. Parker
Celina B. Realuyo
Lincoln Cameron Singleton
Ruti G. Teitel
Committees of the Board

Cindy Tindell
Amina Tirana
Phoebe L. Yang

NATIONAL
PROGRAM

Nicholas Burns, Chair
Diana Alleva Cáceres
Dan Caldwell
Neal D. Carlson
Steven A. Denning
Brenda Lei Foster
Mimi L. Haas
Lyric Hughes Hale
Jack Hardin
Edward T. Hightower
William Curt Hunter
Nancy A. Jarvis
Jane Kang
Dalia Dassa Kaye
Beth Keck
Richard Mallery
James Manyika
Kimberly K. Marteau Emerson
William H. McRaven
Adrienne Medawar
Janet Napolitano
M. Diana Helweg Newton
Eduardo J. Padrón
Michael P. Peters
Laurene Powell Jobs
Kal Raustiala
Marsha Vande Berg
Ted Van Dyk
Katherine T. Ward
Linda Watt
David B. Weinberg

STUDIES

David G. Bradley, Chair
John P. Abizaid
Roger C. Altman
Alan S. Blinder
Eliot A. Cohen
Timothy F. Geithner
James M. Goldgeier
Stephen J. Hadley
Roger Hertog
ShirleyAnn Jackson
Carie A. Lemack
Michael Mandelbaum
Mitchell B. Reiss
Gideon Rose†
James G. Stavridis
Philip D. Zelikow

WASHINGTON
PROGRAM

Margaret G. Warner, Chair
Teresa C. Barger
David G. Bradley
Caroline Brown*
Sylvia Mathews Burwell
Nelson W. Cunningham
Joy A. de Menil
Karen DeYoung
Reema Dodin*
Betsy Fischer Martin
Stephen J. Hadley
Tamela Hultman
Karen H. Johnson
Thea M. Lee

NOMINATING
AND GOVERNANCE

Mary McInnis Boies, Chair
David G. Bradley
Sylvia Mathews Burwell
Jonathan E. Colby
Kim Gordon Davis
Jose W. Fernandez
Marlene Hess
Susan Hockfield
Jon Liebman
Jami Miscik
Pamela S. Passman
Ruth Porat

Kimberly Querrey
Emily Rafferty
Stanley S. Shuman
James G. Stavridis

* Term member
† Ex officio
2018 Board Election and Appointments

The Council’s By-Laws provide for a Board consisting of thirty-five Directors (plus the President, ex officio), divided into five classes of seven Directors. Each class serves for a term of five years. Per the Council’s By-Laws as revised by the Board of Directors in February 2015, each class of Directors is elected by the membership at large, who vote on a slate of candidates via an up-or-down vote. Directors with terms expiring on June 30, 2018, were Zoë Baird, Alan S. Blinder, Nicholas Burns, Laurence D. Fink, J. Tomilson Hill, Shirley Ann Jackson, and Ruth Porat.

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

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

Isaiah Bowman 1921–50
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. Jones 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
Gabriel Hauge 1964–81
Carroll L. Wilson 1964–79
Douglas Dillon 1965–78
Henry R. Labouisse 1965–74
Lucian W. Pye 1966–82
Robert V. Roosa 1966–81
Bill Moyers 1967–74
Alfred C. Neal 1967–76
Cyrus R. Vance 1968–76
Hedley Donovan 1968–83
Najeeb E. Halaby 1969–81
Bayless Manning 1970–72
W. Michael Blumenthal 1972–77
Zbigniew Brzezinski 1972–77
Elizabeth Drew 1972–77
George S. Franklin 1972–83
Marshall D. Shulman 1972–77
Martha Redfield Wallace 1972–82
Paul C. Warnke 1972–77
Robert O. Anderson 1974–70
Harry C. McPherson Jr. 1974–77
Elliott L. Richardson 1974–75
Nicholas deB. Katzenbach 1975–86
Paul A. Volcker 1975–79,

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
Warren Christopher 1982–91
Alan Greenspan 1982–88
Robert A. Scalapino 1982–89
Harold Brown 1983–92
Stanley Hoffmann 1983–92
Juanita M. 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. Merler 1986–92
Peter Tarnoff 1986–93
James E. Burke 1987–95
Richard B. Cheney 1987–89,

Robert F. Erbuer 1987–98
Karen Elliott House 1987–98,

Glenn E. Watts 1987–90
Thomas S. Foley 1988–94
William J. Crowe Jr. 1990–93
Joshua Lederberg 1990–2001
Richard C. Holbrooke 1991–93,

Robert D. Hormats 1991–2004
Historical Roster of Directors and Officers

John E. Bryson 1992–2002
Karen N. Horn 1992–95
James R. Houghton 1992–96
Charlayne Hunter-Gault 1992–98
Donna E. Shalala 1992–93
Paul A. Allaire 1993–2002
Robert E. Allen 1993–96
Richard N. Cooper 1993–94
E. Gerald Corrigan 1993–95
Alton Frye 1993
Rita E. Hauser 1993–97
Theodore C. Sorensen 1993–2004
Garrick Utley 1993–2003
Leslie H. Kaplan 1994–96
Frank G. Zarb 1994–96
Carla A. Hills 1994–2017
Helene L. Kaplan 1994–96
Louis V. Gerstner Jr. 1995–2005
Hannah Holborn Gray 1995–98
William J. McDonough 1995–2004
Frank Savage 1995–2002
George Soros 1995–2004
Lee Cullum 1996–2006
Vincent A. Mai 1997–2003
Warren B. Rudman 1997–2005
Laura D’Andrea Tyson 1997–2002
Roone Arledge 1998–2002
Bette Bao Lord 1998–2003
Diane Sawyer 1998–99
John Deutch 1999–2004
Andrew Young 2000–2005
Henry S. Bienen 2001–2011
Kenneth M. Duberstein 2001–2012
Joan E. Spero 2001–2011
Fouad Ajami 2002–2012
Jeffrey L. Bewkes 2002–2006
Ronald L. Olson 2002–2010
Richard N. Haass 2003–
Anne-Marie Slaughter 2003–2009
Madeleine K. Albright 2004–2014
Richard N. Foster 2004–2009
Peter Ackerman 2005–2015
Charlene Barshesky 2005–2010
Tom Brokaw 2005–2005
David M. Rubenstein 2005–2010
Frank J. Caufield 2006–2010
Alberto Ibargüen 2006–2013
Henry R. Kravis 2006–2012
James W. Owens 2006–2014
Colin M. Powell 2006–2016
Christine Todd 2006–2016
Stephen Mathews Burwell 2007–2017
David M. Cote 2016–2017
William H. McRaven 2016–2017
Janet A. Napolitano 2016–2017
Ash Carter 2017–2017
James P. Gorman 2017–2017
Lauren Powell Jobs 2017–2017
Kenneth I. Chenault 2017–2018
Stephen C. Freidheim 2018–2018
Margaret (Peggy) Hamburg 2018–2018
Charles Phillips 2018–2018
Cecilia Elena Rouse 2018–2018
Frances Fragos Townsend 2018–2018
CHAIRMEN OF THE BOARD
Russell C. Leffingwell 1946–53
John J. McCloy 1953–70
David Rockefeller 1970–85
Peter G. Peterson 1985–2007
Carla A. Hills (Co-Chairman) 2007–2017
Robert E. Rubin (Co-Chairman) 2007–2017
David M. Rubenstein 2017–
CHAIRMEN EMERITI
Peter G. Peterson 2007–2018
Carla A. Hills 2017–
Robert E. Rubin 2017–
HONORARY CHAIRMEN
David Rockefeller 1985–2017
VICE CHAIRMEN OF THE BOARD
Grayson Kirk 1971–73
Douglas Dillon 1976–78
Carroll L. Wilson 1978–79
Warren Christopher 1987–91
Harold Brown 1991–92
B. R. Inman 1992–93
Jeanie J. Kirkpatrick 1993–94
Maurice R. Greenberg 1994–2002
Carla A. Hills 2001–2007
Richard E. Salomon 2007–2013
David M. Rubenstein 2012–2017
Blair Effron 2017–
Jami Miscik 2017–
CHAIRMEN OF THE BOARD
Russell C. Leffingwell 1946–53
John J. McCloy 1953–70
David Rockefeller 1970–85
Peter G. Peterson 1985–2007
Carla A. Hills (Co-Chairman) 2007–2017
Robert E. Rubin (Co-Chairman) 2007–2017
David M. Rubenstein 2017–
CHAIRMEN EMERITI
Peter G. Peterson 2007–2018
Carla A. Hills 2017–
Robert E. Rubin 2017–
HONORARY CHAIRMEN
Douglas Dillon 1976–78
Carroll L. Wilson 1978–79
Warren Christopher 1987–91
Harold Brown 1991–92
B. R. Inman 1992–93
Jeanie J. Kirkpatrick 1993–94
Maurice R. Greenberg 1994–2002
Carla A. Hills 2001–2007
Richard E. Salomon 2007–2013
David M. Rubenstein 2012–2017
Blair Effron 2017–
Jami Miscik 2017–
HONORARY VICE CHAIRMAN
Maurice R. Greenberg 2002–

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

PRESIDENT EMERITUS
Leslie H. Gelb 2003–

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

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

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

VICE PRESIDENTS
Paul D. Cravath 1921–33
Norman H. Davis 1933–36
Edwin F. Gay 1933–40
Frank L. Polk 1940–43
Russell C. Leffingwell 1943–44
Allen W. Dulles 1944–46
Isaiah Bowman 1945–49
David Rockefeller 1950–70
Henry M. Wriston 1950–51
Frank Altschul 1951–71
Devereux C. Josephs 1951–52
David W. MacEachron 1972–74
John Temple Swing 1972–86
Alton Frye 1987–93
William H. Gleysteen Jr. 1987–89
John A. Millington 1987–96
Margaret Osmer-McQuade 1987–93
Nicholas X. Rizopoulos 1989–94
Karen M. Sughrue 1993–98
Ethan B. Kapstein 1995–96
Abraham F. Lowenthal 1995–2005
Janice L. Murray 1995–2002
David J. Vidal 1995–97
Frederick C. Broda 1996
Kenneth R. Maxwell 1996
Paula J. Dobriansky 1997–2001
Gary C. Hufbauer 1997–98
David Kellogg 1997–2002
Lawrence J. Korb 1998–2002
Anne R. Luzzatto 1998–2005
Elise Carlson Lewis 1999–2008
Irina A. Faskianos 2002–
James M. Lindsay 2003–2006
Lisa Shields 2003–
Nancy E. Roman 2004–2007
Nancy D. Bodurtha 2005–
Suzanne E. Helm 2005–
Gary Samore 2006–2009
Kay King 2007–2011
L. Camille Massey 2008–2014
Jan Mowder Hughes 2010–
Caroline Netchvodoff 2015–
Shannon K. O’Neil 2018–

EXECUTIVE DIRECTORS
Hamilton Fish 1922–28
Armstrong 1928–72
William P. Bundy 1972–84
William G. Hyland 1984–92
Gideon Rose 2010–

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

HONORARY SECRETARY
Frank Altschul 1972–81

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

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

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

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

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

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

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

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

ELIGIBILITY REQUIREMENTS
- Candidates for membership must be nominated in writing by a current CFR member and seconded by three to four other individuals. To be considered for term membership, candidates must be nominated by a current CFR member and seconded by two to three other individuals.
- Membership is restricted to U.S. citizens (native born or naturalized) and permanent residents who have applied to become citizens. If foreign born, a candidate must submit a statement that he or she has been naturalized or is a permanent resident who has made formal application for citizenship.
- Candidates for term membership must be between the ages of thirty and thirty-six on January 1 of the year in which they apply.
- CFR visiting fellows are prohibited from applying for membership until they have completed their fellowship tenure.
• Graduate students should generally wait until after the completion of their degree to apply for membership.
• All CFR members are required to fulfill annual dues requirements, which can be found online at www.cfr.org/memberdues.

TO APPLY
Candidates should email applications@cfr.org to request the online application for membership. All materials, including nominating and seconding letters, must be submitted using the online application. The email should include the following information:
• full name
• title and affiliation
• date of birth
• citizenship status (see Eligibility Requirements)
• type of membership for which the candidate is applying
• date(s) of any previous applications for membership, if applicable
• email address to which the link to the online application should be sent

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

NOMINATING AND SECONGING A CANDIDATE FOR MEMBERSHIP
The Council on Foreign Relations relies on its members for their engagement, substantive contributions, and support, and counts on members to identify and nominate or second qualified candidates for membership.

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

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

Members of the Subcommittee on Term Membership are precluded from nominating or writing seconding letters on behalf of candidates for term membership.

A spouse, close relative (e.g., parent, sibling, cousin, or the like), or near in-law of a candidate may not formally nominate or second that candidate for CFR membership. Members should refrain from writing on behalf of clients.

NOMINATING LETTERS
Candidates must be nominated by a CFR member. Nominating letters should be no more than five hundred words and should address the following criteria, which have always been central to the committee’s consideration of membership candidates:
• intellectual attainment and expertise;
• degree of experience, interest, and current involvement in international affairs or in other areas affecting international affairs;
• promise of future achievement and service in foreign relations;
• potential contributions to the work of CFR;
• desire and ability to participate in CFR activities; and
• standing among peers.

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

**DEADLINES, CANDIDATE NOTIFICATION, AND REACTIVATION**

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

<table>
<thead>
<tr>
<th>Application</th>
<th>Deadline</th>
<th>Notification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership</td>
<td>March 1</td>
<td>late June</td>
</tr>
<tr>
<td></td>
<td>November 1</td>
<td>late February</td>
</tr>
<tr>
<td>Term Membership</td>
<td>January 3</td>
<td>late June</td>
</tr>
</tbody>
</table>

**APPLICATION REACTIVATION REQUIREMENTS**

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

To reactivate an application, the candidate must email applications@cfr.org and specify the date or dates of previous applications, as well as the type of membership for which he or she is reapplying. The candidate is required to submit an updated CV using the online application, specifying any significant changes since the previous application. Although the original nominating and subsequent seconding letters will be included in the reactivated application, the candidate must secure a minimum of one and maximum of three additional seconding letters. Additional letters should provide new insights that would be helpful in the selection process. It is not required that new seconding letters come from current CFR members, though it is strongly recommended. Previous letter writers may provide new letters only when new content is included.

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

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

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

<table>
<thead>
<tr>
<th>Location</th>
<th>Number of Members</th>
<th>Percentage of Membership</th>
</tr>
</thead>
<tbody>
<tr>
<td>National</td>
<td>1,980</td>
<td>38</td>
</tr>
<tr>
<td>New York Area</td>
<td>1,610</td>
<td>32</td>
</tr>
<tr>
<td>Washington, DC, Area</td>
<td>1,513</td>
<td>30</td>
</tr>
<tr>
<td>Total</td>
<td>5,103</td>
<td>100</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Industry</th>
<th>Number of Members</th>
<th>Percentage of Membership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education</td>
<td>1,107</td>
<td>22</td>
</tr>
<tr>
<td>Nonprofit and International Organizations</td>
<td>999</td>
<td>20</td>
</tr>
<tr>
<td>Financial Institutions</td>
<td>768</td>
<td>15</td>
</tr>
<tr>
<td>Law and Consulting</td>
<td>689</td>
<td>13</td>
</tr>
<tr>
<td>Government</td>
<td>457</td>
<td>9</td>
</tr>
<tr>
<td>Media and News Services</td>
<td>319</td>
<td>6</td>
</tr>
<tr>
<td>Commerce</td>
<td>161</td>
<td>3</td>
</tr>
<tr>
<td>Information Technology</td>
<td>112</td>
<td>2</td>
</tr>
<tr>
<td>Medicine and Health Care</td>
<td>39</td>
<td>1</td>
</tr>
<tr>
<td>Energy and Power</td>
<td>37</td>
<td>1</td>
</tr>
<tr>
<td>Other</td>
<td>415</td>
<td>8</td>
</tr>
<tr>
<td>Total</td>
<td>5,103</td>
<td>100</td>
</tr>
</tbody>
</table>
Membership Roster

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

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

Note: Membership shown as of July 1, 2018.

Agostinelli, Robert F.
Aguh, Chike
Aguiar, Eric
Agus, David B.
Ahern, Stephanie R.
Ahlers, Werner F.
Ahmed, Fahim
Ahmed, Qanta A.
Ahmed, Salman S.
Ahn, Daniel P.
Ahuja, Jasmeet K.*
Ahuja, Sanjiv
Ailabouni, Rosa M.
Aiyer, Vikrum Dave
Akhter, Afreen
Allbright, Alice P.
Allbright, Madeleine K.
Alderman, Michael H.
Alexander, John R.
Alexander, Lewis S.
Alexander, Margo N.
Alford, Ginos "Gigi"
Alford, William P.
Ali, Sami S.
Allen, Ben
Allen, Danielle
Allen, J. Michael III
Allen, Jodie T.
Allen, John R.
Allen, Marc
Allen, Richard V.
Allen, Ronald L.
Allen, Thad W.
Allibhoy, Faheen*
Allison, Graham
Almond, Michael A.
Alonzo, Anne L.
Alper, Andrew Michael
Alter, Jonathan H.
Alter, Karen J.
Alterman, Jon B.
Altman, Alexandra
Altman, Drew
Altman, Elizabeth J.
Altman, Roger C.
Altman, William C.
Altshuler, David
Alvarez, Jose E.
Alvera, Marco
Alving, Amy E.
Alvo, Vickie
Amrdetson, Fasil
Amdur, Stephen B.
Amine, James L.
Amirfar, Catherine
Amiri, Rina
Amir-Mokri, Cyrus
Amos, Deborah Susan
Amr, Hady A.
Andelman, David A.
Anders, Michael Thomas*
Andersen, Elizabeth
Anderson, Craig B.
Anderson, Desaix
Anderson, Gloria B.
Anderson, Kristen Soltis
Anderson, Lisa
Anderson, Paul F.
Anderson, Ryan K.
Anderson, Wendy R.
Andreas, Terry Lynn
Andrews, Bruce H.
Andrews, Michael A.
Andrus, Jon Kim
Angelson, Mark A.
Ansour, M. Michael
Anthony, John Duke
Aossey, Nancy A.
Aponte, Mari Carmen
Appenteng, Felicia
Appiah, Kwame Anthony
Applebaum, Anne E.
Aquila, Francis J.
Arbess, Daniel J.
Archuleta, Brandon J.
Arcos, Cresencio S.
Arend, Anthony Clark
Argov, Gideon
Arkia, Stanley S.
Armacost, Michael H.
Armstrong, Charles Michael
Armstrong, Lloyd Jr.
Arnaboldi, Nicole
Arnhold, Henry H.
Arnold, Jenna
Aron, Adam Maximilian
Aronson, Bernard W.
Aronson, Jonathan David
Arredondo, Fabiola R.*
Arsenian, Deana
Arsh, Adrienne
Art, Robert J.
Arthurs, Alberta
Artigiani, Carole
Asgard, Ramin
Ashooh, Jessica P.
Assousa, George E.
Atheya, Bama
Atkins, Betsy S.
Atkinson, Caroline
Atkinson, Holly G.
Atwood, J. Brian
Auier, James E.
Auerbach, Paul S.
Aufhauser, David D.
Auguste, Byron Gerald
Augustine, Norman R.
Aulett, Ken
Auspitz, Josiah Lee
Austin, Jonathan T.
Austin, Lloyd J. III
Ausubel, Jesse H.
Avedon, John F.
Aviel, Sara Margalit
Awuah, Patrick G. Jr.
Axelrod, Robert M.
Ayers, H. Brandt
Ayón, David R.
Ayres, Alyssa
Ayvar, Balan Rama
Azim, Khalid

B
Babaa, Suhad†
Babbitt, Eileen F.
Babbitt, Harriet C.
Babej, Peter
Bacchus, James L.
Bader, Christine
Baer, Donald A.
Baer, Lauren Elizabeth
Baer, Merritt Rachel†
Bagley, Bruce M.
Bagley, Elizabeth Frawley
Bailey, Ronald Lewis
Bailey, Ted
Bain, Christina Archer
Bains, Leslie E.
Bair, Robert Scott
Baird, Peter W.
Baird, Zoë
Baker, Arnold B.
Baker, Audrey H.
Baker, James A. III
Baker, James H.
Baker, John R.
Baker, Pauline Halpern
Baker, Stewart A.
Baker, Thurbert E.
Bakstansky, Peter
Baliles, Gerald L.
Ballou-Aares, Daniella
Balaban, Paul
Baldwin, David A.
Baldwin, Sherman
Baldwin Moody, Carol
Bales, Carter F.
Bali, Asli Ummuhan*
Balick, Ken
Bal, Robert M.
Balsam, Michael J.
Barno, David William
Barrett, Barbara McConnell
Barrett, John Adams

* Elected to membership in 2018.
† Elected to a five-year term membership in 2018.
<table>
<thead>
<tr>
<th>Name</th>
<th>Elected to membership in 2018.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bleich, Jeffrey L.</td>
<td></td>
</tr>
<tr>
<td>Bleier, Edward</td>
<td></td>
</tr>
<tr>
<td>Blended, Robert Jay</td>
<td></td>
</tr>
<tr>
<td>Blinder, Alan S.</td>
<td></td>
</tr>
<tr>
<td>Blinken, Alan John</td>
<td></td>
</tr>
<tr>
<td>Blinken, Antony J.</td>
<td></td>
</tr>
<tr>
<td>Blinken, Donald</td>
<td></td>
</tr>
<tr>
<td>Bloch, Julia Chang</td>
<td></td>
</tr>
<tr>
<td>Bloom, Evan T.</td>
<td></td>
</tr>
<tr>
<td>Bloomberg, Michael R.</td>
<td></td>
</tr>
<tr>
<td>Bloomgarden, Kathy</td>
<td></td>
</tr>
<tr>
<td>Blum, Adam Cardozo</td>
<td></td>
</tr>
<tr>
<td>Blum, Richard C.</td>
<td></td>
</tr>
<tr>
<td>Blumenthal, Sidney S.</td>
<td></td>
</tr>
<tr>
<td>Blumenthal, W. Michael</td>
<td></td>
</tr>
<tr>
<td>Blumling, Mark</td>
<td></td>
</tr>
<tr>
<td>Blum, John Q.†</td>
<td></td>
</tr>
<tr>
<td>Bolton, Emily S.</td>
<td></td>
</tr>
<tr>
<td>Bong, Daniel E.</td>
<td></td>
</tr>
<tr>
<td>Bobbitt, Philip Chase</td>
<td></td>
</tr>
<tr>
<td>Bodansky, Daniel M.</td>
<td></td>
</tr>
<tr>
<td>Boed, Andy S.</td>
<td></td>
</tr>
<tr>
<td>Bodine, Barbara K.</td>
<td></td>
</tr>
<tr>
<td>Bodine-Baron, Elizabeth Anne</td>
<td></td>
</tr>
<tr>
<td>Boeka, Ryan L.</td>
<td></td>
</tr>
<tr>
<td>Bohigian, David S.*</td>
<td></td>
</tr>
<tr>
<td>Bohlen, Avis T.</td>
<td></td>
</tr>
<tr>
<td>Bohn, John A.</td>
<td></td>
</tr>
<tr>
<td>Boies, David</td>
<td></td>
</tr>
<tr>
<td>Boies, Mary McInnis</td>
<td></td>
</tr>
<tr>
<td>Bolden, Ché*</td>
<td></td>
</tr>
<tr>
<td>Bollinger, Lee C.</td>
<td></td>
</tr>
<tr>
<td>Bolton, Emily S.</td>
<td></td>
</tr>
<tr>
<td>Bolton, John Q.†</td>
<td></td>
</tr>
<tr>
<td>Bondurant, Amy L.</td>
<td></td>
</tr>
<tr>
<td>Boni, Daniel E.</td>
<td></td>
</tr>
<tr>
<td>Bonime-Blanc, Andrea</td>
<td></td>
</tr>
<tr>
<td>Bonner, Robert C.</td>
<td></td>
</tr>
<tr>
<td>Bonney, J. Dennis</td>
<td></td>
</tr>
<tr>
<td>Book, Kevin Daniel</td>
<td></td>
</tr>
<tr>
<td>Bookman, Zachary F.</td>
<td></td>
</tr>
<tr>
<td>Boorstin, Robert O.</td>
<td></td>
</tr>
<tr>
<td>Booth, Carter</td>
<td></td>
</tr>
<tr>
<td>Bordoff, Jason Eric</td>
<td></td>
</tr>
<tr>
<td>Boren, David L.</td>
<td></td>
</tr>
<tr>
<td>Borene, Andrew M.</td>
<td></td>
</tr>
<tr>
<td>Borgerson, Scott G.</td>
<td></td>
</tr>
<tr>
<td>Borghard, Erica D.</td>
<td></td>
</tr>
<tr>
<td>Borio, Luciana Lopes</td>
<td></td>
</tr>
<tr>
<td>Bork, Ellen</td>
<td></td>
</tr>
<tr>
<td>Born, Dana Helen</td>
<td></td>
</tr>
<tr>
<td>Bosch, Richard</td>
<td></td>
</tr>
<tr>
<td>Bosson, Brock†</td>
<td></td>
</tr>
<tr>
<td>Bots, John C.</td>
<td></td>
</tr>
<tr>
<td>Bouazza, Katia*</td>
<td></td>
</tr>
<tr>
<td>Boufford, Jo Ivey</td>
<td></td>
</tr>
<tr>
<td>Bouis, Antonina W.</td>
<td></td>
</tr>
<tr>
<td>Bouware-Miller, Kay</td>
<td></td>
</tr>
<tr>
<td>Bourkoff, Aryeh B.</td>
<td></td>
</tr>
<tr>
<td>Boustany, Charles W. Jr.</td>
<td></td>
</tr>
<tr>
<td>Boutron, Marshall M.</td>
<td></td>
</tr>
<tr>
<td>Bovin, Denis A.</td>
<td></td>
</tr>
<tr>
<td>Bower, Eve</td>
<td></td>
</tr>
<tr>
<td>Bower, Joseph Lyon</td>
<td></td>
</tr>
<tr>
<td>Bower, Whitney</td>
<td></td>
</tr>
<tr>
<td>Bowles, Erskine B.</td>
<td></td>
</tr>
<tr>
<td>Bown, Chad P.</td>
<td></td>
</tr>
<tr>
<td>Boyd, danah</td>
<td></td>
</tr>
<tr>
<td>Boyer, Spencer Phipps</td>
<td></td>
</tr>
<tr>
<td>Bracken, Paul</td>
<td></td>
</tr>
<tr>
<td>Bradbury, Darcy E.</td>
<td></td>
</tr>
<tr>
<td>Braddock, Richard S.</td>
<td></td>
</tr>
<tr>
<td>Bradely, Bill</td>
<td></td>
</tr>
<tr>
<td>Bradely, David G.</td>
<td></td>
</tr>
<tr>
<td>Bradely, Elizabeth H.*</td>
<td></td>
</tr>
<tr>
<td>Brady, Linda Parrish</td>
<td></td>
</tr>
<tr>
<td>Brady, Nicholas F.</td>
<td></td>
</tr>
<tr>
<td>Brady, Rose</td>
<td></td>
</tr>
<tr>
<td>Brainard, Lael</td>
<td></td>
</tr>
<tr>
<td>Braek, Benjamin T.</td>
<td></td>
</tr>
<tr>
<td>Branch, Daniel H.</td>
<td></td>
</tr>
<tr>
<td>Brand, Jacques E.</td>
<td></td>
</tr>
<tr>
<td>Brandt, Jessica</td>
<td></td>
</tr>
<tr>
<td>Branscomb, Lewis M.</td>
<td></td>
</tr>
<tr>
<td>Branson, Louise</td>
<td></td>
</tr>
<tr>
<td>Braswell, Kimberly</td>
<td></td>
</tr>
<tr>
<td>Brauchli, Marcus W.</td>
<td></td>
</tr>
<tr>
<td>Braunschvig, David</td>
<td></td>
</tr>
<tr>
<td>Brautigam, Deborah A.</td>
<td></td>
</tr>
<tr>
<td>Bray, David Alec</td>
<td></td>
</tr>
<tr>
<td>Brazale, Aurelia E.</td>
<td></td>
</tr>
<tr>
<td>Breck, Henry R.</td>
<td></td>
</tr>
<tr>
<td>Breed, Henry Eltringe III</td>
<td></td>
</tr>
<tr>
<td>Brehm, Ward</td>
<td></td>
</tr>
<tr>
<td>Bremer, Louis William</td>
<td></td>
</tr>
<tr>
<td>Bremer, L. Paul III</td>
<td></td>
</tr>
<tr>
<td>Bremmer, Ian A.</td>
<td></td>
</tr>
<tr>
<td>Brennan, Jessica Hoffman*</td>
<td></td>
</tr>
<tr>
<td>Breslauer, George William</td>
<td></td>
</tr>
<tr>
<td>Brett, Patrick Joseph</td>
<td></td>
</tr>
<tr>
<td>Brewer, John D.</td>
<td></td>
</tr>
<tr>
<td>Breyer, Chloe A.</td>
<td></td>
</tr>
<tr>
<td>Breyer, Jim</td>
<td></td>
</tr>
<tr>
<td>Breyer, Stephen G.</td>
<td></td>
</tr>
<tr>
<td>Bridgett-Jones, Sundaa Ayo</td>
<td></td>
</tr>
<tr>
<td>Briger, Peter L. Jr.</td>
<td></td>
</tr>
<tr>
<td>Brigety, Reuben Earl II</td>
<td></td>
</tr>
<tr>
<td>Brigham, Lawson W.</td>
<td></td>
</tr>
<tr>
<td>Brill, Steven D.</td>
<td></td>
</tr>
<tr>
<td>Brilliant, Larry</td>
<td></td>
</tr>
<tr>
<td>Brilliant, Myron A.</td>
<td></td>
</tr>
<tr>
<td>Brimmer, Esther Diane</td>
<td></td>
</tr>
<tr>
<td>Brinker, Nancy Goodman</td>
<td></td>
</tr>
<tr>
<td>Brinkley, Douglas G.</td>
<td></td>
</tr>
<tr>
<td>Brinkley, Paul A.</td>
<td></td>
</tr>
<tr>
<td>Brinsfield, Kathryn</td>
<td></td>
</tr>
<tr>
<td>Britell, Jenne K.</td>
<td></td>
</tr>
<tr>
<td>Britt, David V.B.</td>
<td></td>
</tr>
<tr>
<td>Broad, Molly Corbett</td>
<td></td>
</tr>
<tr>
<td>Broad, Robin</td>
<td></td>
</tr>
<tr>
<td>Broadbent, Meredith M.</td>
<td></td>
</tr>
<tr>
<td>Brock, Steven Vernon</td>
<td></td>
</tr>
<tr>
<td>Broda, Frederick C.</td>
<td></td>
</tr>
<tr>
<td>Broder-Fingert, Jacob I.</td>
<td></td>
</tr>
<tr>
<td>Broderick, Mac L.</td>
<td></td>
</tr>
<tr>
<td>Brody, Christopher W.</td>
<td></td>
</tr>
<tr>
<td>Brody, Kenneth D.</td>
<td></td>
</tr>
<tr>
<td>Brokaw, Tom</td>
<td></td>
</tr>
<tr>
<td>Bronfman, Edgar Jr.</td>
<td></td>
</tr>
<tr>
<td>Bronner, Ethan S.</td>
<td></td>
</tr>
<tr>
<td>Bronson, Rachel</td>
<td></td>
</tr>
<tr>
<td>Brooke, Kyla L.</td>
<td></td>
</tr>
<tr>
<td>Brookins, Carole L.</td>
<td></td>
</tr>
<tr>
<td>Brooks, Leo A. Jr.</td>
<td></td>
</tr>
<tr>
<td>Brooks, Vincent K.*</td>
<td></td>
</tr>
<tr>
<td>Brosens, Frank P.</td>
<td></td>
</tr>
<tr>
<td>Brothers, L. Reginald Jr.*</td>
<td></td>
</tr>
<tr>
<td>Brower, Brooke Andrew</td>
<td></td>
</tr>
<tr>
<td>Brower, Charles N.</td>
<td></td>
</tr>
<tr>
<td>Brown, Alice L.</td>
<td></td>
</tr>
<tr>
<td>Brown, Bartram S.</td>
<td></td>
</tr>
<tr>
<td>Brown, Binta Niambi</td>
<td></td>
</tr>
<tr>
<td>Brown, Carroll</td>
<td></td>
</tr>
<tr>
<td>Brown, Delaney†</td>
<td></td>
</tr>
<tr>
<td>Brown, Frederic Joseph</td>
<td></td>
</tr>
<tr>
<td>Brown, Harold</td>
<td></td>
</tr>
<tr>
<td>Brown, John Preston</td>
<td></td>
</tr>
<tr>
<td>Brown, Katherine A.</td>
<td></td>
</tr>
<tr>
<td>Brown, Kathleen</td>
<td></td>
</tr>
<tr>
<td>Brown, Kevin M.*</td>
<td></td>
</tr>
<tr>
<td>Brown, Leon Carl</td>
<td></td>
</tr>
<tr>
<td>Brown, Michael E.</td>
<td></td>
</tr>
<tr>
<td>Brown, Seyom</td>
<td></td>
</tr>
<tr>
<td>Brown, Tina</td>
<td></td>
</tr>
<tr>
<td>Browning, David S.</td>
<td></td>
</tr>
<tr>
<td>Brown Weiss, Edith</td>
<td></td>
</tr>
<tr>
<td>Bruce, Judith</td>
<td></td>
</tr>
<tr>
<td>Brun, Leslie A.</td>
<td></td>
</tr>
<tr>
<td>Brune, Nancy E.</td>
<td></td>
</tr>
<tr>
<td>Bryan, Greyson L.</td>
<td></td>
</tr>
<tr>
<td>Bryant, Michael E.</td>
<td></td>
</tr>
<tr>
<td>Bryant, Ralph C.</td>
<td></td>
</tr>
<tr>
<td>Brylski, Pamela</td>
<td></td>
</tr>
<tr>
<td>Brysk, Alison*</td>
<td></td>
</tr>
<tr>
<td>Bryson, John E.</td>
<td></td>
</tr>
<tr>
<td>Brzezinski, Mark F.</td>
<td></td>
</tr>
<tr>
<td>Brzezinski, Mika</td>
<td></td>
</tr>
<tr>
<td>Buaron, Roberto</td>
<td></td>
</tr>
<tr>
<td>Buchman, Mark Edward</td>
<td></td>
</tr>
<tr>
<td>Buchwald, Mike</td>
<td></td>
</tr>
<tr>
<td>Bucknam, Mark A.</td>
<td></td>
</tr>
<tr>
<td>Budinger, William</td>
<td></td>
</tr>
<tr>
<td>Bueno de Mesquita, Bruce</td>
<td></td>
</tr>
<tr>
<td>Buffett, Howard Warren</td>
<td></td>
</tr>
<tr>
<td>Buffone, Steven</td>
<td></td>
</tr>
<tr>
<td>Bullock, Mary Brown</td>
<td></td>
</tr>
<tr>
<td>Bumpas, Stuart Maryman</td>
<td></td>
</tr>
<tr>
<td>Bunzel, Jeffrey H.</td>
<td></td>
</tr>
<tr>
<td>Bunzel, Theodore Hopkins†</td>
<td></td>
</tr>
<tr>
<td>Burand, Deborah K.</td>
<td></td>
</tr>
<tr>
<td>Burch, Tony</td>
<td></td>
</tr>
<tr>
<td>Burden, Amanda</td>
<td></td>
</tr>
<tr>
<td>Burgess, John A.</td>
<td></td>
</tr>
<tr>
<td>Burnett, Edward W.</td>
<td></td>
</tr>
<tr>
<td>Burns, Nicholas</td>
<td></td>
</tr>
<tr>
<td>Burns, William J.</td>
<td></td>
</tr>
<tr>
<td>Burris, Hannah Fishlen†</td>
<td></td>
</tr>
<tr>
<td>Burroughs, Nikole</td>
<td></td>
</tr>
<tr>
<td>Burrows, Mathew</td>
<td></td>
</tr>
<tr>
<td>Burt, Andrew</td>
<td></td>
</tr>
<tr>
<td>Burt, Richard R.</td>
<td></td>
</tr>
<tr>
<td>Burwell, Sylvia Mathews</td>
<td></td>
</tr>
<tr>
<td>Busby, Joshua W.</td>
<td></td>
</tr>
<tr>
<td>Bush, Barbara P.</td>
<td></td>
</tr>
<tr>
<td>Bush, Mary K.</td>
<td></td>
</tr>
<tr>
<td>Bush, Richard Clarence III</td>
<td></td>
</tr>
<tr>
<td>Bussey, John C.</td>
<td></td>
</tr>
<tr>
<td>Butler, Paul W.</td>
<td></td>
</tr>
<tr>
<td>Butler, Samuel C.</td>
<td></td>
</tr>
<tr>
<td>Butler, William J.</td>
<td></td>
</tr>
<tr>
<td>Buultjens, Ralph</td>
<td></td>
</tr>
<tr>
<td>Buyske, Gail</td>
<td></td>
</tr>
<tr>
<td>Byrne, Barbara</td>
<td></td>
</tr>
<tr>
<td>Byrne, Patrick M.</td>
<td></td>
</tr>
<tr>
<td>Byrnes, Maureen K.</td>
<td></td>
</tr>
<tr>
<td>C</td>
<td></td>
</tr>
<tr>
<td>Cabrera, Ángel</td>
<td></td>
</tr>
<tr>
<td>Cáceres, Diane Alleva</td>
<td></td>
</tr>
<tr>
<td>Caesar, Camille M.</td>
<td></td>
</tr>
<tr>
<td>Caggins, Myles Barry III*</td>
<td></td>
</tr>
<tr>
<td>Cahill, Kevin M.</td>
<td></td>
</tr>
<tr>
<td>Cahill, William R.</td>
<td></td>
</tr>
<tr>
<td>Cahn, Jonathan D.</td>
<td></td>
</tr>
<tr>
<td>Cal, Nerea M.†</td>
<td></td>
</tr>
<tr>
<td>Calabia, Dawn Tennant</td>
<td></td>
</tr>
<tr>
<td>Calabia, F. Christopher</td>
<td></td>
</tr>
<tr>
<td>Calabresi, Massimo F.T.</td>
<td></td>
</tr>
<tr>
<td>Calder, Kent Eyring</td>
<td></td>
</tr>
</tbody>
</table>
Carrington, Walter C.
Carroll, Clinton A.∗
Carroll, Jessica Lyn†
Carroll, J Speed
Carroll, Megan E.
Carruth, Reba Anne
Carson, Charles William Jr.
Carson, Johnnie
Carson, Russell L.
Cart, Alexandra Peterson
Carter, Ash
Carter, Hillary Hager†
Carter, James Earl
Carter, James H.
Carter, Mark Andrew
Cartier, Elizabeth
Cartwright, James P. II
Caruso-Cabrera, Michelle
Casella, Sam H.
Casellas, Gilbert F.
Cashin, Charles L. III
Cashin, Stephen D.
Casper, Gerhard
Cassell, Douglass W. Jr.
Cassell, Gail H.
Castelli, Joseph Matthew†
Cate, Fred H.
Cattarulla, Elliot R.
Caufield, Frank J.
Caulfield, Matthew P.
Cavanagh, Michael J.
Cavanagh, Richard Edward
Cavanagh, Carey
C. deBaca, Luis
Cedar, Andrew Newman
Cervantes, Samuel Anthony
Cha, Victor D.
Chacón, Arnold A.
Chada, Maya
Chae, Michael
Chambers, Anne Cox
Chambers, Kristin N.
Chambers, Tiffani
Chan, Gerald L.
Chan, Hui Wen
Chan, Melissa
Chan, Ronnie C.
Chan, Sewoll∗
Chan, Yan Ki
Chandra, Amit
Chang, David C.
Chang, Gareth C.C.
Chang, Joyce
Chang, Juju
Chanin, Clifford
Chanis, Jonathan A.
Chao, Angela A.
Chao, Elaine L.
Chapin, Edith C.
Charap, Samuel∗
Charles, Robert Bruce
Charney, Craig R.
Charnovitz, Steve
Chartier, Robert
Chase, Anthony R.
Chatterjee, Purnendu
Chaves, Robert J.
Chavez, Rebecca Bill
Chayes, Antonia Handler
Chewwood, Jon Patrick
Checki, Terrence J.
Chemali, Hagar Hajjar
Chen, Cameron Ray
Chen, John S.
Chen, Kimball C.
Chen, Lincoln C.
Chenault, Kenneth I.
Cheney, Richard B.
Cheney, Stephen A.
Cheney-Peters, Scott
Chenoweth, Erica
Cherian, Saj
Chesler, Ellen
Cheston, Sheila C.
Chiarelli, Peter W.
Chickering, A. Lawrence
Chira, Susan D.
Choffnes, Eileen R.
Choi, Audrey
Choi, Grace Ann†
Chollet, Derek H.
Chopivsky, Alexa
Chorey, Matan†
Choucri, Nazli
Chowdhury, Imran G.
Chretien, Jean-Paul
Christensen, Guillermo
Santiago
Christensen, Stanley F.
Christensen, Thomas J.
Christenson, Michael James
Christianson, Geryld B.
Christman, Daniel William
Chirstopher, Mark A.
Chui, Michael∗
Churchill, Bruce B.
Ciaramella, Eric†
Cigarroa, Francisco G.∗
Ciricione, Joe
Clancy, Erin J.
Clapp, Priscilla A.
Clarida, Richard H.
Clark, J. H. Cullum
Clark, John Stephen Jr.
Clark, Kristofer L.
Clark, Mark Edmond
Clark, Mayree C.
Clark, Ronald J.
Clark, Wesley K.
Clarke, Donald C.
Clarke, Teresa Hillary
Clauser, Michael A.†
Claussen, Eileen B.
Clay, Tiffany A.
Clement, Peter A.
Cleveland, Peter Matthews
Clifford, Mark Lambert
Clinton, Chelsea∗
Clinton, William Jefferson
Cloherty, Patricia M.
Cloonan, Edward T.
Clooney, George
Coadsworth, John H.
Cobb, Charles E. Jr.
Cobb, Sue McCourt
Cohen, Lawrence S.
Cochran, Barbara S.
Coffey, C. Shelby III
Cohan, William David
Cohen, Abby Joseph
Cohen, Andrew
Cohen, Ariel
Cohen, Benjamin J.
Cohen, Betsy
Cohen, David S.∗
Cohen, Eliot A.
Cohen, Herman J.
Cohen, Jerome Alan
Cohen, Joel E.
Cohen, Michael David
Cohen, Richard M.
Cohen, Roberta Jane
Cohen, Stephen S.
Cohen, Warren I.
Cohen, William S.
Colby, Elbridge A.
Colby, Jonathan E.
Cole, Jonathan R.
Coleman, Flynn M.†
Coleman, Isobel
Coleman, Lewis W.
Coles, Julius E.
Coles, Tony
Coll, Alberto R.
Collins, Jay
Collins, Joseph J.
Collins, Liam Switzer

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

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

Costello, Patrick
Costello, Robin
Cosgrove, Elliot J.
Costanza, Phyllis
Kurlander* 
Costello, Patrick

† Elected to membership in 2018.

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

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

† Elected to membership in 2018.
* Elected to membership in 2018.

Cote, David M.
Cott, Suzanne
Dabbar, Paul M.*
Dagnino, Mark
Dakan, John
Dakolias, Constantine M.
Dal Bello, Michael Anthony
Dalby, Raymond
Dally, Samuel
Daly, William M.
Dalio, Ray
Dallara, Charles H.
Daller, Andrew
Dansky, Stephen
Dany, William
Cactus, Thomas Andrew
DaSilva, Russell J.
Cukier, Kenneth N.
Culberson, Stephanie M.
Culhane, Michael J.
Cullum, Lee
Culora, Thomas J.
Cuming, Alfred
Cumming, Christine M.
Cummings, Alexander B. Jr.
Cunningham, James B.
Cunningham, Nelson W.
Curran, Christopher
Patrick†
Curry, Ravenel B. III
Curtis, Charles B.
Curtis, Gerald L.
Cusack, Jacob†
Cutler, Walter L.
Cutshaw, Kenneth Andrew
Cutter, W. Bowman
Cyr, Arthur I.

D
Daalder, Ivo H.
Dabbar, Paul M.*
Dach, Leslie
Dady, Teresa Gail
Dahm, Evelyn Pignatari
Dailey, Brian D.
Dakolias, Constantine M.
Dal Bello, Michael Anthony
Dale, Catherine
Dale, Nan
Daley, William M.
Dalio, Raymond
Dallara, Charles H.
Dallely, George Albert
Dallmeyer, Dorinda G.
Dalton, James E.
Dalton, Roy Bale III
Daly, Sarah Zukerman
Damp, Kenneth W.
Damp, Marcia Wachs
D'Amato, Alfonse M.
Damrosch, Lori Fisler
Danan, Liora
Danforth, William H.
Daniel, Donald C.F.
Daniel, Daniel C.
Daniel, Donald C.F.
Daniel, Mark D.
Dantiki, Sumon S.
Das, Chandrima G.R.
Daschle, Thomas Andrew
DaSilva, Russell J.
Cukier, Kenneth N.
Culberson, Stephanie M.
Culhane, Michael J.
Cullum, Lee
Culora, Thomas J.
Cuming, Alfred
Cumming, Christine M.
Cummings, Alexander B. Jr.
Cunningham, James B.
Cunningham, Nelson W.
Curran, Christopher
Patrick†
Curry, Ravenel B. III
Curtis, Charles B.
Curtis, Gerald L.
Cusack, Jacob†
Cutler, Walter L.
Cutshaw, Kenneth Andrew
Cutter, W. Bowman
Cyr, Arthur I.

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

D
Daalder, Ivo H.
Dabbar, Paul M.*
Dach, Leslie
Dady, Teresa Gail
Dahm, Evelyn Pignatari
Dailey, Brian D.
Dakolias, Constantine M.
Dal Bello, Michael Anthony
Dale, Catherine
Dale, Nan
Daley, William M.
Dalio, Ray
Dallara, Charles H.
Dallely, George Albert
Dallmeyer, Dorinda G.
Dalton, James E.
Dalton, Roy Bale III
Daly, Sarah Zukerman
Damp, Kenneth W.
Damp, Marcia Wachs
D’Amato, Alfonse M.
Damrosch, Lori Fisler
Danan, Liora
Danforth, William H.
Daniel, Donald C.F.
Daniel, Mark D.
Dantiki, Sumon S.
Das, Chandrima G.R.
Daschle, Thomas Andrew
DaSilva, Russell J.
Daulaire, Nil M.
Dave, Mona
Davenport, Kelsey
David, Jack
Davidson, Janine A.
Davidson, Peter W.
Davis, Christina L.
Davis, Florence A.
Davis, Geoffrey Clark
Davis, Jacquelyn K.
Davis, Jerome
Davis, Kim Gordon
Davis, Lynn E.
Davis, Marion Thomas
Davis, Nathaniel Benjamin
Davis, Rick
Davis, Stephen B.
Davis, Susan M.
Davis, William Keith
Davisson, Kristina Perkin
Davis-Packard, Kent
Elizabeth
Dawson, Christine L.
Dawson Carr, Marion M.
Day, Arthur R.
Dean, Robert W.
Dear, Alice M.
Debevoise, Eli Whitney II
Debs, Richard A.
DeBusk, F. Amanda
DeCotiis, Deborah A.
Decyk, Roxanne J.
Deering, Casey Lee
Deffenbaugh, Rutland H. Jr.
DeGioia, John J.
de Habsburg-Immaculada
Deift, Abby
de la Cruz, Carlos M. Sr.
DeLaMater, Robert G.
Delaney, Kevin J.
de Lasa, Jose M.
DeLaurentis, Jeffrey del Castillo, Graciana
De Leon, Jordana M.
Del Rosso, Stephen J.
Delury, John
de Ménil, George
de Menil, Joy Alexandra
de Menil, Lois Pattison
Deming, Rust Macpherson
Dempsey, Jason K.
Deng, Francis M.
Denham, Robert E.
Denison, Robert J.
Denmark, Abraham M.*
Denning, Steven A.
<table>
<thead>
<tr>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Distlerath, Linda M.</td>
</tr>
<tr>
<td>Dirks, Nicholas Bernard</td>
</tr>
<tr>
<td>Dinkins, David N.</td>
</tr>
<tr>
<td>Diny, John J.</td>
</tr>
<tr>
<td>Diovanni, Janine</td>
</tr>
<tr>
<td>Dilenschneider, Robert L.</td>
</tr>
<tr>
<td>DiMartino, Rita</td>
</tr>
<tr>
<td>Dimon, Jamie</td>
</tr>
<tr>
<td>Dine, Thomas A.</td>
</tr>
<tr>
<td>Dinerstein, Robert C.</td>
</tr>
<tr>
<td>Dinkins, David N.</td>
</tr>
<tr>
<td>DiPera, Paula</td>
</tr>
<tr>
<td>DiResta, Renee</td>
</tr>
<tr>
<td>Dirks, Nicholas Bernard</td>
</tr>
<tr>
<td>Distlerath, Linda M.</td>
</tr>
<tr>
<td>Doiz, Richard S.</td>
</tr>
<tr>
<td>Drezner, Daniel W.</td>
</tr>
<tr>
<td>Edel, Charles Nicholas</td>
</tr>
<tr>
<td>Edelman, Marian Wright</td>
</tr>
<tr>
<td>Edelman, R. David</td>
</tr>
<tr>
<td>Edelman, Richard Winston</td>
</tr>
<tr>
<td>Edington, Mark D.W.</td>
</tr>
<tr>
<td>Edl, Christopher Jr.</td>
</tr>
<tr>
<td>Edwards, George C. III</td>
</tr>
<tr>
<td>Edwards, Howard L.</td>
</tr>
<tr>
<td>Edwards, Lloyd Robert</td>
</tr>
<tr>
<td>Edwards, Mickey</td>
</tr>
<tr>
<td>Edwards, Robert H.</td>
</tr>
<tr>
<td>Edwards, Robert H. Jr.</td>
</tr>
<tr>
<td>Effron, Blair</td>
</tr>
<tr>
<td>Efron, Laura L.</td>
</tr>
<tr>
<td>Eggens, Thomas E.</td>
</tr>
<tr>
<td>Ehrenkranz, Joel S.</td>
</tr>
<tr>
<td>Eisenberry, Karl W.</td>
</tr>
<tr>
<td>Einaudi, Luigi Roberto</td>
</tr>
<tr>
<td>Einhorn, Jessica P.</td>
</tr>
<tr>
<td>Einhorn, Robert J.</td>
</tr>
<tr>
<td>Eisendrath, Charles R.</td>
</tr>
<tr>
<td>Eisenstat, Yael Dionne*</td>
</tr>
<tr>
<td>Eisner, Jane R.</td>
</tr>
<tr>
<td>Eiss, Camille</td>
</tr>
<tr>
<td>Eizenstat, Stuart E.</td>
</tr>
<tr>
<td>El Beih, Mohamed</td>
</tr>
<tr>
<td>El-Erian, Mohamed A.</td>
</tr>
<tr>
<td>Elgin-Cossart, Mary E.</td>
</tr>
<tr>
<td>Elias, Christopher J.</td>
</tr>
<tr>
<td>El Koubi, Jason R.</td>
</tr>
<tr>
<td>Ellenbogen, Andrew</td>
</tr>
<tr>
<td>Elliott, Dorinda</td>
</tr>
<tr>
<td>Elliott, Inger McCabe</td>
</tr>
<tr>
<td>Ellis, Mark S.</td>
</tr>
<tr>
<td>Ellis, Patricia</td>
</tr>
<tr>
<td>Ellis, Rodney</td>
</tr>
<tr>
<td>Ellison, Keith</td>
</tr>
<tr>
<td>El-Shazli, Heba F.</td>
</tr>
<tr>
<td>Elson, Edward Elliott</td>
</tr>
<tr>
<td>Ely-Raphael, Nancy Halliday</td>
</tr>
<tr>
<td>Emanuel, Ezekiel Jonathan</td>
</tr>
<tr>
<td>Emerson, John B.</td>
</tr>
<tr>
<td>Emmert, Mark A.</td>
</tr>
<tr>
<td>Engel, Eliot L.</td>
</tr>
<tr>
<td>Engel, Richard</td>
</tr>
<tr>
<td>Engelberg, Stephen</td>
</tr>
<tr>
<td>Engerburt, Catherine</td>
</tr>
<tr>
<td>Ensley, Kristopher†</td>
</tr>
<tr>
<td>Ensor, David B.</td>
</tr>
<tr>
<td>Entwistle, L. Brooks</td>
</tr>
<tr>
<td>Epstein, Joshua M.</td>
</tr>
<tr>
<td>Erb, Guy F.</td>
</tr>
<tr>
<td>Erb, Richard D.</td>
</tr>
<tr>
<td>Erbsen, Claude E.</td>
</tr>
<tr>
<td>Ercklentz, Alexander T.</td>
</tr>
<tr>
<td>Erdmann, Andrew P.N.</td>
</tr>
<tr>
<td>Name</td>
</tr>
<tr>
<td>-------------------------------------------</td>
</tr>
<tr>
<td>Erdoes, Mary Callahan</td>
</tr>
<tr>
<td>Erdoes, Philip*</td>
</tr>
<tr>
<td>Erickson, Dane A.</td>
</tr>
<tr>
<td>Erikson, Daniel P.</td>
</tr>
<tr>
<td>Erkan, Hafize Gaye*</td>
</tr>
<tr>
<td>Ervin, Clark K.</td>
</tr>
<tr>
<td>Esfandiari, Haleh</td>
</tr>
<tr>
<td>Esper, Mark T.</td>
</tr>
<tr>
<td>Esser, Victoria</td>
</tr>
<tr>
<td>Esserman, Susan G.</td>
</tr>
<tr>
<td>Esty, Dan C.</td>
</tr>
<tr>
<td>Etzioni, Amitai</td>
</tr>
<tr>
<td>Evans, Gail H.</td>
</tr>
<tr>
<td>Evans, Harold Matthew</td>
</tr>
<tr>
<td>Evans, Peter C.</td>
</tr>
<tr>
<td>F</td>
</tr>
<tr>
<td>Fabian, Christopher K.</td>
</tr>
<tr>
<td>Factor, Mallory</td>
</tr>
<tr>
<td>Fair, C. Christine</td>
</tr>
<tr>
<td>Fairman, David M.</td>
</tr>
<tr>
<td>Fajans- turner, Vanessa</td>
</tr>
<tr>
<td>Falco, Mathea</td>
</tr>
<tr>
<td>Falk, James N.</td>
</tr>
<tr>
<td>Falk, Pamela S.</td>
</tr>
<tr>
<td>Falk, Richard A.</td>
</tr>
<tr>
<td>Falkenrath, Richard A.</td>
</tr>
<tr>
<td>Fallon, Robert E.</td>
</tr>
<tr>
<td>Fallon, William J.</td>
</tr>
<tr>
<td>Fallows, James</td>
</tr>
<tr>
<td>Fanitzi, Christina A.</td>
</tr>
<tr>
<td>Fanton, Jonathan Foster</td>
</tr>
<tr>
<td>Faraci, John V. Jr.</td>
</tr>
<tr>
<td>Farer, Tom J.</td>
</tr>
<tr>
<td>Farkas, Evelyn N.</td>
</tr>
<tr>
<td>Farman-Farmaian, Alexander M.</td>
</tr>
<tr>
<td>Farmer, John Paul</td>
</tr>
<tr>
<td>Farra, Nadia†</td>
</tr>
<tr>
<td>Farrar, Jay C.</td>
</tr>
<tr>
<td>Farrell, Diana</td>
</tr>
<tr>
<td>Farrell, Henry</td>
</tr>
<tr>
<td>Farrell, Maureen Elizabeth†</td>
</tr>
<tr>
<td>Faskinos, Irina A.</td>
</tr>
<tr>
<td>Favors, Jeohn Salone</td>
</tr>
<tr>
<td>Fawaz, Leila</td>
</tr>
<tr>
<td>Faye, Michael L.</td>
</tr>
<tr>
<td>Fazili, Sameera</td>
</tr>
<tr>
<td>Fearon, James D.</td>
</tr>
<tr>
<td>Feenan, Daniel</td>
</tr>
<tr>
<td>Feigenbaum, Evan A.</td>
</tr>
<tr>
<td>Feinberg, Mark B.</td>
</tr>
<tr>
<td>Feiner, Ava S.</td>
</tr>
<tr>
<td>Feinstei, Dianne</td>
</tr>
<tr>
<td>Feinstei, Lee A.</td>
</tr>
<tr>
<td>Feissel, Gustave</td>
</tr>
<tr>
<td>Feist, Samuel H.</td>
</tr>
<tr>
<td>Feith, Douglas J.</td>
</tr>
<tr>
<td>Felbab-Brown, Vanda</td>
</tr>
<tr>
<td>Feldman, Alexander C.</td>
</tr>
<tr>
<td>Feldman, Daniel F.</td>
</tr>
<tr>
<td>Feldman, Mark B.</td>
</tr>
<tr>
<td>Feldstein, Martin S.</td>
</tr>
<tr>
<td>Felton, Wanda</td>
</tr>
<tr>
<td>Fenton, David</td>
</tr>
<tr>
<td>Fenzel, Michael R.</td>
</tr>
<tr>
<td>Ferguson, Ayaan</td>
</tr>
<tr>
<td>Ferguson, Brian</td>
</tr>
<tr>
<td>Ferguson, Charles H.</td>
</tr>
<tr>
<td>Ferguson, Iris Annea†</td>
</tr>
<tr>
<td>Ferguson, Roger W. Jr.</td>
</tr>
<tr>
<td>Ferguson, Tim W.</td>
</tr>
<tr>
<td>Fernandes, Benjamin J.</td>
</tr>
<tr>
<td>Fernandez, Jose W.</td>
</tr>
<tr>
<td>Fernandez, Katherine</td>
</tr>
<tr>
<td>Berglund</td>
</tr>
<tr>
<td>Ferrari, Bernard Thomas</td>
</tr>
<tr>
<td>Ferraro, Matthew Francis</td>
</tr>
<tr>
<td>Ferré, Helen Aguirre</td>
</tr>
<tr>
<td>Ferré, Maurice A.</td>
</tr>
<tr>
<td>Ferré Ramirez, Antonio Luis</td>
</tr>
<tr>
<td>Ferrell, Lisa Carolyn</td>
</tr>
<tr>
<td>Fecharaki, Fereidun</td>
</tr>
<tr>
<td>Fessenden, Hart</td>
</tr>
<tr>
<td>Fetter, Steve</td>
</tr>
<tr>
<td>Feuer, Sarah J.</td>
</tr>
<tr>
<td>Fick, Nathaniel Charles</td>
</tr>
<tr>
<td>Fiedler, Jeffrey L.</td>
</tr>
<tr>
<td>Fields, Bertram H.</td>
</tr>
<tr>
<td>Fields, Craig L.</td>
</tr>
<tr>
<td>Fife, Eugene V.</td>
</tr>
<tr>
<td>Fikes, Deborah</td>
</tr>
<tr>
<td>Findakly, Hani K.</td>
</tr>
<tr>
<td>Finder, Joseph Alan</td>
</tr>
<tr>
<td>Findlay, Cameron</td>
</tr>
<tr>
<td>Finelli, Francis A.</td>
</tr>
<tr>
<td>Finer, Jonathan J.*</td>
</tr>
<tr>
<td>Fink, Laurence D.</td>
</tr>
<tr>
<td>Fink, Sheri L.</td>
</tr>
<tr>
<td>Finkelstein, Lawrence S.</td>
</tr>
<tr>
<td>Finley, Mark</td>
</tr>
<tr>
<td>Finn, Edwin A. Jr.</td>
</tr>
<tr>
<td>Finnemore, Martha</td>
</tr>
<tr>
<td>Finney, Nathan K.</td>
</tr>
<tr>
<td>Finucane, Anne M.</td>
</tr>
<tr>
<td>Firestone, Charles M.</td>
</tr>
<tr>
<td>Firestone, Thomas Alan*</td>
</tr>
<tr>
<td>Fisch, Mark</td>
</tr>
<tr>
<td>Fischer, Stanley</td>
</tr>
<tr>
<td>Fischer Martin, Betsy</td>
</tr>
<tr>
<td>Fisher, Drosten Andrew</td>
</tr>
<tr>
<td>Fisher, Julie Ann</td>
</tr>
<tr>
<td>Fisher, Peter R.</td>
</tr>
<tr>
<td>Fisher, Richard W.</td>
</tr>
<tr>
<td>Fisher, Todd A.</td>
</tr>
<tr>
<td>Fishlow, Albert</td>
</tr>
<tr>
<td>Fisk, Daniel W.</td>
</tr>
<tr>
<td>Fitchett, Mercedes Carmela</td>
</tr>
<tr>
<td>Fitts, Sarah A.W.</td>
</tr>
<tr>
<td>FitzGerald, Frances</td>
</tr>
<tr>
<td>Fitzgibbons, John B.</td>
</tr>
<tr>
<td>Fitz-Pegado, Lauri J.</td>
</tr>
<tr>
<td>Flaherty, Martin S.</td>
</tr>
<tr>
<td>Flaherty, Pamela P.</td>
</tr>
<tr>
<td>Flaherty, Peter</td>
</tr>
<tr>
<td>Flanagan, Stephen J.</td>
</tr>
<tr>
<td>Flaxman, Seth</td>
</tr>
<tr>
<td>Fleischaker, Nathan Andrew†</td>
</tr>
<tr>
<td>Fleischmann, Alan</td>
</tr>
<tr>
<td>Hieronymus</td>
</tr>
<tr>
<td>Fleming, Gregory James</td>
</tr>
<tr>
<td>Fletcher, Denise K.</td>
</tr>
<tr>
<td>Fletcher, Phillip Douglas</td>
</tr>
<tr>
<td>Fournay, Michèle A.</td>
</tr>
<tr>
<td>Fly, Jamie M.</td>
</tr>
<tr>
<td>Flynn, Carol Rollie</td>
</tr>
<tr>
<td>Flynn, George J.</td>
</tr>
<tr>
<td>Flynn, Mary Laurence</td>
</tr>
<tr>
<td>Flynn, Stephen E.</td>
</tr>
<tr>
<td>Fi’Piere, Patrick John</td>
</tr>
<tr>
<td>Foggio, James G. III</td>
</tr>
<tr>
<td>Fogleman, Ronald R.</td>
</tr>
<tr>
<td>Foley, S. Robert Jr.</td>
</tr>
<tr>
<td>Foley, Thomas C.</td>
</tr>
<tr>
<td>Folliard, Daniel E.</td>
</tr>
<tr>
<td>Folsom, George Anderson</td>
</tr>
<tr>
<td>Fonstad, Jennifer</td>
</tr>
<tr>
<td>Fontaine, Richard H. Jr.</td>
</tr>
<tr>
<td>Fontana, David</td>
</tr>
<tr>
<td>Foote, William Fulbright</td>
</tr>
<tr>
<td>Forbes, Kristin J.</td>
</tr>
<tr>
<td>Ford, Celeste V.</td>
</tr>
<tr>
<td>Ford, Christopher A.</td>
</tr>
<tr>
<td>Ford, Harold E. Jr.</td>
</tr>
<tr>
<td>Ford, Katie</td>
</tr>
<tr>
<td>Ford, Paul B. Jr.</td>
</tr>
<tr>
<td>Ford, William E. III</td>
</tr>
<tr>
<td>Fore, Henrietta Holsman</td>
</tr>
<tr>
<td>Foresman, Bob</td>
</tr>
<tr>
<td>Foroozar, Rana A.</td>
</tr>
<tr>
<td>Forrester, Jason William</td>
</tr>
<tr>
<td>Forsythe, Rosemarie</td>
</tr>
<tr>
<td>Fosler, Gail D.</td>
</tr>
<tr>
<td>Foster, Brenda Lei</td>
</tr>
<tr>
<td>Foster, Charles C.</td>
</tr>
<tr>
<td>Foster, Jeffrey Alan</td>
</tr>
<tr>
<td>Foster, Richard N.</td>
</tr>
<tr>
<td>Fourquet, José A.</td>
</tr>
<tr>
<td>Fowler, Jeffrey L.</td>
</tr>
<tr>
<td>Fox, Christine H.</td>
</tr>
<tr>
<td>Fox, Daniel M.</td>
</tr>
<tr>
<td>Fox, Donald T.</td>
</tr>
<tr>
<td>Fox, Eleanor M.</td>
</tr>
<tr>
<td>Fox, Merritt Baker</td>
</tr>
<tr>
<td>Fox, Nicole Davison</td>
</tr>
<tr>
<td>Foxman, Abraham H.</td>
</tr>
<tr>
<td>Fraga Neto, Arminio</td>
</tr>
<tr>
<td>Frank, Andrew D.</td>
</tr>
<tr>
<td>Frank, Charles R. Jr.</td>
</tr>
<tr>
<td>Frankel, Adam Bynoe</td>
</tr>
<tr>
<td>Frankel, Adam P.</td>
</tr>
<tr>
<td>Frankel, Francine R.</td>
</tr>
<tr>
<td>Frankel, Jeffrey A.</td>
</tr>
<tr>
<td>Franklin, Barbara Hackman</td>
</tr>
<tr>
<td>Franklin, Robert M.</td>
</tr>
<tr>
<td>Franklin, Shirley Clarke</td>
</tr>
<tr>
<td>Franklin, William Emery</td>
</tr>
<tr>
<td>Fraser, Jane</td>
</tr>
<tr>
<td>Frazer, Jenday E.</td>
</tr>
<tr>
<td>Fredman, Jonathan M.</td>
</tr>
<tr>
<td>Freedman, Alik M.</td>
</tr>
<tr>
<td>Freedman, Jacob M.</td>
</tr>
<tr>
<td>Freeman, Bennett</td>
</tr>
<tr>
<td>Freeman, Constance J.</td>
</tr>
<tr>
<td>Freidheim, Cyrus F.</td>
</tr>
<tr>
<td>Freidheim, Scott J.</td>
</tr>
<tr>
<td>Freidheim, Stephen C.</td>
</tr>
<tr>
<td>Freire, Maria C.</td>
</tr>
<tr>
<td>Frett, Latanya Mapp</td>
</tr>
<tr>
<td>Freyer, Dana H.</td>
</tr>
<tr>
<td>Fribourg, Paul J.</td>
</tr>
<tr>
<td>Fried, Linda P.</td>
</tr>
<tr>
<td>Friedberg, Aaron Louis</td>
</tr>
<tr>
<td>Friedberg, Barry S.</td>
</tr>
<tr>
<td>Frieden, Thomas R.</td>
</tr>
<tr>
<td>Friedman, Alexander</td>
</tr>
<tr>
<td>Friedman, Bart</td>
</tr>
<tr>
<td>Friedman, Benjamin M.</td>
</tr>
<tr>
<td>Friedman, Fredrica S.</td>
</tr>
<tr>
<td>Friedman, Jordana D.</td>
</tr>
<tr>
<td>Friedman, Robert Andrew</td>
</tr>
<tr>
<td>Friedman, Stephen</td>
</tr>
<tr>
<td>Friedman, Stephen J.</td>
</tr>
<tr>
<td>Friedman, Thomas L.</td>
</tr>
<tr>
<td>Friedman, Zachary Adam</td>
</tr>
<tr>
<td>Friedrich, Matthew W.</td>
</tr>
<tr>
<td>Frieman, Wendy</td>
</tr>
</tbody>
</table>
Friend, Alice Hunt
Friend, Theodore W.
Frimpong, Naana A.
Frist, William H.
Froman, Michael B.G.
Frost, Ellen L.
Fry, Earl H.
Fry, Suzanne Elizabeth*
Frye, Akton
Frye, Timothy Michael
Fu, Xiqiu
Fudge, Ann M.
Fuhrmann, Matthew
Fukushima, Glen S.
Fukuyama, Francis
Fulgham, Alonzo L.
Fuller, William P.
Fultz, Bradley N.
Fung, Mark T.
Fung, Victor K.
Furlaud, Richard Mortimer
Furman, Gail A.
Furman, Jason
Fussell, Christopher L.
Futter, Ellen V.
G
Gabard, Tuuli
Gacek, Stanley Arthur
Gaddis, John Lewis
Gadiesh, Orit
Gaer, Felice D.
Gaghan, Stephen W.
Gaines, James R.
Galbraith, James K.
Galbraith, Peter W.
Galeti, Russell P. Jr.
Galic, Mirna
Gallagher, John Patrick
Gallagher, Kelly Sims
Gallagher, Leigh
Gallo, Rommel Antonio
Gallovy, Mark T.
Gallucci, Robert L.
Galvis, Sergio J.
Ganguly, Sumit
Gann, Pamela Brooks
Gannon, John C.
Ganoe, Charles S.
Garber, Larry A.
Garrett, Eric
Garcia, Megan Elizabeth
Garcia, Robert G. Jr.
Gardels, Nathan P.
Gardner, Anthony Luzzatto
Gardner, Nina Luzzatto
Gardner, Richard N.
Garment, Suzanne R.
Garrett, Sherman
Garrett, Geoffrey M.
Garrett, Laurie
Garriott de Cayeux, Laetitia*
Garten, Jeffrey E.
Gartin, Joseph W.*
Garwin, Richard L.
Garza, Antonio
Gates, Henry Louis Jr.
Gates, Robert M.
Gati, Toby Trister
Gatlins, Timothy D.*
Gaudiano, Claire L.
Gause, F. Gregory III
Gavin, Francis J.
Gavin, Michelle D.
Gavrilis, James A.
Gay, Catherine
Gayle, Helene D.
Gedan, Benjamin N.
Gedmin, V. Jeffrey
Geier, Philip O.
Geithner, Timothy F.
Gelb, Bruce S.
Gelb, Leslie H.
Gellert, Michael E.
Gellman, Barton
Gell-Mann, Murray
Gelpert, Anna
Geltzer, Joshua A.
Genachowski, Julius
Genzer, Jared
George, Robert P.
Georgescu, Peter Andrew
Gephardt, Richard A.
Gerami, Leili
Gerber, Burton L.
Gerber, Louis
Gerber, Sander
Geren, Preston M. Jr.
Gergen, David R.
Gerhart, Gail M.
Gerrol, Rachel
Gerschel, Patrick A.
Gerson, Allan
Gerson, Elliot F.
Gerson, Ralph J.
Gerstein, Daniel M.
Gerstein, Sarah Michelle†
Gerstell, Glenn S.
Getz, Arlene
Gevelber, Lisa*
Gewirtz, Paul David
Geyer, Georgie Anne
Gfeller, Joachim Jr.
Gfeller, Michael
Gfeller, Tatiana C.
Ghadiali, Aysha
Ghamei, Hadi
Ghetti, Adam
Gholz, Charles Eugene
Ghorai, Faisal
Ghosh, Bobby
Giacomo, Carol Ann
Giambastiani, Ed Jr.
Gibson, Recardo A.
Giffen, James Henry
Giffin, Gordon D.
Gil, André Valerio
Gilbert, G.S. Beckwith
Gilbert, Jackson B.
Gilbert, Nili E.M.
Gilbert, Steven J.
Gill, Bates
Gillet, Michael James
Gillis, Ryan M.
Gilmore, James S. III
Gilmore, Richard
Gimpel Shaukat, Lois
Ginsberg, Gary L.
Ginsburg, Jane C.
Ginsburg, Ruth Bader
Givhan, Walter D.
Gjelten, Thomas G.
Gladstone, Jane*
Glaser, Bonnie S.
Glauber, Robert R.
Gleicher, Nathaniel J.
Glennox, Michael J.
Glenstein, Peter
Glickman, Daniel R.
Glin, C. D. Jr.*
Gloverman, Norma
Glocer, Thomas H.
Gluck, Carol
Gluck, Frederick W.
Glueck, Jeffrey S.
Glynn, Jason J.
Godwin, Peter
Goelitz, Richard Karl
Gohar, Kian
Goms, Charlynn
Goins, Neal R.
Goldberg, Nicholas
Goldberg, Ronnie L.
Goldbrenner, Rachel Anne
Goldfield, Harold P.
Goldfield, Jacob D.
Goldsne, Simon R.
Goldgeier, James M.
Goldin, Harrison J.
Goldman, Amy
Gaucho, Rauenhorst*
Goldman, Charles N.
Goldman, Guido
Goldman, Neal D.
Goldman, Zachary K.
Goldmark, Peter C. Jr.
Goldsmith, Jack
Landman III
Goldsmith, Russell D.
Goldstein, Brooke Meredith
Goldstein, Gordon M.
Goldstein, Jeffrey A.
Goldstein, Judith S.
Goldstone, Jack A.
Goldstone, Thomas E.*
Goldwyn, David L.
Goldhar, Shawn P.M.
Golob, Paul D.
Golston, Allan C.
Gomory, Ralph E.
Gompert, David C.
Gongcharenko, Kirill
González, Alessandra L.
Gonzalez, Emilio Tomas
Goodman, Allan E.
Goodman, Herbert I.
Goodman, John B.
Goodman, Mary Beth
Goodman, Matthew P.
Goodman, Nancy F.
Goodman, Ryan
Goodman, Sherr W.
Gopaul, Natasha K.†
Gordon, Grant M.†
Gordon, John A.
Gordon, Michael R.
Gordon, Philip H.
Gordon-Hagerty, Lisa E.
Gordon-Reed, Annette
Gorelick, Jamie S.
Gorman, James P.
Gorodovsky, David†
Gorordo, L. Felice
Gottfried, Curt
Gottlieb, Michael J.
Gottsegen, Peter M.
<table>
<thead>
<tr>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goujon, Reva</td>
</tr>
<tr>
<td>Gould, Cheryl</td>
</tr>
<tr>
<td>Gould, Peter G.</td>
</tr>
<tr>
<td>Gourevitch, Peter A.</td>
</tr>
<tr>
<td>Grace, Lola Nashashibi</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, Thomas Edward</td>
</tr>
<tr>
<td>Graham, Thomas Jr.</td>
</tr>
<tr>
<td>Graham, Thomas W.</td>
</tr>
<tr>
<td>Granger, Kay</td>
</tr>
<tr>
<td>Granoff, Michael D.</td>
</tr>
<tr>
<td>Grant, Heidi Honecker</td>
</tr>
<tr>
<td>Grant, James D.</td>
</tr>
<tr>
<td>Grant, Katie†</td>
</tr>
<tr>
<td>Graves, Christopher J</td>
</tr>
<tr>
<td>Gray, C. Boyden</td>
</tr>
<tr>
<td>Gray, Hanna Holborn</td>
</tr>
<tr>
<td>Gray-Little, Bernadette</td>
</tr>
<tr>
<td>Greathead, 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, Jerrold D.</td>
</tr>
<tr>
<td>Green, Michael J.</td>
</tr>
<tr>
<td>Green, Robert Shane</td>
</tr>
<tr>
<td>Green, Viviana López</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, 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>Greenblatt, Jonathan A.*</td>
</tr>
<tr>
<td>Greene, Megan E.*</td>
</tr>
<tr>
<td>Greene, Wade</td>
</tr>
<tr>
<td>Greenspan, Alan</td>
</tr>
<tr>
<td>Greenstein, Alex D.</td>
</tr>
<tr>
<td>Greenwald, G. Jonathan</td>
</tr>
<tr>
<td>Greenway, Hugh D.S.</td>
</tr>
<tr>
<td>Green-Weiskel, Lucia</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>Grienier, Robert L.</td>
</tr>
<tr>
<td>Grienier, Stephen M.</td>
</tr>
<tr>
<td>Gresh, Geoffrey F.</td>
</tr>
<tr>
<td>Grespin, Whitney†</td>
</tr>
<tr>
<td>Griego, Linda</td>
</tr>
<tr>
<td>Grier, Kelly*</td>
</tr>
<tr>
<td>Griffin, Andrea C.</td>
</tr>
<tr>
<td>Griffin, Derrick L.</td>
</tr>
<tr>
<td>Grimes, William W.</td>
</tr>
<tr>
<td>Grinsell, Scott</td>
</tr>
<tr>
<td>Grissom, Janet Mullins</td>
</tr>
<tr>
<td>Gronvall, Gigi Kwik</td>
</tr>
<tr>
<td>Grose, Peter</td>
</tr>
<tr>
<td>Gross, David A.</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>Gruppo, David M.</td>
</tr>
<tr>
<td>Gudwin, Ella R.</td>
</tr>
<tr>
<td>Guengerich, Galen J.</td>
</tr>
<tr>
<td>Guenov, Tressa S.</td>
</tr>
<tr>
<td>Guest-Bakker, Janelle R.</td>
</tr>
<tr>
<td>Guff, Andrew J.</td>
</tr>
<tr>
<td>Gund, Agnes</td>
</tr>
<tr>
<td>Gundlach, Andrew S.</td>
</tr>
<tr>
<td>Gupta, Sanjay K.</td>
</tr>
<tr>
<td>Gupta, Vin†</td>
</tr>
<tr>
<td>Gupte, Pranay</td>
</tr>
<tr>
<td>Gura, David Austin</td>
</tr>
<tr>
<td>Gurganus, Julia Smith*</td>
</tr>
<tr>
<td>Gutow, Steve</td>
</tr>
<tr>
<td>Gwertzman, Bernard M.</td>
</tr>
<tr>
<td>Gyari, Lodi Gyaltsen</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Haas, Mimi L.</td>
</tr>
<tr>
<td>Haas, Richard N.</td>
</tr>
<tr>
<td>Habib, Cyrus</td>
</tr>
<tr>
<td>Hachigian, Nina L.</td>
</tr>
<tr>
<td>Haddow, Dayle</td>
</tr>
<tr>
<td>Hadley, Stephen J.</td>
</tr>
<tr>
<td>Haecker, Joshua James</td>
</tr>
<tr>
<td>Hafner, Joseph A. Jr.</td>
</tr>
<tr>
<td>Hagel, Chuck</td>
</tr>
<tr>
<td>Hagen, Katherine A.</td>
</tr>
<tr>
<td>Haggard, Stephan</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>Hale, James D.</td>
</tr>
<tr>
<td>Hale, Christopher “Kip”</td>
</tr>
<tr>
<td>Hale, Lyric Hughes</td>
</tr>
<tr>
<td>Haley, Brian Joseph</td>
</tr>
<tr>
<td>Hall, C. Barrows</td>
</tr>
<tr>
<td>Hall, John P.</td>
</tr>
<tr>
<td>Hall, Kathryn A.</td>
</tr>
<tr>
<td>Hall, Kathryn Walt</td>
</tr>
<tr>
<td>Hallen, Jay</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>Ham, Carter F.</td>
</tr>
<tr>
<td>Hamburg, David A.</td>
</tr>
<tr>
<td>Hamburg, Margaret (Peggy)</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, Hugh Gerard Jr.</td>
</tr>
<tr>
<td>Hamilton, John Maxwell</td>
</tr>
<tr>
<td>Hamilton, Lee H.</td>
</tr>
<tr>
<td>Hamilton, Maxwell J.</td>
</tr>
<tr>
<td>Hamilton, Stevie Bernard Jr.</td>
</tr>
<tr>
<td>Hammer, Craig S.</td>
</tr>
<tr>
<td>Hammer, Michael A.</td>
</tr>
<tr>
<td>Hammerbacker, Jeff†</td>
</tr>
<tr>
<td>Hammele, Matthew</td>
</tr>
<tr>
<td>Hammonds, D. Holly</td>
</tr>
<tr>
<td>Hampson, Rebecca Neale†</td>
</tr>
<tr>
<td>Hamre, John J.</td>
</tr>
<tr>
<td>Hancock, Ellen</td>
</tr>
<tr>
<td>Hand, Lloyd N.</td>
</tr>
<tr>
<td>Hand, Scott M.</td>
</tr>
<tr>
<td>Handelman, Stephen</td>
</tr>
<tr>
<td>Hanft, Noah</td>
</tr>
<tr>
<td>Hannah, Mark Princi</td>
</tr>
<tr>
<td>Hansberger, Jason T.</td>
</tr>
<tr>
<td>Hansen, Miles Christian†</td>
</tr>
<tr>
<td>Hanson, Gordon H.</td>
</tr>
<tr>
<td>Hanson, Stephanie</td>
</tr>
<tr>
<td>Hantz, Giselle P.</td>
</tr>
<tr>
<td>Hantzopoulos, Paraskeve</td>
</tr>
<tr>
<td>Haq, Nayyera†</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>Hardman, Hilliard</td>
</tr>
<tr>
<td>Hardman, John B.</td>
</tr>
<tr>
<td>Hardman, John Boisfeuillet</td>
</tr>
<tr>
<td>Hartd, Heidi†</td>
</tr>
<tr>
<td>Hargrove, John Lawrence</td>
</tr>
<tr>
<td>Hariharan, Hari N.</td>
</tr>
<tr>
<td>Hariharan, Tara</td>
</tr>
<tr>
<td>Haring, Melinda</td>
</tr>
<tr>
<td>Harkin, Emilie</td>
</tr>
<tr>
<td>Harlan, Joshua D.</td>
</tr>
<tr>
<td>Harland, Christopher Munro</td>
</tr>
<tr>
<td>Harley, Jeffrey Allan</td>
</tr>
<tr>
<td>Harlow, D. Brooke</td>
</tr>
<tr>
<td>Harmon, Jane</td>
</tr>
<tr>
<td>Harmon, Deborah L.</td>
</tr>
<tr>
<td>Harmon, James A.</td>
</tr>
<tr>
<td>Harney, Alexandra Erin</td>
</tr>
<tr>
<td>Harnsich, Christopher K.</td>
</tr>
<tr>
<td>Harold, Jacob</td>
</tr>
<tr>
<td>Harpel, James W.</td>
</tr>
<tr>
<td>Harper, Conrad K.</td>
</tr>
<tr>
<td>Harrell, Peter Evans</td>
</tr>
<tr>
<td>Harrington, Maureen Ann</td>
</tr>
<tr>
<td>Harris, Adrienne A.</td>
</tr>
<tr>
<td>Harris, David A.</td>
</tr>
<tr>
<td>Harris, Gail B.*</td>
</tr>
<tr>
<td>Harris, Harry B. Jr.*</td>
</tr>
<tr>
<td>Harris, Joshua J.</td>
</tr>
<tr>
<td>Harris, Karen</td>
</tr>
<tr>
<td>Harris, Kathryn Sziliga</td>
</tr>
<tr>
<td>Harris, Martha Caldwell</td>
</tr>
<tr>
<td>Harris, Maya L.</td>
</tr>
<tr>
<td>Harris, Milancy Danielle†</td>
</tr>
<tr>
<td>Harris, Tobias†</td>
</tr>
<tr>
<td>Harrison, Corey Lawrence</td>
</tr>
<tr>
<td>Harrison, Hope M.</td>
</tr>
<tr>
<td>Harrison, Kathryn Ann†</td>
</tr>
<tr>
<td>Harrison, Robert S.*</td>
</tr>
<tr>
<td>Harrison, William B. Jr.</td>
</tr>
<tr>
<td>Hart, Clifford Awtrey Jr.</td>
</tr>
<tr>
<td>Hart, Gary</td>
</tr>
<tr>
<td>Hart, Robert C.</td>
</tr>
<tr>
<td>Hart, Todd Christopher</td>
</tr>
<tr>
<td>Hartig, Luke R.</td>
</tr>
<tr>
<td>Hartley, Jane D.</td>
</tr>
<tr>
<td>Hartley, Scott E.</td>
</tr>
<tr>
<td>Harwell, F. Lane</td>
</tr>
<tr>
<td>Harwood, Asch</td>
</tr>
<tr>
<td>Haseltine, William Alan</td>
</tr>
<tr>
<td>Hashemi, Nooshen</td>
</tr>
<tr>
<td>Hass, Ryan L.</td>
</tr>
<tr>
<td>Hathaway, Oona A.</td>
</tr>
<tr>
<td>Hathaway, Robert M.</td>
</tr>
<tr>
<td>Hau, Sandor</td>
</tr>
<tr>
<td>Hauge, John Resor</td>
</tr>
<tr>
<td>Hauser, Rita E.</td>
</tr>
<tr>
<td>Hauser, William Locke</td>
</tr>
<tr>
<td>Havell, Theresa A.</td>
</tr>
<tr>
<td>Hawkins, Ashton</td>
</tr>
<tr>
<td>Hawkins, Neil C.</td>
</tr>
<tr>
<td>Hawley, F. William</td>
</tr>
<tr>
<td>Hayden, Lindsay</td>
</tr>
<tr>
<td>Hayden, Michael V.</td>
</tr>
<tr>
<td>Hayes, Jeff W.</td>
</tr>
<tr>
<td>Hayes, Margaret Daly</td>
</tr>
<tr>
<td>Hayes, Michael Edward</td>
</tr>
<tr>
<td>Haykel, Bernard A.</td>
</tr>
<tr>
<td>Haynes, Lukas Harrison</td>
</tr>
<tr>
<td>Haynes, Ulric Jr.</td>
</tr>
<tr>
<td>Hays, Laurie</td>
</tr>
<tr>
<td>Hayward, Thomas B.</td>
</tr>
<tr>
<td>Hazlehurst, Annie</td>
</tr>
</tbody>
</table>
Healey, Kerry Murphy
Healey, Sean M.
Healy, Thomas P.
Heaney, Andrew P.
Heck, Charles B.
Heck, Sarah King
Hecker, Siegfried S.
Heckman, Leila
Hedstrom, Mitchell W.
Heep-Richter, Barbara D.
Heer, Paul
Heginbotham, Stanley J.
Hehir, J. Bryan
Heim, Jacob L.
Heimann, John G.
Heinemann, Benjamin W. Jr.
Heinemann, John G.
Heintz, Stephen B.
Heinz, Kerry, Teresa
Helenaik, David W.
Helfer, Michael Stevens
Helfer, Rick'i Tigert
Helgerson, John L.
Heller, Bridgette P.
Heller, Brittan
Heller, Richard M.
Hellman, Steven E.
Hellmann, Donald Charles
Helm, Robert W.
Helm, Suzanne E.
Helman, Joseph J.
Helprin, Mark
Henderson, Simon
Hendricks, Darryl E.
Hendrickson, David C.
Henkin, Robert W.
Henkin, Nancy L.
Henley, Peter Albert
Henry, Peter Blair
Henry, Robert H.
Hensman, Chris D.
Heppner, Donald Gray Jr.
Herberger, Roy A. Jr.
Herbst, Jeffrey I.
Hermann, Charles F.

Hernandez, Cristina C.†
Herrera-Flanigan,
Jessica Rae
Hernstadt, Owen Edward
Hersh, Kenneth A.
Herskovits, Jean
Hersman, Rebecca K.C.
Herspring, Dale R.
Hertog, Roger
Hertzberg, Hendrik
Hertzberg, Robert M.
Herz, Barbara K.
Herzstein, Jessica
Hess, John B.
Hess, Marlene
Hessler, Curtis A.
Hessman, Robin
Hewko, John P.
Hewlett, Sylvia Ann
Hexter, James R.
Heyman, Ronnie F.
Heyman, William H.
Hiatt, Fred
Hickenlooper, Robin Pringle
Hicks, Irvin
Hicks, John F. Sr.
Hicks, Kathleen Holland
Hicks, Peggy L.
Higginbotham, F. Michael
Higgins, Heather
Richardson
Higgins, Robert F.
Hightower, Edward T.
Hildner, Laura J.
Hill, Alice Chamberlayne
Hill, Christopher R.
Hill, Fiona
Hill, James T.
Hill, Janine W.
Hill, Jonah Force†
Hill, Joseph C.
Hill, J. Tomilson
Hill, Pamela
Hill, Raymond D.
Hill, Shephard William
Hill, Thomas Matthew
Hillen, John
Hillman, Jennifer Anne
Hills, Carla A.
Hiltz, William O.
Himmelman, Liesl K.
Hindery, Leo J. Jr.
Hinerfeld, Ruth
Hines, Rachel
Hinman, Katie
Hioureas, Christina G.

Hirsch, John L.
Hirschhorn, Abigail M.
Hirsh, Michael P.
Hitz, Frederick P.
Hoagland, Jim
Hobson, H. Lee
Hobson, Melody*
Hochberg, Fred Philip
Hockfield, Susan
Hodes, Matthew
Hodges, Eliot I.
Hodgkinson, Sandra Lynn
Hodin, Michael W.
Hoebner, Amoretta M.
Hoehn, Andrew R.
Hoehn, William E. Jr.
Hoenlein, Malcolm I.
Hof, Frederic C.
Hoffman, A. Michael
Hoffman, Aaron
Hoffman, Bruce
Hoffman, Reid
Hogan, Jeffrey N.
Hoge, James F. Jr.
Hoge, Warren
Hoguet, George Roberts
Holcomb, Scott
Holden, John L.
Holdren, John P.
Holewinski, Sarah Theresa
Holford, Mandè N.
Holgate, Laura S.H.
Hollick, Ann Lorraine
Hollliday, Joseph L.
Hollliday, Stuart W.
Holfilied, James Frank
Holloway, Dwight F. Jr.
Holmes, Henry Allen
Holmes, Kim R.
Holmes, Kylie Joy
Holmes, La'Shanda Renee
Holmes, Stephen T.
Holmgren, Brett Michael
Holt, Blaine D.
Holtschneider, Dennis H.
Holtzman, Elizabeth
Holub, John D.
Homawoo, Jean-Claude E.
Hooda, Sheila
Hooker, Richard D. Jr.
Hope, Judith Richards
Hope, Richard O.
Horlick, Gary N.
Hormats, Robert D.
Horn, Karen N.
Horn, Sally K.

Horner, Matina Souretis
Hornig, George R.
Hornik, Richard H.
Hornthal, James
Horowitz, Michael C.
Horton, Robert Scott
Hosmer, Bradley C.
Hoston, Germaine A.
House, Karen Elliott
Howard, A. E. Dick
Howard, Christopher
Bernard
Howard, Hugh Wyman III*
Howard, John L.
Howard, LeAnne Noeleani
Howard, Lyndsay C.
Howard, M. William Jr.
Howe, Nilofar Razi
Howell, Ernest M.
Howson, Nicholas Calcina
Hrinak, Donna J.
Hruby, Aubrey
Hrynkow, Sharon H.
Hsia, Tim†
Hu, Elise
Huang, Cindy Y.
Huang, Eugene J.
Huang, Yanzhong*
Hubbard, Allan B.
Hubbard, R. Glenn
Huber, Richard L.
Hudson, Manley O. Jr.
Hudson, Michael C.
Hudson, Valerie M.
Huebner, David
Huebner, Lee W.
Huey, John W. Jr.
Huey, Evan, Gay J.
Hufbauer, Gary C.
Hughes, Christopher
Hughes, Karen P.
Hughes, Lynn N.
Hughes, R. John
Hull, Edmund J.
Hulsman, John C.
Hultman, Tamela
Hultquist, Timothy A.
Hume, Cameron R.
Hume, Christopher G. IV
Hume, Ellen H.
Hummertuttle, Maria
Hund-Mejean, Martina*
Hunt, David A.
Hunt, Kathleen E.
Hunt, Swanee
Hunter, Robert E.
Hunter, Shireen T.
Hunter, Thomas O.
Hunter, William Curt
Huntington, Patricia Skinner

Hur, Joseph K. III
Hurford, Jennifer†
Hurlock, Matthew H.
Hurwitz, Richard A.
Hurst, Robert J.
Hurwitz, Sol
Hyatt, Joel Z.
Hyde, Dana J.
Hyde, Susan D.
Hyland, Richard
Hyman, Allen I.

I
Jabber, Paul
Jacelden, Henry R.
Jackson, Nancy P.
Jackson, Bruce Pitcairn
Jackson, Jesse L. Jr.
Jackson, Rose A.
Jackson, Shirley Ann
Jacobs, Kenneth
Jacobs, Lawrence A.
Jacobs, Mark R.
Jacobson, Eric Alan
Jacoby, Charles H. Jr.
Jaffe, Amy Myers
Jaffe, Eric
Jamal, Amaney A.
James, Francis
Jamshidi, Maryam
Janae, Jeffrey Gerard†
Janes, Jackson
Janis, Mark Weston
Janklow, Morton L.
Janow, Merit E.
Jao, Richard C.
Jaquith, Jane S.
Jarvis, Nancy A.
Jasanoff, Sheila Sen
Jaros, Allison H.†
Jayanti, Anuradha T.
Jebb, Cindy R.
Jeddy, Alan Shezbar
Jeffers, Jennifer L.
Jeffery, Reuben III
Jeffrey, James Franklin
Jehl, Douglas
Jenevein, E. Patrick III
Jervis, Robert
Jett, Dennis C.
Jezmir, Alla
Jimenez, Marguerite Rose
Joeck, Neil
John, Eric G.
Johns, Raymond E. Jr.
Johnson, Alex T.†
Johnson, Bret
Johnson, David E.
Johnson, Eric L.
Johnson, James A.
Johnson, James E.
Johnson, Jay L.
Johnson, Jozef Charles
Johnson, Jeremy M.
Johnson, Jerry Lavell
Johnson, Karen H.
Johnson, Larry D.
Johnson, Michelle D.
Johnson, Richard C.
Johnson, Robin S.
Johnson, Robert W. IV
Johnson, Suzanne Nora
Johnson, Tana
Johnson, Thomas Stephen
Johnson, Willene A.
Johnson, Wyatt Thomas
Johnson, Seth A.
Jolie, Angelina
Jones, Adam
Jones, Adam James†
Jones, Alan Kent
Jones, Alex S.
Jones, Anita K.
Jones, Benjamin F.
Jones, David L.
Jones, Gina Ortiz
Jones, James R.
Jones, John B. Jr.
Jones, John M.†
Jones, Stuart E.*
Joost, Peter Martin
Jordan, Boris
Jordan, Eason
Jordan, Katherine Kranz
Jordan, Robert W.
Jordan, Vernon E. Jr.
Jorisch, Avi
Joseph, Richard A.
Josephson, John H.*
Joskow, Paul L.
Joulan, George A.
Judge, Barbara Thomas
Jumper, John P.
Jun, Helen B.
Juster, Kenneth I.

K
Kabir, Naureen N.
Kaczmarek, Matthew Dean†
Kaden, David M.
Kaden, Lewis B.
Kadlec, Robert P.
Kahan, Alexandra Leah†
Kahl, Colin H.
Kahler, Miles
Kahn, Jeffrey S.
Kahn, Joseph F.
Kahn, Thomas S.
Kaiser, Miranda Margaret
Kakaes, Konstantin Paul
Kalaris, Thomas Llewellyn
Kalb, Marvin
Kalicki, Jan H.
Kalir, Erez C.
Kalmbach, Charles F.
Kalvaria, Leon*
Kamanda, Oliver†
Kamarck, Elaine C.
Kamin, David
Kaminski, Ryan†
Kamsky, Virginia Ann
Kanak, Donald P.
Kandra, Robert A.
Kanet, Roger E.
Kang, C. S. Eliot
Kang, Jane
Kaniki, Mbago
Kanstinen, Walter H. III
Kanter, Rosabeth Moss
Kantor, Laurence G.
Kantor, Mickey
Kaplan, Ann F.
Kaplan, Eben L.
Kaplan, Mark N.
Kaplan, Oliver
Kaplan, Richard N.
Kaplan, Stephen S.
Kaplan, Thomas S.
Kapnick, Scott Bancroft
Kapoor, Vikas
Kapp, Robert A.
Kapstein, Ethan B.
Karabell, Zachary
Karafa, Lenore J.
Karalekas, Anne
Karamanian, Susan L.
Karatz, Bruce E.
Kardon, Isaac B.
Karesh, William B.
Karim, Sabrina Monuza†
Karl, Jonathan David
Karl, Terry Lynn
Karlin, Mara E.
Karns, Margaret P.
Karp, Jonathan D.
Karsner, Andy
Kasdin, Robert
Kass, Stephen L.
Kassalow, Jordan S.
Kassalow, Theodore W.
Kassof, Allen H.
Kasten, Robert W.
Kathwari, Farooq
Katona, Peter
Katz, Daniel Roger

* Elected to membership in 2018.
† Elected to a five-year term membership in 2018.
Katz, Robert J.
Katz, Sherman E.
Katz, Stanley N.
Katzenstein, Peter J.
Kauffman, Richard L.
Kaufman, Daniel J.
Kaufman, Henry
Kaufman, Joan
Kaufman, Robert R.
Kavanagh, Jennifer Erin†
Kavoukjian, Michael E.
Kay, Kira
Kay, Charles R.
Kay, Dalia Dassa
Kay, David A.
Kayyem, Juliette N.
Kaza, Avinash
Kea, Charlotte G.
Kean, Thomas H.
Keating, Catherine M.
Keck, Elizabeth Ellen
Keen, Purl Ken
Keene, Lonnie
Keene, Tom
Keidan, Jonathan
Keith, James R.
Keker, John W.
Kelemen, R. Daniel
Kelleher, Catherine
Keller, Kenneth H.
Kellerman, Barbara L.
Kelley, Kenneth J.
Kelley, Kevin H.
Kellner, Peter Bicknell
Kellogg, David
Kelly, Alfred F. Jr.
Kelly, Arthur L.
Kelly, Francis J.
Kelly, James P.
Kelly, Jeffrey
Kelly, Jocelyn T.D.
Kelly, Megan Selmon†
Kelley, Raymond W.
Kelman, Herbert C.
Kelman, Jody Metzenbaum
Kelvington, Michael R.
Kemble, Eugenia
Kemp, Geoffrey
Kempe, Frederick S.
Kempler, Lee S.
Kempner, Maximilian W.
Kendall, Alexandra†
Kendall, Frank III
Kenna, Katherine Corley
Kennon, Christopher J.
Kennedy, Craig
Kennedy, David W.
Kennedy, Edward Jr.
Kennedy, Mark R.
Kent, Andrew
Kent, Jo Ling
Kent, Muhtar
Kent, Philip I.
Keny-Guyer, Neal
Keohane, Georgia Levenson
Keohane, Nannerl O.
Keohane, Robert O.
Kerlikowske, R. Gil Jr.
Kerr, Ann Zwicker
Kerrey, W. Carl
Ketcham, Janet W.
Keys, Arthur B. Jr.
Keyserling, Dan
Khaishgi, Mohammedulla
Khaililzad, Zalmai M.
Khan, Amjad Mahmood
Khan, Moushumi*
Khan, Noorain F.
Khandelwal, Amit K.
Kharraz, Oliver*
Khtor, Renu
Khurshcheva, Nina L.
Khuri, Nicola N.
Kian, Sina
Kier, Jaclyn Anne†
Kiernan, Robert Edward III
Kim, Andrew Byong-Soo
Kim, Hanyia Marie
Kim, Jongsun A.
Kim, Spencer H.
Kim, Sukhan
Kimball, William F.
Kimmitt, Mark T.
Kimmitt, Robert M.
Kim-Wait, Younghee Michelle
Kinane, William Patrick
King, Charles E.
King, Elizabeth Lee
King, Kay
King, Robert R.
King, Susan Robinson
Kingston, Darin†
Kingston, Timothy M.
Kinsella, Kevin J.
Kipper, Judith
Kirkhoff, Christopher M.*
Kirchick, James R.
Kireopoulos, Antonios Steve
Kiriakou, Heather
Katherine
Kirkland, Richard I.
Kirkpatrick, J. David
Kirkpatrick, Melanie M.
Kishkovsky, Leonid
Kishore, Sandeep P.
Kiss, Mary*
Kissing, Henry A.
Kitching, Brian Michael
Kliff, James
Kitrrie, Orde F.
Kizer, Karin L.
Klapper, Andrew David
Klapper, Jackie
Klain, Tamara
Klarman, Seth A.
Klein, Edward
Klein, George
Klein, Jacques Paul
Klein, Jason
Klein, Joel I.
Klein, Jonathan David
Klein, Joseph A.
Kleine-Ahlbrandt, Stephanie T.
Kleinfeld, Klaus
Klevorick, Caitlin B.
Kliman, Daniel M.
Klitzman, Robert Lloyd
Klobuchar, Amy J.
Klotz, Frank G.
Klufterd, James M.
Knapp, Albert Bruce
Knapp, Steven
Knee, Jonathan A.
Knell, Gary E.
Knight, Edward S.
Knight, Jessie J. Jr.
Koeller, Laurette T.
Koff, Wayne Chester*
Kofmehl, Scott E.
Kogan, Richard Jay
Koh, Jay L.
Kohler, Jeffrey B.
Kohn, Donald L.
Kojac, Jeffrey
Kojima, J. Christopher
Kokas, Aynne
Kolb, Charles E.M.
Kolbe, Jim
Kolker, Jimmy
Kolodziej, Edward A.
Koltai, Steven R.
Komisar, Lucy
Kommaraddi, Madhuri
Konzelmann, Joseph
Koola, Jinu M.
Koonin, Steven E.
Korb, Lawrence J.
Kordestani, Gisel
Kornbluh, Karen
Kornblum, John C.
Kornblut, Anne E.∗
Kornegold, Jonathan C.
Kostiwi, Michael Vincent
Kotecha, Mahesh K.
Kotler, Steven
Kourakos, William
Kovner, Bruce S.
Kozol, Peter
Kraiem, Ruben
Kramer, Douglas J.
Kramer, J. Reed
Kramer, Jane
Kramer, Michael
Kramer, Orin S.
Kramer, Steven Philip
Kranz, Thomas F.
Krasa, James
Krasner, Stephen D.
Krasno, Richard M.
Krauss, Clifford
Kraus, Henry R.
Kraus, Marie-Josée
Kreek, Mary Jeanne
Krepinevich, Andrew F. Jr.
Krepon, Michael
Kreps, Sarah Elizabeth
Krieger, Jay L.
Krikorian, Victoria Reznik
Krilla, Jeffrey R.
Kristof, Nicholas D.
Kroeger, Kate M.
Kroenig, Matthew
Kronman, Anthony Townsend
Krueger, Anne O.
Krilak, Charles Chandler
Ku, Charlotte
Kubarych, Roger M.
Lane, James T.  
Lang, Lucy Jane†  
Langlois, Robert James  
LaPalombara, Joseph  
Lapham, Lewis H.  
Lardy, Nicholas R.  
Lariviere, Richard W.  
Larkin, Sean P.  
Larrabee, F. Stephen  
Larsen, Randall J.  
Larson, Ellie K.  
Larson, Luke S.  
LaSpada, Salvatore  
Lasry, Marc  
Lasser, Lawrence J.  
Lateef, Noël V.  
Lauder, Laura Heller  
Lauder, Leonard A.  
Lauder, Ronald S.  
Lauder, William Philip  
Laudicina, Paul A.  
Lauinger, Philip C. Jr.  
Laurence, Jonathan A.  
Laurenti, Jeffrey  
Lautenbach, Ned C.  
Lavelle, Kathryn C.  
Lavizzo-Mourey, Lisa  
La Vorgna, Marc V.  
Lawrence, Robert Z.  
Lawson, Eugene K.  
Lawson, Hugh  
Lawson, Sandra Guylay  
Layne, Christopher  
Lazarow, Alexandre F.  
Lazarus, Shelly B.  
Le, Jeffrey Duong  
Leach, James A.  
Leach, Richard Alan  
Leader-Chivee, Lauren*  
Leaman, J. Welby  
LeClerc, Paul  
Lee, Ellana  
Lee, Isaac  
Lee, Jeffrey Kai-Leung  
Lee, Jennifer Stuart  
Lee, Jonathan Lippman  
Lee, Nancy  
Lee, Thea Mei  
Leebron, David W.  
Leedom-Ackerman, Joanne  
Leeds, Jeffrey T.  
Leeds, Roger S.  
Lee-Kung, Dinah  
Leet, Kenneth H.M.  
Leffall, LaSalle D. III  
Legro, Jeffrey W.  
Legvold, Robert  
Lehman, John F.  
Lehman, Ronald Frank Jr.  
Lehner, Peter H.  
Lehr, Deborah M.  
Lehrer, Jim  
Lehrman, Thomas D.  
Leibowitz, Shelley B.  
Leidholdt, Dorchen A.  
Leiter, Michael E.  
Leland, Marc E.  
Lemack, Carie A.  
Lemery, Jay*  
Lemkin, Bruce Stuart  
LeMle, J. Stuart  
Le Mon, Christopher J.  
Lempert, Robert J.  
Lenfest, Harold F.  
Lenihan, Ashley Anne  
Thomas  
Lennox, Alexander T.J.  
Lesser, Eric Philip†  
Lesser, Ian O.  
Lessin, Jessica E.  
Lettre, Marcel J. II  
Levensohn, Pascal N.  
Leverett, Flynt L.  
Levi, Michael A.  
Levi, William R.  
Levin, Herbert  
Levin, John A.  
Levin, Michael Stuart  
Levin, Richard C.  
Levine, Mel  
Levine, Susan B.  
Levinsohn, James A.  
Levinson, Marc  
Levitan, Aida T.  
Levitsky, Jonathan E.  
Levitt, Robert Jr.  
Levitt, Arthur J.  
Levitt, Matthew A.  
Levy, Alex Halpern†  
Levy, Jay A.  
Levy, Mickey D.  
Levy, Miriam  
Levy, Robert  
Lew, Jacob J.  
Lewis, Charlie D.  
Lewis, Earl  
Lewis, Eric L.  
Lewis, Maureen A.  
Lewis, Peter M.  
Lewis, Stephen R. Jr.  
Lewis, W. Walker  
Leyh, Glenn S.  
Li, Cheng  
Li, Lu  
Liasson, Mara*  
Libbey, I. Lewis Jr.  
Liberi, Dawn  
Lichtenstein, Cynthia  
Liddell, Christopher P.  
Lieber, James E.  
Lieber, Robert J.  
Lieberman, Joseph I.  
Lieberman, Michael Morris  
Lieberman, Nancy A.  
Lieberthal, Keith L.  
Lieberthal, Kenneth G.  
Lieberman, Jon Roy  
Liebowitz, Jessica K.  
Lienau, Odette  
Lifton, Robert K.  
Light, Timothy  
Lighthizer, Robert E.  
Lincoln, Edward J.  
Lindberg, Tod  
Lindborg, Nancy Elizabeth  
Linden, Josephine  
Lindsay, Beverly  
Lindsay, James M.  
Linen, Jonathan S.  
Link, Troland S.  
Lipman, Gustave K.  
Lipman, Ira A.  
Lipman, Joanne  
Lipper, Kenneth  
Lipsey, Brian C.  
Lipsitz, Rochelle J.  
Lipsky, John Phillip  
Lipsky, Joshua S.*  
Lipstein, Seth  
Liser, Florizelle B.  
Litan, Robert E.  
Litt, David  
Littlefield, Elizabeth L.  
Littlefield, Nathan A.  
Litwak, Robert S.  
Liu, Betty W.  
Liu, Eric P.  
Liu, Yawei  
Livingston, Robert Gerald  
Locke, Richard M.  

* Elected to membership in 2018.  
† Elected to a five-year term membership in 2018.
<table>
<thead>
<tr>
<th>Name</th>
<th>Membership Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lundberg, Greta</td>
<td>Elected to membership in 2018</td>
</tr>
<tr>
<td>Lundqvist, Bertil</td>
<td></td>
</tr>
<tr>
<td>Lundstrom, Mark</td>
<td></td>
</tr>
<tr>
<td>Luntz, Frank</td>
<td></td>
</tr>
<tr>
<td>Lustrick, Ian S.</td>
<td></td>
</tr>
<tr>
<td>Lustig, Matthew J.</td>
<td></td>
</tr>
<tr>
<td>Lute, Douglas E.</td>
<td></td>
</tr>
<tr>
<td>Lute, Jane Holl</td>
<td></td>
</tr>
<tr>
<td>Luttwak, Edward N.</td>
<td></td>
</tr>
<tr>
<td>Lux, Marshall</td>
<td></td>
</tr>
<tr>
<td>Lytken, Derek</td>
<td></td>
</tr>
<tr>
<td>Luzzatto, Anne R.</td>
<td></td>
</tr>
<tr>
<td>Lyman, Princeton N.</td>
<td></td>
</tr>
<tr>
<td>Lynch, Thomas F.</td>
<td></td>
</tr>
<tr>
<td>Lyne, Susan Markham</td>
<td></td>
</tr>
<tr>
<td>Lynk, Myles V.</td>
<td></td>
</tr>
<tr>
<td>Lynn, Joshua Benjamin</td>
<td></td>
</tr>
<tr>
<td>Nadelman</td>
<td></td>
</tr>
<tr>
<td>Lynpton, Michael M.</td>
<td></td>
</tr>
<tr>
<td>Lyon, David</td>
<td></td>
</tr>
<tr>
<td>Lyon, David W.</td>
<td></td>
</tr>
<tr>
<td>Lyons, James E.</td>
<td></td>
</tr>
<tr>
<td>Lyons, Richard Kent</td>
<td></td>
</tr>
<tr>
<td>Ma, Adrianna C.</td>
<td></td>
</tr>
<tr>
<td>Ma, Melissa J.*</td>
<td></td>
</tr>
<tr>
<td>Maasbach, Nancy Yao</td>
<td></td>
</tr>
<tr>
<td>Mabrey, Michael</td>
<td></td>
</tr>
<tr>
<td>Mabry, Marcus B.</td>
<td></td>
</tr>
<tr>
<td>Mabus, Raymond E.</td>
<td></td>
</tr>
<tr>
<td>MacCormack, Charles</td>
<td></td>
</tr>
<tr>
<td>Frederick</td>
<td></td>
</tr>
<tr>
<td>MacDonald, Bruce Walter</td>
<td></td>
</tr>
<tr>
<td>MacDougall, Gary E.</td>
<td></td>
</tr>
<tr>
<td>MacDougall, Ewan John</td>
<td></td>
</tr>
<tr>
<td>MacFarquhar, Rory Alexander</td>
<td></td>
</tr>
<tr>
<td>Mack, Consuelo Cotter</td>
<td></td>
</tr>
<tr>
<td>Mackay, Leo Sidney Jr.</td>
<td></td>
</tr>
<tr>
<td>Mackевич, Eileen R.</td>
<td></td>
</tr>
<tr>
<td>MacWilliams, John J.</td>
<td></td>
</tr>
<tr>
<td>Maffei, Greg</td>
<td></td>
</tr>
<tr>
<td>Maguire, John David</td>
<td></td>
</tr>
<tr>
<td>Mahaney, Patrick J.Jr.</td>
<td></td>
</tr>
<tr>
<td>Maher, Evan C.</td>
<td></td>
</tr>
<tr>
<td>Mahnkern, Thomas G.</td>
<td></td>
</tr>
<tr>
<td>Mahoney, Paul G.</td>
<td></td>
</tr>
<tr>
<td>Mahoney, Thomas H. IV</td>
<td></td>
</tr>
<tr>
<td>Mai, Vincent A.</td>
<td></td>
</tr>
<tr>
<td>Maier, Charles S.</td>
<td></td>
</tr>
<tr>
<td>Makinson, Carolyn</td>
<td></td>
</tr>
<tr>
<td>Mako, William P.</td>
<td></td>
</tr>
<tr>
<td>Makovsky, David</td>
<td></td>
</tr>
<tr>
<td>Malcomson, Scott</td>
<td></td>
</tr>
<tr>
<td>Malek, Frederic V.</td>
<td></td>
</tr>
<tr>
<td>Malik, Arslan</td>
<td></td>
</tr>
<tr>
<td>Malik, Omeed</td>
<td></td>
</tr>
<tr>
<td>Mallamo, Jenny Lu†</td>
<td></td>
</tr>
<tr>
<td>Mallory, David W.</td>
<td></td>
</tr>
<tr>
<td>Mallery, Richard</td>
<td></td>
</tr>
<tr>
<td>Mallett, Robert L.</td>
<td></td>
</tr>
<tr>
<td>Mallow, Betsy</td>
<td></td>
</tr>
<tr>
<td>Malmgren, K. Philippa</td>
<td></td>
</tr>
<tr>
<td>Malmstrom, Erik Edward</td>
<td></td>
</tr>
<tr>
<td>Maloney, Carolyn B.</td>
<td></td>
</tr>
<tr>
<td>Maloney, Jason D.</td>
<td></td>
</tr>
<tr>
<td>Malpass, David R.</td>
<td></td>
</tr>
<tr>
<td>Mamdani, Mahmoud A.</td>
<td></td>
</tr>
<tr>
<td>Manca, Marie Antoinette</td>
<td></td>
</tr>
<tr>
<td>Mancinelli, Thomas J.</td>
<td></td>
</tr>
<tr>
<td>Mancuso, Mario</td>
<td></td>
</tr>
<tr>
<td>Mandelbaum, Michael</td>
<td></td>
</tr>
<tr>
<td>Manela, Erez</td>
<td></td>
</tr>
<tr>
<td>Maniatis, Gregory A.</td>
<td></td>
</tr>
<tr>
<td>Mann, James H.</td>
<td></td>
</tr>
<tr>
<td>Mann, Michael D.</td>
<td></td>
</tr>
<tr>
<td>Mann, Thomas E.</td>
<td></td>
</tr>
<tr>
<td>Mannina, Michael Angelo</td>
<td></td>
</tr>
<tr>
<td>Mansoor, Peter R.</td>
<td></td>
</tr>
<tr>
<td>Manuel, Anja</td>
<td></td>
</tr>
<tr>
<td>Manyika, James</td>
<td></td>
</tr>
<tr>
<td>Marcelo, Sheila Lirio*</td>
<td></td>
</tr>
<tr>
<td>Marchick, David M.</td>
<td></td>
</tr>
<tr>
<td>Marcom, John E. Jr.</td>
<td></td>
</tr>
<tr>
<td>Marcus, David*</td>
<td></td>
</tr>
<tr>
<td>Marcuse, Joshua</td>
<td></td>
</tr>
<tr>
<td>Mares, David Richard</td>
<td></td>
</tr>
<tr>
<td>Maricle, Genevieve E.</td>
<td></td>
</tr>
<tr>
<td>Marin, Michael L.</td>
<td></td>
</tr>
<tr>
<td>Mariner, Joanne</td>
<td></td>
</tr>
<tr>
<td>Mariotti, Steve J.</td>
<td></td>
</tr>
<tr>
<td>Maritz, Philip Francis</td>
<td></td>
</tr>
<tr>
<td>Mark, Hans M.</td>
<td></td>
</tr>
<tr>
<td>Mark-Jusbasche, Rebecca P.</td>
<td></td>
</tr>
<tr>
<td>Marks, Paul A.</td>
<td></td>
</tr>
<tr>
<td>Marlin, Alice Tepper</td>
<td></td>
</tr>
<tr>
<td>Marquet, Louis David</td>
<td></td>
</tr>
<tr>
<td>Marquis, Susan L.</td>
<td></td>
</tr>
<tr>
<td>Marr, Phebe A.</td>
<td></td>
</tr>
<tr>
<td>Marron, Donald B.</td>
<td></td>
</tr>
<tr>
<td>Marsh, Tom F.</td>
<td></td>
</tr>
<tr>
<td>Marshall, Ana W.</td>
<td></td>
</tr>
<tr>
<td>Marshall, Andrew W.</td>
<td></td>
</tr>
<tr>
<td>Marshall, Dale Rogers</td>
<td></td>
</tr>
<tr>
<td>Marshall, F. Ray</td>
<td></td>
</tr>
<tr>
<td>Marshall, Katherine</td>
<td></td>
</tr>
<tr>
<td>Marshall, Zachary Blake</td>
<td></td>
</tr>
<tr>
<td>Marteau Emerson, Kimberly K.</td>
<td></td>
</tr>
<tr>
<td>Marten, Kimberly Joy</td>
<td></td>
</tr>
<tr>
<td>Martin, Daniel Richard</td>
<td></td>
</tr>
<tr>
<td>Martin, Kelsey N.</td>
<td></td>
</tr>
<tr>
<td>Martin, Lynn Morley</td>
<td></td>
</tr>
<tr>
<td>Martin, R. Brad*</td>
<td></td>
</tr>
<tr>
<td>Martin, Susan F.</td>
<td></td>
</tr>
<tr>
<td>Martin, William F.</td>
<td></td>
</tr>
<tr>
<td>Martinez, David Robert</td>
<td></td>
</tr>
<tr>
<td>Peters</td>
<td></td>
</tr>
<tr>
<td>Martinez, Roman IV</td>
<td></td>
</tr>
<tr>
<td>Martin-Rayo, Francisco</td>
<td></td>
</tr>
<tr>
<td>Marton, Kati I.</td>
<td></td>
</tr>
<tr>
<td>Mas, Jorge</td>
<td></td>
</tr>
<tr>
<td>Masiello, Elizabeth</td>
<td></td>
</tr>
<tr>
<td>Masin, Michael T.</td>
<td></td>
</tr>
<tr>
<td>Masloski, Andrew C.</td>
<td></td>
</tr>
<tr>
<td>Masri, Safwan Malek*</td>
<td></td>
</tr>
<tr>
<td>Massey, Camille</td>
<td></td>
</tr>
<tr>
<td>Massey, Walter E.</td>
<td></td>
</tr>
<tr>
<td>Massimino, Elisa C.</td>
<td></td>
</tr>
<tr>
<td>Mast, Brian J.</td>
<td></td>
</tr>
<tr>
<td>Mast, Jeffrey Barclay</td>
<td></td>
</tr>
<tr>
<td>Mastanduno, Michael</td>
<td></td>
</tr>
<tr>
<td>Masters, Carlton A.</td>
<td></td>
</tr>
<tr>
<td>Masters, Jonathan R.</td>
<td></td>
</tr>
<tr>
<td>Mastro, Oriana Skylar†</td>
<td></td>
</tr>
<tr>
<td>Mathews, Jessica T.</td>
<td></td>
</tr>
<tr>
<td>Mathews, Michael S.</td>
<td></td>
</tr>
<tr>
<td>Mathias, D. Stephen</td>
<td></td>
</tr>
<tr>
<td>Mathias, Dale</td>
<td></td>
</tr>
<tr>
<td>Mathias, Edward J.</td>
<td></td>
</tr>
<tr>
<td>Mathis, Brian Pierre</td>
<td></td>
</tr>
<tr>
<td>Matlock, Jack F. Jr.</td>
<td></td>
</tr>
<tr>
<td>Matos Rodriguez, Félix V.</td>
<td></td>
</tr>
<tr>
<td>Matsui, Kathy</td>
<td></td>
</tr>
<tr>
<td>Matsukata, Naotaka</td>
<td></td>
</tr>
<tr>
<td>Matthews, Barbara C.</td>
<td></td>
</tr>
<tr>
<td>Mattox, Gale A.</td>
<td></td>
</tr>
<tr>
<td>Matzke, Richard H.</td>
<td></td>
</tr>
<tr>
<td>Mauro, Paul</td>
<td></td>
</tr>
<tr>
<td>Maxwell, Ann Titiev*</td>
<td></td>
</tr>
<tr>
<td>Maxwell, Kenneth R.</td>
<td></td>
</tr>
<tr>
<td>May, Peter W.</td>
<td></td>
</tr>
<tr>
<td>Mayer, Claudette</td>
<td></td>
</tr>
<tr>
<td>Mayer, Jason D.</td>
<td></td>
</tr>
<tr>
<td>Mayer, William Emilio</td>
<td></td>
</tr>
<tr>
<td>Mayorkas, Alejandro N.</td>
<td></td>
</tr>
<tr>
<td>Mazur, Jay</td>
<td></td>
</tr>
<tr>
<td>McAfee, William Gage</td>
<td></td>
</tr>
<tr>
<td>McAllister, Singleton B.</td>
<td></td>
</tr>
<tr>
<td>McAndrews, Brendan J.</td>
<td></td>
</tr>
<tr>
<td>McAlullife, Jamie</td>
<td></td>
</tr>
<tr>
<td>McAlullife, Jane Dammen</td>
<td></td>
</tr>
<tr>
<td>McCaffrey, Barry R.</td>
<td></td>
</tr>
<tr>
<td>McCain, John S. III</td>
<td></td>
</tr>
<tr>
<td>McCall, Brian</td>
<td></td>
</tr>
<tr>
<td>McCann, Edward F. Jr.</td>
<td></td>
</tr>
<tr>
<td>Mc Carron, Suzanne</td>
<td></td>
</tr>
</tbody>
</table>
McCart, John W. Jr.
McCarthy, James P.
McCarthy, Kathleen D.
McCarthy, Terence Arthur
McCauley, Elizabeth
McCaw, Craig O.
McCaw, Susan R.
McChrysal, Stanley A.
McClendon, Karen Anne
McClure, Robert L.
McClymont, Mary E.
McConnell, Dan Joseph Jr.
McCord, Michael Brendan†
McCormack, Elizabeth J.
McCormack, Richard
Thomas Fox
McCormick, David H.
McCoy, Debbie
McCoy, Jennifer L.
McCracken, Andrew B.
McCue, Susan
McCurdy, Dave K.
McDermott, Jim
McDevitt, Sean
McDonald, Alonzo L.
McDonald, Erroll
McDonald, Gabrielle Kirk
McDonald, Tom
McFadden, Cynthia*
McFarlane, Kathleen Troia
McFarlane, Jennifer A.
McFarlane, Robert C.
McFate, Montgomery*
McFaul, Michael A.
McGarr, Cappy R.
McGeehin, Joseph David
McGlynn, Margaret Grace
McGowan, Alan H.
McGlynn, Margaret Grace
McGarr, Cappy R.
McFaul, Michael A.
McFate, Montgomery*
McFaul, Michael A.
McGarr, Cappy R.
McGeehin, Joseph David
McGlynn, Margaret Grace
McGowan, Alan H.
McGregor, James Louis
McHale, Judith A.
McHenry, Donald F.
McIntire, John C.*
McIntosh, Sean Justin
McKay, Roland D.†
McKea, David
McKenney, Morgan
McKeon, Elizabeth A.
McKibben, Tracy B.
McKinnon, Càitirín
McLar, Thomas F. III
McLaughlin, Charles
James IV

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

McLaughlin, John E.
McLean, Mora L.
McLean, Sheila Avrin
McManus, Doyle
McMaster, Herbert R.
McNairy, Margaret
Leighton
McNamara, Dennis L.
McNamara, Thomas E.
McNamee, Bruce W.
McNaught, Thomas L.
McNulty, William Barker III
McPeak, Merrill A.
McPherson, M. Peter
McQuade, Lawrence C.
McRaven, William H.
McRobbie, Michael A.
McWade, Jessica C.
Meacham, Carl E.
Meacham, Jon
Mead, Dana G.
Mead, E. Scott
Mead, Walter Russell
Meadows, Jeanne Terry
Mears, Alexander Hopkins
Mearsheimer, John J.
Medavoy, Michael
Medawar, Adrienne
Medeiros, Evan S.
Medina, Kathryn B.
Medina, Monica P.
Medish, Mark Christian
Meeker, Mary
Meeks, James Joseph
Meers, Sharon I.
Meertens, Michelle A.
Meese, Michael J.
Mehlman, Kenneth B.
Mehra, Sanjeev K.
Mehtha, Ved
Meigs, Montgomery C.
Meijer, Hendrik G.
Meiman Hock, Kellie
Meissner, Doris M.
Melby, Eric D.K.
Melton, Carol A.
Melwani, Anish
Melwani, Prakash A.
Mendelson, Sarah E.
Mendelson-Forman, Johanna Sebastian
Mendillo, Jane L.
Mendlovitz, Saul H.
Mendonca, Lenny
Mendoza, Roberto G.
Menon, Jaykumar A.
Menschel, Robert B.
Mentor, Joel Y.
Mergosotis, Jamie P.
Merkel, Claire Sechler
Merkel, David A.
Meron, Theodor
Menor, John E.
Merszei, Zoltan
Mesdag, Willem
Meselson, Matthew S.
Meserve, Richard A.
Mesfin, Mahler Naomi
Messina, James A.
Mestre, Eduardo Goar
Mestres, Ricardo A. Jr.
Metcal, Gilbert E.*
Metzl, Jamie Frederic
Meyer, Joel T.
Meyer, Karl E.
Meyer, Laurence H.
Meyer, Michael Ryder
Meyers, Hannah Elka
Meyerstein, Ariel
Michelson, Evan S.
Mickiewicz, Ellen
Mikell, Gwendolyn
Miko, Benjamin A.†
Milestone, Judith B.
Millard, Robert B.
Miller, Aaron David
Miller, Aaron Weidner
Miller, Alisa
Miller, Amber D.
Miller, Anthony Murray
Miller, Blair E.
Miller, Brian A.
Miller, Charles Russell
Miller, Christopher D.
Miller, Christopher R.†
Miller, David Charles Jr.
Miller, Franklin C.
Miller Glass, Debra Lynn
Miller, Heidi G.
Miller, Jacqueline*
Miller, James N. Jr.
Miller, Judith
Miller, Justin R.
Miller, Ken
Miller, Leland R.
Miller, Linda B.
Miller, Marjorie
Miller, Matthew L.
Miller, Paul J.
Miller, Scott L.
Miller, Thomas J.
Miller, William Green
Miller, William J.A.
Miller, William Scott Jr.
Milliken, James B.
Mills, Bradford
Mills, Karen Gordon
Mills, Susan Linda
Milner, Helen V.
Milrod, Donna
Minshew, Kathryn
Mintz, Daniel R.
Mirchandani, Bhakti Vasanti
Morrer, Louise
Mischik, Jami
Mishkin, Alexander V.
Misko, Sean A.
Mitch, Ian Scott
Mitchell, Andrea
Mitchell, Arthur M. III
Mitchell, George J.
Mitchell, Marc
Mitchell, Patricia E.
Mitre, Jim
Mize, David M.
Mizel, Larry A.
Mohichiki, Kiichi
Modlin, James M. Jr.
Mody, Seema
Moe, Sherwood G.
Mohamed, Saira
Mohammed, Arshad Azizali
Mohandas, Siddharth
Mohseni, Payam
Mophyslin, Ayman
Molano, Walter Thomas
Monaco, Lisa O.
Monahan, John
Mondale, Walter F.
Moniz, Ernest J.
Montanez, Benjamin A.
Montelongo, Michael
Montgomery, Harold H.
Montgomery, Mark C.
Montgomery, Molly
Montgomery, Parker G.
Moock, Joyce Lewinger
Moody, Jim
Moody, William S.
Moon, Lisa
Moore, Brandon David
Moore, Crystal Nicole†
Moore, John J. Jr.
Moore, John M.
Moore, John Norton
Moore, Julia A.
Moore, Scott
Moorman, Thomas S. Jr.
Moose, George E.
Mora, Alberto J.
Mora, Antonio G.
Moran, Michael E.
Moran, Terence P.
Moran, Theodore H.
Moravcsik, Andrew
Morell, Michael J.
Morey, David Edward
Morgan, Charlotte M.
Morgan, Daniel S.
Morgan, Leigh
Morgan, Richard O.W.
Morial, Marc
Morin, Jamie Michael
Morningstar, Richard L.
Morris, Anna Marisa
Morris, Charles R.
Morris, Frederic A.
Morris, Jane Mosbacher
Morris, Nate
Morris-Eck, Bailey
Morrison, J. Stephen
Morrison, Trevor W.
Morrisssey, Arthur C.
Morse, Edward L.
Morse, Kenneth P.
Morse, Stephen S.
Mortimer, David H.
Mosbacher, Robert A. Jr.
Moseley, T. Michael
Moser, Joel H.
Moses, Alfred H.
Mosettig, Michael David
Moskow, Michael H.
Moss, Ambler H. Jr.
Moss, Jeff
Moss, Todd J.
Mossman, James
Motley, Joel W.
Motulsky, Daniel T.
Mouat, Lucia
Moulton, Seth
Mounk, Yaşar a
Mourshed, Mona
Moyer, Homer E. Jr.
Mudd, Daniel H.
Mudd, Margaret F.
Mukhopadhyay, Dipali
Mulberger, Virginia A.
Mulford, David C.
Mull, Michael G.
Muller, Edward R.
Mundie, Craig James
Munroe, Alexandra
Munsh, Stuart B.
Munter, Cameron
Murase, Emily
Murdeshwar, Siddhartha
Murdoch, Deroy
Murphy, Clarke
Murphy, Ewell E. Jr.
Murphy, Micah D.
Murphy, Richard W.
Murphy, Sean P.
Murphy, Timothy Henry
Murray, Alan S.
Murray, Christopher J.L.
Murray, Douglas J.
Murray, Ian P.
Murray, Janice L.
Murray, Lori Esposito
Musalem, Albert G.
Mushtaq, Bettye Martin
Musiwa, Jacqueline Muna
Muthiah, Radha
Mutua, Makau W.
Muzinich, Justin G.
Myers, Margaret
Myers, Micah S.
Myers, Richard B.
Myerson, Roger B.
Myerson, Toby S.
Myrow, Stephen A.
Nacht, Michael
 Nadiri, M. Ishaq
Naftalis, Benjamin
Nag, John A.
Nagler, Eli Andrew
Nagorski, Andrew
Nagorski, Thomas G.
Naim, Moïses
Naimark-Roswe, Benjamin R.
Najera, Peter F.
Najmi, Rosita
Nakkah, Emile A.
Napolitano, Matthew Clark
Napolitano, Janet A.
Narang, Neil
Narasingh, Lakshman
Nash, William L.
Nasr, Vali R.
Natali, Denise
Nathan, James A.
Nathan, Scott A.
Nathan, Marc B.
Nathoo, Raffiq A.
Nau, Henry R.
Navab, Alexander
Nazarian, Sharon Soraya
Neal, Jeffrey C.
Neal, Stephen L.
Neal, Kevin G.
Nederlander, Robert Jr.
Negroponte, Diana Villiers
Negroponte, John D.
Nieber, Aryeh
Neinast, Trista
Nelson, Abagail
Nelson, Alyse
Nelson, Ana Janeina P.
Nelson, Anne
Nelson, Richard D.
Nelson, Robert L. Jr.
Nelson, Stephen C.
Nelson, Thomas C.
Nephew, Richard M.
Nesbit, Lynn
Neuger, Win J.
Neuman, Stephanie G.
Neureiter, Norman P.
Nevels, James Edwin
Newberg, Esther R.
Newcomb, Nancy S.
Newell, John F. III
Newman, Charlotte L.
Newman, Jay H.
Newman, Pamela J.
Newman, Pauline
Newman, Peter K.
Newman, Priscilla A.
Newman, Richard T.
Newton, M. Diana Helweg
Nicas, Charles
Nicholas, N. J. Jr.
Nichols, Christopher M.
Nichols, Rodney W.
Nicholson, Jan
Nides, Thomas R.
Niehuss, John M.
Niehuss, Rosemary Neaher
Nielsen, Suzanne Christine
Nilsson, Keith R.
Nilsson, Kenneth A.
Nimetz, Matthew
Nimr, Amer N.
Ninan, Reena
Nitz, William A.
Niu, X. Rick
Noam, Eli M.
Nolan, Jane Emelie
Nolan, Leigh Elizabeth
Noland, Marcus
Noote, William M.
Nonacs, Eric Steven
Nooan, Peggy
Noorani, Ali R.
Norman, William S.
Norquist, Grover Glenn
Northup, Nancy
Norton, Augustus
Norton, Burke Fremont
Norton, Eleanor Holmes
Norville, Deborah
Nossel, Suzanne F.
Noto, Lucio A.
Novack, Lynne
Novogratz, Jacqueline
Novotny, Thomas E.
Noyes, Alexander H.
Nuechterlein, Jeffrey D.
Nunn, Michelle
Nunn, Sam
Nussbaum, Bruce
Nuzum, Henry G.
Nwogu, Nneoma V.
Nye, J. Benjamin H.
Nye, Joseph S. Jr.
Nyheim, Erik A.
O
Obey, David R.
Obiora, Lesley Amede
O’Brien, James C.
O’Brien, Justus J.
O’Brien, Morgan J. III
Ocampo, Juan
Occomy, Marcia D.
Ochoa-Brilhambourg, Hilda
O’Cleireacain, Carol
O’Connor, Eileen M.
O’Connor, Nuala
O’Donnell, Philip A.
O’Dell, John S.
Odland, Stephen A.
Odom, Mark W.
Odum, Marvin E. III
Officer, Raymond C. Jr.
O’Flaherty, J. Daniel
Oguz, Adevan Kayode
Oh, Kongdan
O’Hanlon, Michael
O’Hearn, Katherine I.
Ojito, Mirta
O’Keefe, Ashley L.
Okegbé, Tishina Charnell†
Okobi, Ebenechukwu Adaeze
Olanyan, Hutham S.
O’Leary, Brendan
Oldord, Jacob
Olivan, Javier*
Oliver, April A.
Oliver, John L. III
Oliver, Jove R.
Olivera, Armando J.
Ollivant, Douglas A.
Olson, Jane T.
Olson, Kimberly G.
Olson, Lyndon L. Jr.
Olson, Ronald L.
O’Malley, Cormac K.H.
O’Neill, Brian Deveraux
O’Neil, Shannon K.
O’Neil, Michael J.
O’Neil, Kathleen A.
O’Neill, Patrick J.
O’Neill, Richard D.
O’Neill, Robert C.
O’Neal, John E.
O’Nelis, April A.
Olidort, Jacob
O’Leary, Brendan
Olayan, Hutham S.
Oyebade, Adaeze
Oyekanmi, Tunji
Oyewole, Seun
Oyewole, Sunday
Pachios, Harold C.
Padilla, Matthew S.J.
Padron, Eduardo J.
Page, Carter W.
Paine, D. Thompson
Paine, George C. Jr.
Paisner, Bruce Lawrence
Pakula, Hannah C.
Paliwal, Suyash G.
Palmer, Matthew A.
Palmasino, Samuel J.
Pandith, Farah Anwar
Pandolfi, Frank C. Jr.
Papa, Anthony Adam
Papagianis, Christopher
Paperin, Stewart J.
Parasiliti, Andrew
Pardee, Scott E.
Pardes, Herbert
Pardew, James W.
Parkh, Deven J.
Parlak, Sanjay
Parent, Louise M.
Paris, Jonathan
Parker, C. Allen
Parker, Elizabeth Rindskopf
Parker, Jay M.
Parker, Ned
Parker, Penny L.
Parker, William James III
Parkinson, Roger P.
Parks, Michael Christopher
Parnell, Sean
Parrino, Roger Sr.
Parsky, Gerald L.
Parsons, Richard D.
Passcoe, B. Lynn
Pasghal, Carlos E.
Passer, Juliette M.
Passman, Pamela S.
Pate, R. Hewitt
Patel, Ebrahim S.
Patel, Mira
Patel, Nikhil I.
Patil, DJ
Patrick, Hugh T.
Owens, James W.
Owens, William A.
Oxman, Bernard H.
Oxman, Stephen A.
Oye, Kenneth A.
P
Paal, Douglas Haines
Paasch, Christian R.
Pachios, Harold C.
Packard, George R.
Padilla, Matthew S.J.
Page, Carter W.
Paine, D. Thompson
Paine, George C. Jr.
Paisner, Bruce Lawrence
Pakula, Hannah C.
Paliwal, Suyash G.
Palmer, Matthew A.
Palmasino, Samuel J.
Pandith, Farah Anwar
Pandolfi, Frank C. Jr.
Papa, Anthony Adam
Papagianis, Christopher
Paperin, Stewart J.
Parasiliti, Andrew
Pardee, Scott E.
Pardes, Herbert
Pardew, James W.
Parkh, Deven J.
Parlak, Sanjay
Parent, Louise M.
Paris, Jonathan
Parker, C. Allen
Parker, Elizabeth Rindskopf
Parker, Jay M.
Parker, Ned
Parker, Penny L.
Parker, William James III
Parkinson, Roger P.
Parks, Michael Christopher
Parnell, Sean
Parrino, Roger Sr.
Parsky, Gerald L.
Parsons, Richard D.
Passcoe, B. Lynn
Pasghal, Carlos E.
Passer, Juliette M.
Passman, Pamela S.
Pate, R. Hewitt
Patel, Ebrahim S.
Patel, Mira
Patel, Nikhil I.
Patil, DJ
Patrick, Hugh T.
Pressler, Larry
Pressman, Evan D.
Prent, Stephen W.
Price, Daniel M.
Price, Edward Chase†
Price, Jonathon David
Price, Steven
Priest, William W. Jr.
Prieto, Daniel B. III
Prince, Charles O. III
Prince, Matthew
Pritzker, Penny S.
Pritzker, Thomas J.
Prueher, Joseph Wilson
Pruzan, Robert A.
Pryce, Jeffrey F.
Psaki, Jennifer R.
Puchala, Donald James
Puckett, Robert H.
Pulling, Edward L.
Pulling, Thomas L.
Purcell, Susan Kaufman
Pursley, Robert E.
Putnam, Robert D.
Pyle, Kenneth B.
Qu
Qamar, Sabahat
Quainton, Anthony C.E.
Quam, Lois E.
Quarcoo, Ashley Juliette
Quartel, Robert Jr.
Quelch, John Anthony
Querrey, Kimberly Kay
Quigley, Kevin F.F.
Quigley, Scott Needham
Quinn, Jane Bryant
R
Raab, Jennifer J.
Rabb, Bruce
Rabb, Intras* Rabin, Stuart J.
Rachelson, David B.
Radia, Kirit M.
Radsch, Courtney Covey
Radtke, Robert W.
Rafferty, Emily Kernan
Rahman, Anika
Raidper, Jeffrey Jacob
Raimondo, Gina
Raines, Franklin D.
Ramakrishna, Kilaparti
Ramamurthy, Pradeep
Raman, Suji
Ramer, Bruce M.
Ramirez, Lila L.
Rammath, Leela
Ramos, Dorian Jacqueline
Ramos, Pilar S.
Rampini, Federico
Ramsey, W. Russell
Randall, Lisa
Randolph, R. Sean
Randt, Clark T. Jr.
Rankin, Clyde E. III
Raphel, Robin Lynn
Rappaport, Alan
Rascoff, Samuel James
Rather, Dan
Ratnesh, Romesh M.
Rattner, Steven L.
Rattray, Gregory John
Rauch, Rudolph S.
Rauf, Feisal Abdul
Raul, Michael Winfred
Raul, Alan Charles
Raum, Mary Beth*
Raustiala, Kal
Ravenel, Earl C.
Ravich, Samantha F.
Ravitch, Richard
Ravjani, Abbas R.†
Rawlings, Jonathan Jellis
Rayburn, Joel D. Sr.
Raymond, David A.
Raymond, Douglas A.
Raymond, Lee R.
Read, Claire E.
Realuyo, Celina B.
Rebolledo, Ivan C.
Reckford, Jonathan T.M.
Redden, Kaleb J.
Rediker, Douglas Alan
Reed, Jack
Reed, Lucy Ferguson
Reese, William Sears
Reeves, Samuel Jesse
Regens, James L.
Reichert, William M.
Reid, Rob
Reif, Leo Rafael
Reiling, Peter A.
Reilly, Saskia Shane
Reilly, William K.
Reimer, Dennis Joe
Reimers, Fernando Miguel
Reinhart, Carmen M.
Reinhart, Vincent
Reinhartz, Jehuda
Reisman, William Michael
Reiss, Mitchell B.
Reitz, Jessica K.
Remington, Thomas F.
Remnick, David J.
Renier, Jessica J.
Rennie, Milbrey
Rentau, Victor Eugene Jr.
Reppert, John C.
Resnicoff, Arnold E.
Ressel, Teresa M.
Revere, Evans J.R.
Revesz, Richard L.
Reynolds, Justin
Reynoso, Julissa
Rhee, Ceron†
Rhee, Jane†
Rhinesmith, Stephen H.
Rhodes, William R.
Ricardel, Mira R.
Riccardi, Steven
Rice, Condoleezza
Rice, Donald S.
Rice, Joseph Lee III
Rice, Matthew James
Rice, Susan E.
Rich, Michael D.
Rich, William G.
Richard, Anne C.
Richards, Bren Dianet†
Richards, Nicholas S.
Richards, Paul G.
Richardson, Frank E.
Richardson, Henry J. III
Richardson, John M.
Richardson, William B.
Richardson, Yolonda C.
Richburg, Keith B.
Richter, Anthony
Richter, Michael P.
Riddell, Malcolm
Ridgway, Rozanne L.
Riedl, Rachel Beatty
Rieff, David
Riely, John E.
Rieschel, Gary E.
Riffat, Imran
Riffat, Mustafa S.†
Rifkind, Robert S.
Rinehart, Brooke
Roan, Michael L.
Riotta, Giovanni
Rishikof, Harvey
Ritch, John B. III
Ritter, Gretchen
Rivkin, David B. Jr.
Rivkin, David W.
Rivlin, Alice M.
Romanowski, Alina L.
Romer, Paul
Romero, Philip Joseph
Romero-Barcelo, Carlos A.
Rometty, Virginia M.
Romig, Alton D. Jr.
Roosevelt, Theodore IV
Roper, William Bruce Jr.
Rose, Charles Peete Jr.
Rose, Daniel
Rose, Elihu
Rose, Jonathan F.P.
Rose, Joseph B.
Rose, Marshall
Rosecrance, Richard
Rosen, Amy M.
Rosen, Daniel H.
Rosen, Gary
Rosen, Jack
Rosen, Jeffrey A.
Rosen, Robert L.
Rosenbach, Eric*
Rosenberg, Mark B.
Rosenberg, Zeda F.
Rosenberger, Laura M.
Rosenblatt, Lionel A.
Rosenblatt, Peter R.
Rosenblum, Mort L.
Rosenfeld, Gerald
Rosenfield, Patricia L.
Rosenkranz, Robert
Rosensweig, Jeffrey A.
Rosenthal, Andrew M.
Rosenthal, Joel H.
Rosenthal, Lesley
Friedman*
Rosenthal, Mitchell S.
Rosenwald, E. John Jr.
Rosenwald, Nina
Rosenweig, Robert M.
Rosett, Claudia
Rose-Wood, Alyson
Rosner, Jeremy D.
Rosovsky, Henry
Ross, Christopher W.S.
Ross, Dennis B.
Ross, Gary N.
Ross, Rachel Posner†
Ross, Robert S.
Rossabi, Morris
Rosso, David J.
Rossootti, Charles O.
Rostow, Nicholas
Rotberg, Robert I.
Rotenberg, Marc
Roth, Kenneth
Roth, Stanley O.
Roth-Douquet, Kathryn G.
Rothkopf, David Jochanan
Rotman, Robin Mercedes†
Rottenberg, Linda D.
Roubini, Nouriel
Roughhead, Gary
Rouse, Cecilia Elena
Route, Ronald A.
Rovine, Arthur W.
Roy, J. Stapleton
Rubenstein, David M.
Rubenstein, Leonard S.
Rubin, Arthur Mark
Rubin, Barnett R.
Rubin, Gretchen C.
Rubin, James P.
Rubin, Nancy H.
Rubin, Nilminti Gunaratne
Rubin, Robert E.
Rubin, Trudy S.
Rudder, Philip C.
Rudin, William C.
Ruenitz, Robert M.
Ruggie, John G.
Rugh, William A.
Rumer, Eugene B.
Runde, Daniel FitzGerald
Runge, Carlisle Ford
Rupp, George
Russel, Daniel R.
Russell, Bradley S.
Ruttenberg, Eric M.*
Ryan, Evan M.
Ryan, John T. III
Ryan, Jordan Dimock
Ryan, Kevin P.
Ryan, Mary (Missy) C.
Ryan, Patrick G. Jr.
Ryan, Patrick Kevin
Ryu, Rexon Y.
S
Saab, Bilal Y.
Sabet, Kevin A.
Sabonis-Helf, Theresa
Sachs, Jeffrey D.
Sacks, Paul M.
Sadat, Leila Nadya
Saddler, Latham G. III
Sadowska, Maggie
Saeed, Ahmed M.
Sagan, Scott D.
Saghi, Faraj
Saffee, Maryum Fatima
Sakoian, Carol Knuth
Salacuse, Jeswald William
Saladrigas, Carlos A.*
Salazar, Ana Maria
Salem, George R.
Salomon, David R.
Salomon, Richard E.
Salzman, Anthony David
Samore, Gary
Samper, Cristián T.
Samuels, Barbara Christie II
Samuels, Leslie Bernard
Samuels, Richard J.
Samuelson, Heather
Sanchez, Francisco J.
Sanchez, Miguel Antonio
Sanchez, Orlando
Sandalow, David
Sandberg, Sheryl K.
Sander, Alison B.
Sanders, Barry A.
Sanderson, Steven E.
Sands, Amy
Sanger, David E.
Sanghvi, Sunil
Sanneh, Lamin
Sanner, Beth E.*
Sapiro, Miriam
Sapp Mancini, Angela
Sarafan, Lily†
Sargeant, Stephen Thomas
Sarotte, Mary Elise
Sass, Christina*
Sasser, James R.
Satcher, David
Satchit, Vidya
Satkalmi, Ravi
Satloff, Robert B.
Satter, Muneer A.
Savitt, Jill A.
Savoy, Conor M.
Sawoski, Mark
Sawyer, Diane
Sawyers, Charles L.
Saxton-Ruiz, James-Michael
Sayers, David Eric
Scaramucci, Anthony
Scarborough, Darryl
Scarborough, Joe
Schacht, Henry B.
Schadlow, Nadia
Schafer, Ahren Joseph
Schaffer, Teresita C.
Schake, Kori
Schipiro, Mary
Scharre, Paul David
* Elected to membership in 2018.
† Elected to a five-year term membership in 2018.
Schearer, S. Bruce
Schecter, Jerrold L.
Schecter, Kate S.
Scheffer, David J.
Schell, Orville Hickok
Schell, Theodore H.
Scher, Adam Anthony
Scher, Peter L.
Schick, Thomas
Schieffer, Bob L.
Schifrin, Nick
Schieffner, Richard
Schiller, Vivian L.
Schleiff, Henry S.
Schlein, Michael Edward
Schlesinger, David Adam
Schlesinger, Jacob M.
Schlesinger, Leonard A.
Schlesinger, Stephen C.
Schlosser, Herbert S.
Schlossstein, Lara
Schmemann, Anya
Schneier, Arthur
Schneidman, S. Bruce
Schnee, Andrew
Schnabel, Rockwell A.
Schnieder, Jan
Schnieder, William
Schnieder, William Jr.
Schnetzer, S. Bruce
Schnetzer, Amanda W.
Schnitzer, Max
Schouenbier, Douglas E.
Schoenholz, Kermit L.
Schrodtmann, Craig J.
Schrage, Eliot J.
Schrage, Steven Patrick
Schrann, Carl J.
Schrann, Delphine
Schreiber, Brian T.
Schroeder, Christopher
Schroeder, Lisa M.
Schubert, Richard Francis
Scheuembach, Martin A.
Schuler, Jill A.
Schulhof, Michael Peter
Schulman, Daniel*
Schultz, Tammie S.
Schumacher-Matos, Edward
Schwab, George D.
Schwab, Susan Carroll
Schwalbe, Nina Rebecca
Schwartz, Bernard L.
Schwartz, Daniel L.
Schwartz, Eric Paul
Schwartz, Eric*
Schwartz, Jonathan D.*
Schwartz, Kathryn A.
Schwartz, Mattathias
Schwartz, Norton A.
Schwartz, Peter
Schwarz, Adam
Schwarz, Jeremiah
Schwarzman, Stephen A.
Schwebel, Stephen M.
Schweinlein, James C.
Scioli, Elain F.
Sciuu芭, Jennifer D.
Siu, James E.
Scott, Jeanine B.
Scott, Robert A.
Scowcroft, Brent
Scully, Timothy R.
Sears, Jonathan E.
Seaton, Edward L.
Seaton, James B. III
Sedlitsch, Ned
Segal, Nathan†
Segal, Susan Louise
Seib, Gerald F.
Seibold, Frederick C. Jr.
Seiple, Chris
Sekulow, Eugene A.
Selby, Norman C.
Selig, Stefan M.
Seligmann, Peter
Selin, Ivan
Sellitto, Michael
Semeto, Holli A.
Semmel, Ralph David*
Sender, Henny
Sengupta, Somini*
Sennett, Richard
Senesey, Céline
Serchuk, Vance F.
Servan-Schreiber, Pascaline
Sesno, Frank W.
Sestanovich, Stephen R.
Setrakian, Lara*
Sexton, John E.
Seymour, Frances J.
Shackelford, Scott James
Shafer, D. Michael
Shafer, Jeffrey R.
Shah, Neil Buddy†
Shah, Raj
Shaheen, Brett
Shalala, Donna E.
Shambaugh, David
Shanker, Thomas Daniel
Shapiro, Andrew J.
Shapiro, Ian
Shapiro, Isaac
Shaplen, Jason T.
Sharma, Deven
Sharp, Adam Mikael
Sharp, Daniel A.
Shattuck, John
Shaw, David E.
Sheard, Paul James*
Sheehan, Kevin Patrick
Sheen, Edward
Sheeran, Josette M.
Sheets, Nathan
Sheffield, Jill W.
Sheils, Siobhan M.
Shel, Jason D.†
Shelley, Louise I.
Shelp, Ronald Kent
Shelton, Joanna Reed
Shelton-Colby, Sally A.
Shen, Neil Kamalakar†
Shen, George H.
Shepard, Stephen B.
Shepardson, Robert
Thomas
Shepherd, J. Michael
Sheriff, Alan R.
Sherman, Wendy R.
Sherr, Lynn B.
Sherwood, Benjamin B.
Sherwood-Randall, Elizabeth
Sheynberg, Raisa
Shields, Brendan P.*
Shields, Joanna
Shields, Lisa Katherine
Shiffman, Gary M.
Shifter, Michael E.
Shimony, Catherine Lieber
Shinn, James J.
Shinseki, Eric
Shipley, Walter V.
Shirzad, Susan L.
Shirzad, Faryar
Shlaes, Amy Ruth
Shoemaker, Christopher C.
Shrime, David J.
Shriram, Kaviratna
Ramanujam
Shriver, Donald W. Jr.
Shriver, Timothy P.
Shulman, Colette
Shultz, George P.
Shultz, Susan Kent Fried
Shuman, David
Shuman, Stanley S.
Sick, Gary G.
Siddiqui, Islam A.
Sidhu, Dawinder S.
Siegal, Bippy M.
Siegal, Brian D.
Siegel, Hanna L.
Siegel, Kenneth I.
Siegel, Seth M.
Siegel, William D.
Siegman, Henry
Sigal, Leon V.
Sigelman, Joseph M.
Sikink, Kathryn A.
Silber, Laura J.
Silber, Mitchell D.
Silverman, Laurence H.
Silverman, Robert S.
Silverstein, Alan M.
Silkenat, James R.
Silliman, Douglas Alan*
Silver, Adam
Silver, Allison
Silver, Daniel B.
Silver, Mariko*
Silverberg, Daniel I.
Silverberg, Kristen L.
Silverman, Josh
Siervers, Robert
Simakovsky, Mark D.
Simes, Dimitri K.
Simkowitz, Daniel A.
Simmons, Adele Smith
Simmons, Katherine
Wickard Drake
Simmons, P. J.
Simmons, Ruth J.
Simon, David A.
Simon, Denis Fred
Simon, Hugh V. Jr.
Simons, Joel
Simpson, Erin M.
Sims, Calvin G.
Singh, Alex†
Singh, Ashika
Singh, Jaspan
Singh, Prabhjot
Singh, Simran Jeet
Singham, Shanker A.
Singleton, Lincoln Cameron
Sinha, Nidhi
Sinha, Sylvana Q.*
Sisk, Mark S.
Sitaraman, Ganesh
Sitrick, James Baker
Skelon, DJ
Skinner, Kiron Kanina
Sklar, Jennifer Friedman
Skol, Michael
Skolnikoff, Eugene B.
Skora, Alexander J.
Skorka, Melissa
Skorton, David J.
Slackman, Michael E.
Slade, David R.
Slattery, Jim C.
Slaughter, Anne-Marie
Slaughter, Matthew J.*
Slaughter, Richard A.
Slavin, Barbara
Slawson, Paul S.
Sloane, Ann Brownell
Sloane, Howard G.
Slobogin, Kathy
Slocombe, Walter B.
Small, Andres
Small, Andrew
Small, Lawrence M.
Smalley, Kathleen
Smart, Christopher W.
Smeall, Christopher
Smidt, Jonathan D.
Smit, Neil Jr.*
Smith, Adam
Smith, Anna Deavere
Smith, Dana Shell
Smith, Dane F. Jr.
Smith, Frederick Wallace
Smith, Fred Gary
Smith, Gayle E.
Smith, Gordon Dee
Smith, Harold C. Jr.
Smith, Jean Kennedy
Smith, Jeffrey H.
Smith, Justin B.
Smith, Malcolm B.
Smith, Mariah Carol
Smith, Martin
Smith, Melanie M.
Smith, Michael B.
Smith, Michelle Marie
Smith, Peter Hopkinson
Smith, R. Jeffrey
Smith, Richard M.
Smith, Robert Frederick*
Smith, Shannon L.
Smith, Stephen G.
Smith, Taiya M.
Smith, James Sidney Jr.*
Smith, Tony
Smith, Valerie Ann
Snowe, Olympia J.
Snyder, Jed C.
Snyder, Richard E.
Snyder, Timothy D.
Solberg, Clifford M.
Solberg, Richard Paul
Solberg, Dorothy Meadow
Solomon, Andrew Wallace
Solomon, Anne G.K.
Solomon, Ian H.*
Solomon, Joshua N.
Solomon, Peter J.
Sondheimer, Rachel
Milstein
Sonenshine, H. Marshall
Sonenshine, Sara Diane
Sonnenberg, Maurice
Sorensen, Gillian Martin
Sorkin, Amy Davidson
Sorkin, Andrew Ross
Soros, George
Soros, Jonathan
Sorrell, Erin M.
Soudriette, Richard W.
Soviero, Michael I.
Spalding, Robert S. III
Spalter, Jonathan
Spangler, Scott M.
Spar, Deborah L.
Spatz, Benjamin J.
Speckhard, Daniel V.
Spector, Leonard S.
Speltz, Paul W.
Spence, A. Michael
Spence, Matthew John
Spengler, Laurie Jean
Spero, Joan E.
Spero, Joshua B.
Speyer, Jerry I.
Spiegel, Daniel L.
Spiegel, John W.
Spiegel, Julia
Spiegelvogel, Carl
Spiers, Ronald Ian
Spies, Katherine L.
Spindler, Bill
Spindler, J. Andrew
Sporri, Marlene Simone
Spoon, Alan
Sridhar, Aparna
Srinivasan, Sujiatha
Aravinda
Stahl, Lesley R.
Staley, Jes
Stam, Allan C. III
Stamas, George Paul
Stamas, Stephen
Stamos, Alex
Stanger, Allison Katherine
Stanislaw, Joseph A.
Stanley, Deirdre
Starrs, Ann M.
Stautberg, Susan S.*
Stavridis, James George
Stavropoulos, Daphne Zoe
Stebbins, Paul H.
Stecher, Esta Eiger
Steiger, Paul E.
Stein, Elliot
Stein, Eric
Steinberg, James B.
Steinberg, Mark R.
Steinberg, Richard H.
Steiner, Joshua L.
Steiner, Steven E.
Steinhardt, Michael H.
Steinhaus, Joel
Stengel, Richard
Stent, Angela Evelyn
Stephan, Maria J.
Stephanopoulos, George R.
Stephens, Kathleen*
Stephens, Randall L.
Sterk, Claire E.
Stern, David J.
Stern, Jeffrey M.
Stern, Jessica E.
Stern, Paula
Stern, Paul G.
Stern, Sarah May
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, Camille A.
Stewart, C. Evan
Stewart, Donald M.
Stewart, Jamie B. Jr.
Stewart, Meghan Elizabeth
Stiehm, Judith Hicks
Stiglitz, Joseph E.
Stiles, Deborah F.
Stith, Charles R.
Stith, Kate
Stobaugh, Robert B.
Stockman, Farah
Stoga, Alan J.
Stokes, Bruce
Stone, Randall W.
Stonesifer, Patricia Q.
Stong, Elizabeth S.
Storch, Thomas H.*
Streeb, Gordon L.
Stremlau, John J.
Srikanese, Michael T.
Strmecki, Marin J.
Strock, James
Stromseth, Jane E.
Stromseth, Jonathan R.
Strossen, Nadine
Stuart, Scott M.
Studzinski, John J.
Sturchio, Jeffrey L.
Sturm, Frankie
Styron, Rose
Styslinger, Lee J. III
Sughrue, Karen M.
Suh, Yong†
Suleiman, Ezra N.
Sullivan, Daniel S.
Sullivan, Gordon R.
Sullivan, John D.
Sullivan, Maura Corby
Sultan, Masuda
Summers, Lawrence H.
Sun, Angela
Sundiata, Ibrahim K.
Sununu, John E.
Suominen, Kati
Suro, Roberto A.
Surphen, Mona K.

* Elected to membership in 2018.
† Elected to a five-year term membership in 2018.
Suzman, Cedric L.
Suzman, Lewis Mark*
Svejnar, Jan
Swan, Guy C. III
Swanson, Carl A.
Swanson, Jonathan
Sweig, Julia Ellen
Sweitzer, Brandon W.
Swensen, David F.
Swenson, Geoffrey†
Swid, Scott L.
Swiers, Peter Bird
Swift, Christopher J.
Swonk, Diane
Syron, Richard F.
Szekely, Deborah
Szporluk, Roman
T
Tagg, George C. Jr.
Tagliabue, Paul
Tahir-Kheli, Shirin R.
Taiclet, James D.
Talbott, Strobe
Talmadge, Caitlin
Talwar, Puneet
Tanenbaum, Steven A.
Tan Bhala, Kara W.Y.
Tang, David K.Y.
Tanner, David A.
Tanner, Harold
Tanter, Raymond
Tapia, Raul R.
Tapper, Jake
Tarlov, Jessica B.†
Tarnoff, Peter
Tarr, Jeffrey R.
Tarter, C. Bruce
Tarullo, Daniel K.
Tatlock, Anne M.
Taubman, William
Tausscher, Ellen O.
Tavares, Ricardo S.
Tavitian, AsO.
Taylor, Alan M.
Taylor, Cathy Lynn
Taylor, Diana L.
Taylor, James S.
Taylor, John Brian
Taylor, Kathryn Pelgrift
Taylor, Scott D.
Taylor, Victoria J.
† Elected to membership in 2018.
*T Elected to a five-year term membership in 2018.
Tchakalov, Mara K.
Teece, David J.
Teichner, Martha A.
Teitel, Ruti G.
Teitelbaum, Michael S.
Telhami, Shibley
Tellis, Ashley Joachim
Temen, Jonathan Harold
Tempelman, Maurice
Temple, Ronald S.
Temple-Raston, Dina
Tenet, George J.
Tepperman, Jonathan
Tercek, Mark R.
Terracciano, Anthony P.
Terrell, Frederick O.
Terry, Sarah Meiklejohn
Tessier-Lavigne, Marc
Theobald, Thomas C.
Theros, Patrick Nickolas
Thielmann, A. Gregory
Thoman, G. Richard
Thomas, Franklin A.
Thomas, James P. Jr.
Thomas, Lydia Waters
Thomas-Graham, Pamela A.
Thompson, Kristen D.
Thompson, Nicholas
Thompson, Tommy G.
Thomson, James A.
Thomson, Katie Nelson
Thoren, Peter L.
Thornberry, William M.
Thornell, Richard P.
Thorton, John L.
Thoron, Louisa
Thrasher, Ernie L.
Thulin, Inge
Thurston, Alexander
Tidd, Kurt W.
Tien, John K. Jr.
Tienda, Marta
Tierney, Paul E. Jr.
Tiersky, Ronald
Tilghman, Christina Irene†
Till, Kimberly
Timbers, William H.
Timothy, Kristen
Timpson, Sarah Livingston
Tindell, Cynthia A.
Ting, Wayne†
Tirana, Amina
Tisch, Andrew Herbert
Tisch, James S.
Tiven, Marjorie B.
Tochilin, Conor
Tofel, Richard J.
Tofi, Monica Duffy
Togun, Kehinde A.†
Tokat, Er cement
Tollbert, David
Toll, Maynard J. Jr.
Toloui, Ramin
Toma, Alexandra Ioana
Toobin, Jeffrey R.
Toomey, Kathleen Elizabeth
Toppeta, William J.
Topping, Audrey Ronning
Topping, Seymour
Toprani, Anand†
Torano, Maria Elena
Torres, Emerita†
Torres, Gerald
Torres, Marina†
Torres, Tatiana†
Toth, John D.
Townend, Frances Fragos
Townsend, Kathleen
Trachtenberg, Stephen Joel
Train, Harry D. II
Train, John
Trani, Eugene P.
Traub, James
Treadway, Stephen J.
Trezanor, Mark C.
Trebat, Thomas J.
Trevelyan, Laura†
Treverton, Gregory Frye
Trevino, Guillermo*†
Trimble, Charles R.
Trojan, Vera M.
Trubowitz, Peter L.
Truitt, Nancy Sherwood
Truman, Edwin M.
Tsai, Frederick H.
Tsai, Leslie Lang
Tsipis, Kostas
Tucker, Joseph Russell†
Tuggle, Clyde C.
Tulchin, Rachel E.
Tully, Ryan Michael
Tuminez, Astrid S.
Tung, Ko-Yung
Tung, Savio Wai-Hok
Tuohy, Vincent John
Turk, Gayle Kathryn
Turner, Christopher H.
Turner, Ginger Leigh
Turner, James M.
Tusiani, Michael D.
Tuths, Donna M.
Tuttle, Robert Holmes*
Twomblly, Ann-Janette Fuentes
Tworek, Heidi Jacqueline Sybil†
Tyson, Laura D’Andrea
Tytel, Bradley L.
Tzuo, Tien
U
Ubiñas, Luis A.
Uddin, Asma Tasnim
Ueberroth, Heidi J.
Uhlig, Mark
Ullah, Haroon K.
Ulrich, Marybeth Peterson
Ungar, Sanford J.
Unger, David C.
Untermeyer, Charles Graves
Upton, Maureen T.
Upton, Michelle
Urban, Heidi A.*
Urizar, Jennifer
Ussery, Terdema L. II
Utgoff, Victor A.
V
Vaitheeswaran, Vijay V.
Valenta, Jiri
Valentine, Debra A.
Valenzuela, Arturo A.
van Agtmael, Antoine W.
Vance, Caroline Norton†
Vance, Cyrus R. Jr.
Vance, Elsie Nicoll
van Dam, Katelyn
Marie-Geary†
Vande Berg, Marsha
vanden Heuvel, Katrina
vanden Heuvel, William J.
van der Vink, Gregory E.
Van Dusen, Michael H.
Van Dyk, Ted
Van Evera, Stephen
Van Grack, Ryan L.
Van Oudenaren, John
Van Zandt, David Edgar
Vargas, Laura Xojobil†
Varmus, Harold E.
Varney, Christine A.
Vaughan, Patricia C.
Vecchi, Sesto E.
Vega, Dennis R.
Vega, Yvette Ellen
Veit, Carol Michele
Vuono, Carl E.
Vradenburg, George III
von Lipsey, Roderick K.
Vreeland, George III
Vroom, Daniel R.
Vroom, Donald L.
Vroom, Peter A.
Vuono, Carl E.
Warner, Margaret G.
Warner, Paul E.
Warner, Volney James
Weiss, Stanley A.
Weiss, Christina
Weitzner, Daniel J.*
Welch, C. David
Welch, Jasper A. Jr.
Weld, Susan Roosevelt
Wendt, William F.
Welde, George W. Jr.
Welling, Curtis R.
Wellner, Karl Gerrt*
Wells, April S.
Wells, Louis T. Jr.
Wells, Samuel F. Jr.
Wendt, Allan
Werner, David Ross
Wertheim, Mitzi Mallina
Werttime, David
Wescher, Joanna
Wesley, Marissa Celeste
Wessel, Michael R.
West, F. J. Bing
West, J. Robinson
West, Owen O'Driscoll
Westin, David
Westin, Sherrie Rollins
Westly, Steven P.
Wethington, Olaf L.
Weymouth, Elizabeth G.
Weymouth, Elizabeth K.
Whalen, Joseph Eugene
Wharton, Clifton R. Jr.
Wheeler, John K.
Whelan, Moira
Whitaker, Forest
Whitaker, Jennifer Seymour
Whitaker, Mark
White, Jennifer Hendrixson
White, John Valery*
White, Julia A.
White, Mary Jo
White, Maureen
White, Peter C.
White, William H.
Whitman, Christine Todd
Whitman, Marina V.
Whiton, Sarah Leah Sally
Wickett, Xenia B.M.
Wien, Anita Volz
Wiener, Carolyn Seely
Wiener, Malcolm H.
Wieser, Hillary S.
Wilby, Peter
Wildenthal, C. Kern
Wil-Gonzalez Rubio, Heather L.*
Wilhelm, Robert E.
Weisberg, Jacob M.
Weisman, Steven R.
Weiss, Andrew
Weiss, Andrew S.
Weiss, Antonio Francesco
Weiss, Charles
Weiss, Cora
Weiss, Daniel Gideon
Weiss, Daniel H.
Weiss, Jessica Chen
Weiss, Stanley A.
Weiss, Christina
Weitzner, Daniel J.*
Welch, C. David
Welch, Jasper A. Jr.
Weld, Susan Roosevelt
Wendt, William F.
Welde, George W. Jr.
Welling, Curtis R.
Wellner, Karl Gerrt*
Wells, April S.
Wells, Louis T. Jr.
Wells, Samuel F. Jr.
Wendt, Allan
Werner, David Ross
Wertheim, Mitzi Mallina
Werttime, David
Wescher, Joanna
Wesley, Marissa Celeste
Wessel, Michael R.
West, F. J. Bing
West, J. Robinson
West, Owen O’Driscoll
Westin, David
Westin, Sherrie Rollins
Westly, Steven P.
Wethington, Olaf L.
Weymouth, Elizabeth G.
Weymouth, Elizabeth K.
Whalen, Joseph Eugene
Wharton, Clifton R. Jr.
Wheeler, John K.
Whelan, Moira
Whitaker, Forest
Whitaker, Jennifer Seymour
Whitaker, Mark
White, Jennifer Hendrixson
White, John Valery*
White, Julia A.
White, Mary Jo
White, Maureen
White, Peter C.
White, William H.
Whitman, Christine Todd
Whitman, Marina V.
Whiton, Sarah Leah Sally
Wickett, Xenia B.M.
Wien, Anita Volz
Wiener, Carolyn Seely
Wiener, Malcolm H.
Wieser, Hillary S.
Wilby, Peter
Wildenthal, C. Kern
Wil-Gonzalez Rubio, Heather L.*
Wilhelm, Robert E.
<table>
<thead>
<tr>
<th>Name</th>
<th>Name</th>
<th>Name</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wilkerson, Thomas Lloyd</td>
<td>Wolf, Mark Lawrence</td>
<td>Yamada, Tadataka</td>
<td>Zarb, Frank G.</td>
</tr>
<tr>
<td>Wilkie, Robert</td>
<td>Wolf, Michael J.</td>
<td>Yang, Jerry</td>
<td>Zartman, I. William</td>
</tr>
<tr>
<td>Wilkinson, Amy M.</td>
<td>Wolf, Robert</td>
<td>Yang, Linda Tsao</td>
<td>Zbar, Brett Ives Wally</td>
</tr>
<tr>
<td>Wilkinson, Sharon P.</td>
<td>Wolfensohn, Adam R.</td>
<td>Yang, Phoebe L.</td>
<td>Zega, Samuel E.†</td>
</tr>
<tr>
<td>Williams, Aaron S.</td>
<td>Wolfensohn, James D.</td>
<td>Yanney, Michael B.</td>
<td>Zegart, Amy B.</td>
</tr>
<tr>
<td>Williams, Barry K.</td>
<td>Wolff, Alan W.</td>
<td>Yanecek, Kassia J.*</td>
<td>Zelenko, Laura S.</td>
</tr>
<tr>
<td>Williams, Brian D.</td>
<td>Wolff, Evon D.</td>
<td>Yared, Pierre</td>
<td>Zelikow, Philip D.</td>
</tr>
<tr>
<td>Williams, Christine</td>
<td>Wolff, I. Peter</td>
<td>Yassif, Jaime M.</td>
<td>Zell, Leah Joy</td>
</tr>
<tr>
<td>Williams, Dave H.</td>
<td>Wolf, Terry A.</td>
<td>Yegen, Christian C.</td>
<td>Zelleke, Andargachew S.</td>
</tr>
<tr>
<td>Williams, Margaret Douglas</td>
<td>Wolfowitz, Paul D.</td>
<td>Yellen, Janet Louise</td>
<td>Zelnick, Strauss H.</td>
</tr>
<tr>
<td>Williams, Paul R.</td>
<td>Wolin, Neal S.</td>
<td>Yeo, Peter</td>
<td>Zients, Jeffrey Dunston</td>
</tr>
<tr>
<td>Williams, Reba White</td>
<td>Wolosky, Lee S.</td>
<td>Yergin, Alexander George</td>
<td>Zilkh, Donald E.</td>
</tr>
<tr>
<td>Williams, Thomas R. II</td>
<td>Wolpe, David</td>
<td>Yergin, Daniel H.</td>
<td>Zilkh, Ezra K.</td>
</tr>
<tr>
<td>Williams, Whitney R.</td>
<td>Wolstencroft, Tracy R.</td>
<td>Yetken, Melike Ann</td>
<td>Zimmer, Robert J.</td>
</tr>
<tr>
<td>Williams, William J. Jr.</td>
<td>Wong, Alex Nelson</td>
<td>Yochelson, John N.</td>
<td>Zimmerman, Jay S.</td>
</tr>
<tr>
<td>Williamson, Edwin D.</td>
<td>Wong, Eric</td>
<td>Yoffie, David B.</td>
<td>Zimmermann, Peter D.</td>
</tr>
<tr>
<td>Williamson, Irving A.</td>
<td>Woo, Meredith Jung-En</td>
<td>Yohannes, Daniel W.</td>
<td>Zimpher, Nancy L.</td>
</tr>
<tr>
<td>Williamson, John Clint</td>
<td>Wood, Jake†</td>
<td>Yordan, Jaime Ernesto</td>
<td>Zinberg, Dorothy Shore</td>
</tr>
<tr>
<td>Willis, Henry H.</td>
<td>Woodruff, Judy C.</td>
<td>Yost, Casimir A.</td>
<td>Zinsmeister, Jeffrey E.</td>
</tr>
<tr>
<td>Willkie, Wendell Lewis II</td>
<td>Woodruff, Robert W.</td>
<td>Yost, Charles W. II</td>
<td>Zipp, Brian R.</td>
</tr>
<tr>
<td>Willrich, Mason</td>
<td>Woods, Ward W.</td>
<td>Young, Alice</td>
<td>Zirin, James D.</td>
</tr>
<tr>
<td>Wilson, Don M. III</td>
<td>Woodward, Susan L.</td>
<td>Young, Andrew</td>
<td>Zitrain, Jonathan L.</td>
</tr>
<tr>
<td>Wilson, Ernest James III</td>
<td>Woog, Carl</td>
<td>Young, George H. III</td>
<td>Zoellick, Robert B.</td>
</tr>
<tr>
<td>Wilson, Isaiah (Ike) III</td>
<td>Woofork, Brent</td>
<td>Young, Jay T.</td>
<td>Zogby, James J.</td>
</tr>
<tr>
<td>Wilson, Margaret S.</td>
<td>Woolesey, R. James</td>
<td>Young, Jeremy</td>
<td>Zonis, Marvin</td>
</tr>
<tr>
<td>Wilson, Robert L.</td>
<td>Woolesey, Suzanne H.</td>
<td>Young, M. Crawford</td>
<td>Zubrow, Barry L.</td>
</tr>
<tr>
<td>Wilson, Rodney K.</td>
<td>Woon, Eden Y.</td>
<td>Young, Mark D.</td>
<td>Zucker, Howard Alan</td>
</tr>
<tr>
<td>Wimmer, Andreas</td>
<td>Worden, Minky</td>
<td>Young, Michael K.</td>
<td>Zuckerman, Harriet</td>
</tr>
<tr>
<td>Winch, Steve</td>
<td>Worenklein, Jacob J.</td>
<td>Young, Nancy</td>
<td>Zuckerman, Mortimer B.</td>
</tr>
<tr>
<td>Windrem, Robert</td>
<td>Work, Robert O.*</td>
<td>Youngblood, Kneeland C.</td>
<td>Zumpano, Joseph I.*</td>
</tr>
<tr>
<td>Winfield, W. Montague</td>
<td>Worley, Elizabeth</td>
<td>Younger, Stephen M.</td>
<td>Zuniga, Ricardo*</td>
</tr>
<tr>
<td>Wing, Adrien Katherine</td>
<td>Worthington, Samuel A.</td>
<td>Youngkin, Glenn Allen</td>
<td>Zysman, John A.</td>
</tr>
<tr>
<td>Winik, Jay</td>
<td>Wortzel, Larry M.</td>
<td>Youngwood, Alfred D.</td>
<td>Zarela, Juan Carlos</td>
</tr>
<tr>
<td>Winkelstein, Devlin P.†</td>
<td>Wrag, Alexandra Addison</td>
<td>Yuan, Sharon H.</td>
<td>Zarela, Juan Carlos</td>
</tr>
<tr>
<td>Winkler, Matthew A.</td>
<td>Wray, Cecil</td>
<td>Yun, Philip W.</td>
<td></td>
</tr>
<tr>
<td>Winokur, Barton J.</td>
<td>Wright, Joseph R. Jr.</td>
<td>Yunus, Monica Helena</td>
<td></td>
</tr>
<tr>
<td>Winokur, Herbert S. Jr.</td>
<td>Wright, Lawrence G.</td>
<td>Z</td>
<td></td>
</tr>
<tr>
<td>Winterer, Philip S.</td>
<td>Wright, Robin</td>
<td>Zabel, William D.</td>
<td></td>
</tr>
<tr>
<td>Winters, Laura</td>
<td>Wrona, Richard M. Jr.</td>
<td>Zacharia, Janine</td>
<td></td>
</tr>
<tr>
<td>Wirth, David A.</td>
<td>Wu, Patricia</td>
<td>Zack, Stephen N.</td>
<td></td>
</tr>
<tr>
<td>Wirth, Timothy E.</td>
<td>Wu, William</td>
<td>Zafar, Shaarik H.</td>
<td></td>
</tr>
<tr>
<td>Wisch, Steven J.</td>
<td>Wucker, Michele</td>
<td>Zaffar, Ehsan</td>
<td></td>
</tr>
<tr>
<td>Wise, Carol</td>
<td>Wunderle, William D.</td>
<td>Zagat, Nina S.</td>
<td></td>
</tr>
<tr>
<td>Wise, Louise</td>
<td>Wyler, Thomas Straus</td>
<td>Zagoria, Donald S.</td>
<td></td>
</tr>
<tr>
<td>Wiseman, Michael Martin</td>
<td>Wylie, Andrew</td>
<td>Zahn, Paula A.</td>
<td></td>
</tr>
<tr>
<td>Wisner, Frank G.</td>
<td>Wyne, Ali Suhail†</td>
<td>Zaid, Zaid A.*</td>
<td></td>
</tr>
<tr>
<td>Wisner, Graham G.</td>
<td>Wynne, Mark A.</td>
<td>Zakaria, Arshad R.</td>
<td></td>
</tr>
<tr>
<td>Witkovsky, Ethan Hirsch</td>
<td>Wyser-Pratte, Guy Patrick</td>
<td>Zakaria, Fareed</td>
<td></td>
</tr>
<tr>
<td>Witkowsky, Anne A.</td>
<td>X</td>
<td>Zakem, Vera</td>
<td></td>
</tr>
<tr>
<td>Witte, Tamara Cofman</td>
<td>Xenachis, Andreas</td>
<td>Zakheim, Dow S.</td>
<td></td>
</tr>
<tr>
<td>Wohlforth, William C.</td>
<td>Y</td>
<td>Zalaznick, David W.</td>
<td></td>
</tr>
<tr>
<td>Wolcott, Jackie</td>
<td>Yacoubian, Mona</td>
<td>Zaleski, Katharine</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Yalman, Nur O.</td>
<td>Zaleski, Michel</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Yalowitz, Kenneth S.</td>
<td>Zames, Matthew E.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Zarate, Juan Carlos</td>
<td></td>
</tr>
</tbody>
</table>

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

**FOUNDERS**
Bank of America Merrill Lynch
Chevron Corporation
Citi
Exxon Mobil Corporation
First Eagle Investment Management
The Goldman Sachs Group, Inc.
Google, Inc.
Hess Corporation
Huntsman Corporation
Investcorp International, Inc.
JPMorgan Chase & Co.
Moody’s Corporation
Morgan Stanley
The Nasdaq OMX Group
PepsiCo, Inc.
ViaSat

**PRESIDENT’S CIRCLE**
American Express
Applied Materials, Inc.
Arconic
BlackRock
Blackstone

**CORPORATE PROGRAM MEMBERSHIP**

**SECTOR REPRESENTATION**

- Bank: 11%
- Energy and Power: 7%
- Insurance: 6%
- Information Technology: 9%
- Commerce and Industry: 18%
- Real Estate: 1%
- Association, Consulting, and Professional Services: 14%
- Nonbank Financial: 30%
- Media and News Service: 1%
- Medicine and Health Care: 3%
- Commerce and Industry: 18%

**AFFILIATES**
Bloomberg Philanthropies
BP p.l.c.
Bridgewater Associates, LP
Credit Suisse
Dell Technologies
Deutsche Bank AG
Eni
General Atlantic LLC
Generali
Glencore Capital Management
GoldenTree Asset Management
Infor
Johnson Controls, Inc.
Kohlberg Kravis Roberts & Co.
Lazard
Mastercard
McKinsey & Company, Inc.
Newmont Mining Corporation
PayPal
PGIM
Reliance Industries Limited
Shell Oil Company
Soros Fund Management LLC
Standard Chartered Bank
Terna
Thomson Reuters
Toyota Motor North America, Inc.
United Technologies Corporation
Veritas Capital Fund Management LLC
Warburg Pincus LLC
Corporate Members and Benefits of Membership

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

FOUNDERS ($100,000+)

All President’s Circle and Affiliates benefits plus:

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

PRESIDENT’S CIRCLE ($60,000+)

All Affiliates benefits plus:

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

AFFILIATES ($30,000+)

- Invitations for executives to attend a range of CFR events each year in New York, Washington, DC, and other major cities in the United States and around the world
- Opportunities for senior executives to participate in special meetings and roundtables with CFR’s president
- Invitations for executives to attend the Corporate Conference, CFR’s annual summit on geopolitical and geoeconomic issues of interest to the global business community
- One CFR fellow briefing tailored to the company’s interests
- Participation in rapid-response calls and analysis of breaking news by CFR fellows and other experts
- Opportunities for young professionals to participate in special briefings, select meetings, and conference calls
- Access to meeting replays, conference calls, and other CFR digital resources, including the members-only portal, as well as *Foreign Affairs* digital content and archives
- Six print subscriptions of *Foreign Affairs*, discounted individual and bulk subscriptions, and special shipping rates, as well as custom marketing packages
- Special invitations for executives to attend *Foreign Affairs* events with a client or colleague
- Reduced rates for rental of the Harold Pratt House in New York City and 1777 F Street in Washington, DC
- Recognition on CFR’s corporate membership roster in print and on display in both CFR locations

Note: Corporate membership dues are 65 percent tax deductible.
ENDOWED CHAIRS, 2017–2018

JAMES H. BINGER CHAIR IN GLOBAL GOVERNANCE

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

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

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

RALPH BUNCHE CHAIR IN AFRICA POLICY STUDIES

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

DOUGLAS DILLON FELLOWSHIP

Each year, the Council names one of its younger fellows the Dillon Fellow in honor of former Council Vice Chairman Douglas Dillon. Rachel B. Vogelstein, director of the Women and Foreign Policy program, is the current Dillon Fellow.

ENI ENRICO MATTEI CHAIR IN MIDDLE EAST AND AFRICA STUDIES

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

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

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

MAURICE R. GREENBERG SENIOR FELLOW IN CHINA STUDIES

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

GEORGE F. KENNAN CHAIR IN RUSSIAN AND EURASIAN STUDIES

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

JEANE J. KIRKPATRICK CHAIR IN NATIONAL SECURITY STUDIES

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

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

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

IRA A. LIPMAN CHAIR IN EMERGING TECHNOLOGIES AND NATIONAL SECURITY

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

PETER G. PETERSON CHAIR, EDITOR OF FOREIGN AFFAIRS

The chair is reserved for the editor of Foreign Affairs in recognition of Mr. Peterson’s extraordinary service to the Council as chairman of its Board of Directors from 1985 to 2007 and member from 1971 until his death in 2018. Established in 1997, this chair is held by Gideon Rose.
PHILIP D. REED CHAIR IN SCIENCE AND TECHNOLOGY

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

NELSON AND DAVID ROCKEFELLER CHAIR IN LATIN AMERICA STUDIES

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

DAVID M. RUBENSTEIN CHAIR IN ENERGY AND THE ENVIRONMENT

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

HASIB J. SABBAGH CHAIR IN MIDDLE EAST STUDIES

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

WHITNEY H. SHEPARDSON FELLOWSHIP

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

C. V. STARR CHAIR IN ASIA STUDIES

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

GENERAL JOHN W. VESSEY CHAIR IN CONFLICT PREVENTION

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

PAUL A. VOLCKER CHAIR IN INTERNATIONAL ECONOMICS

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

SPECIAL FELLOWSHIPS

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

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

BERNARD L. SCHWARTZ SENIOR FELLOWSHIP IN BUSINESS AND FOREIGN POLICY

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

STEVEN A. TANANBAUM SENIOR FELLOWSHIP IN INTERNATIONAL ECONOMICS

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

VISITING FELLOWSHIPS

MILITARY FELLOWSHIPS

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

EDWARD R. MURROW PRESS FELLOWSHIP

Named in honor of Edward R. Murrow, this fellowship offers a foreign correspondent or editor a period of nine months at the Council’s headquarters in New York for sustained analysis and writing, free from the daily pressures...
that characterize journalistic life. This year’s Murrow Fellow was Janine di Giovanni, former Middle East editor for Newsweek and award-winning author.

NATIONAL INTELLIGENCE FELLOWSHIP
This fellowship provides an opportunity for an outstanding person from the U.S. intelligence community to expand his or her knowledge of international relations through study, research, and reflection. It also offers the fellow the opportunity to participate in Council meetings and study groups. The 2017–2018 National Intelligence Fellow was Michael P. Dempsey.

STANTON NUCLEAR SECURITY FELLOWSHIP PROGRAM
Made possible by a generous grant from the Stanton Foundation, this fellowship offers promising scholars studying nuclear security issues the opportunity to spend a year in the David Rockefeller Studies Program at the Council conducting policy-relevant research. The 2017–2018 fellow was Patricia Kim.

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

LECTURESHIPS AND OTHER PROGRAMMING
DARRYL G. BEHRMAN LECTURE ON AFRICA POLICY
Members of the Behrman family funded this lecture on Africa policy in memory of Darryl G. Behrman, who was originally from South Africa and had an abiding passion for Africa and international peace. This year’s lecture featured Ellen Johnson Sirleaf, former president of Liberia.

STEPHEN C. FREIDHEIM SYMPOSIUM ON GLOBAL ECONOMICS
This symposium, created to address the broad spectrum of issues affecting Wall Street and international economics, was established through the generosity of a gift from Council Board member Stephen C. Freidheim, chief investment officer, founder, and managing partner at Cyrus Capital Partners. This year’s symposium featured David F. Swensen, chief investment officer, Yale University.

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

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

RUSSELL C. LEFFINGWELL LECTURE
Inaugurated in 1969, this lecture was named for Russell C. Leffingwell, a charter member of the Council who served as its president from 1944 to 1946 and as its chairman from 1946 to 1953. The lecture is given by a distinguished foreign official, who is invited to address Council members on a topic of major international significance. The lectureship was originally endowed by the Morgan Guaranty Trust Company and by Edward and Lucy Leffingwell Pulling, and more recently through the generosity of Thomas Leffingwell Pulling and his son Edward Leffingwell Pulling. The most recent lecture focused on extremism and education with Tony Blair, former prime minister of Great Britain and Northern Ireland, and Irina Bokova, director-general of UNESCO.

LESSONS FROM HISTORY SERIES
This meeting series was endowed by David M. Rubenstein in 2015 to use historical analysis as a critical tool for understanding modern foreign policy challenges by hearing from practitioners who played an important role in a consequential historical event or from experts and historians. This year’s meetings included events on the twentieth anniversary of the Northern Ireland Good Friday Agreement, the fiftieth anniversary of the Tet Offensive, and the August 2003 bombing of the UN headquarters in Baghdad.

ROBERT B. MCKEON ENDOWED SERIES ON MILITARY STRATEGY AND LEADERSHIP
This series of meetings featuring prominent individuals from the military and intelligence communities has been endowed in perpetuity through a gift from Council member Robert B. McKeon, founder and former president of Veritas Capital LLC. This year’s event featured the service chiefs: Admiral John M. Richardson, chief of naval operations,
U.S. Navy; General David L. Goldfein, chief of staff, U.S. Air Force; Admiral Paul F. Zukunft, commandant, U.S. Coast Guard; and General James C. McConville, vice chief of staff, U.S. Army.

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

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

KENNETH A. MOSKOW MEMORIAL LECTURE ON HOMELAND SECURITY AND COUNTERTERRORISM
This lecture honors the memory of longtime Council member Kenneth A. Moskow, who made this lectureship possible through a generous bequest. His intent was to establish an annual meeting to bring together the leaders of the intelligence community and promote discussion on critical issues in counterterrorism. This year’s lecture featured Michael R. Pompeo, director, Central Intelligence Agency.

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

DAVID ROCKEFELLER LECTURE
This lecture was endowed by the Rockefeller Foundation in 1985 for an annual African lecturer from either the governmental or the nongovernmental sector. The most recent lecturer was Hage Geingob, president of Namibia.

RUSSIA AND RUSSIAN-AMERICAN RELATIONS LECTURE
This lecture series was established in 2003 by Mikhail Fridman, chairman of the board of directors of Alfa Bank in Moscow, with the goal of helping establish a more secure footing for Russia-U.S. relations. This year’s lecture focused on Russia and the West with Anne Applebaum, columnist, Washington Post; Thomas Graham, managing director, Kissinger Associates, Inc.; and Stephen Kotkin, John P. Birkelund ’52 Professor in History and International Affairs, Woodrow Wilson School of Public and International Affairs, Princeton University.

BERNARD L. SCHWARTZ LECTURE ON ECONOMIC GROWTH AND FOREIGN POLICY
This lecture was established in 2002 and is funded by Bernard L. Schwartz, retired chairman and chief executive officer of Loral Space and Communications. The lecture focuses on the relationship between business and government in foreign policy. This year’s lecturer was Robert A. Iger, chairman and chief executive officer, the Walt Disney Company.

SORENSEN DISTINGUISHED LECTURE ON THE UNITED NATIONS
This lecture was established in 1996 by Gillian and Theodore C. Sorensen to highlight the United Nations and offer a special occasion for its most distinguished and experienced leaders to speak to the Council membership. This year’s lecture featured Jeffrey D. Feltman, undersecretary-general for political affairs, United Nations.

PAUL C. WARNKE LECTURE ON INTERNATIONAL SECURITY
This lecture, endowed by a number of Council members and the family and friends of Paul C. Warnke, commemorates his legacy of courageous service to the nation and international peace. This year’s lecture focused on nonproliferation efforts in U.S.-North Korea relations with Victor D. Cha, senior advisor and Korea chair, Center for Strategic and International Studies, and D. S. Song-Korea Foundation chair in government and international affairs, Georgetown University, and Mike G. Mullen, former chairman of the Joint Chiefs of Staff and co-chair, CFR Independent Task Force, A Sharper Choice on North Korea.

MALCOLM AND CAROLYN WIENER LECTURE ON SCIENCE AND TECHNOLOGY
This annual lectureship, which addresses issues at the intersection of science, technology, and foreign policy, has been endowed in perpetuity through a gift from Council members Malcolm and Carolyn Wiener. This year’s lecture focused on pandemic preparedness and lessons learned one hundred years after the Spanish flu outbreak with John M. Barry, distinguished scholar, Tulane and Xavier Universities’ Center for Bioenvironmental Research; Laurie Garrett, science journalist; and Anne Schuchat, principal deputy director, Centers for Disease Control and Prevention.
Launched in 1967, the International Affairs Fellowship (IAF) is a distinguished program offered by the Council on Foreign Relations to assist mid-career scholars and professionals in advancing their analytic capabilities and broadening their foreign policy experience. The program aims to strengthen career development by helping outstanding individuals acquire and apply foreign policy skills beyond the scope of their professional and scholarly achievements. The distinctive character of the IAF Program lies in the contrasting professional experiences fellows obtain during their twelve-month appointments. Selected fellows from academia and the private sector spend fellowship tenures working in public service and policy-oriented settings, and government officials spend theirs in a scholarly atmosphere free from operational pressure. CFR awards approximately ten fellowships annually to highly accomplished individuals who show a capacity for independent work and are eager to undertake serious foreign policy analysis. Approximately half of the IAFs selected each year spend their tenures working full-time in government; the remaining half are placed at academic institutions, think tanks, or nonprofit organizations. The IAF is only open to mid-career professionals who have a demonstrated commitment to a career in foreign policy. The program welcomes applicants from a broad range of professional, academic, and personal backgrounds. Qualified candidates must be U.S. citizens.

INTERNATIONAL AFFAIRS FELLOWS 2017–2018 PLACEMENTS

Erica D. Borghard, U.S. Military Academy: placed at JPMorgan Chase
Courtney Cooper, National Security Council: placed at the Council on Foreign Relations
Benjamin N. Gedan, National Security Council: placed at the Woodrow Wilson International Center for Scholars
Thomas Hill, House Committee on Foreign Affairs: placed at the Brookings Institution
Patrick T. McEarchern, U.S. Department of State: placed at the Woodrow Wilson International Center for Scholars
Meghan E. Stewart, Public International Law & Policy Group: placed at the U.S. Department of Defense
Laura Taylor-Kale, U.S. Department of Commerce: placed at the Council on Foreign Relations

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

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

Patrick S. Roberts, Virginia Tech: placed at the U.S. Department of State
Lawrence P. Rubin, Georgia Institute of Technology: placed at the U.S. Department of Defense

The IAF in Japan, sponsored by Hitachi, Ltd., seeks to strengthen mutual understanding and cooperation between the rising generations of leaders in the United States and Japan. Founded in 1997, the program provides a select group of mid-career professionals the opportunity to carry out research while affiliated with appropriate institutions in Japan, and to establish long-term professional and personal ties through their activities. Fellows are drawn from academia, business, government, media, nongovernmental organizations, and think tanks. The IAF in Japan is intended primarily for those without substantial prior experience in Japan, and knowledge of the Japanese language is not a requirement. Qualified candidates must be U.S. citizens.

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

Irina Angelescu, U.S. Department of State: placed at the Japan Institute of International Affairs
Michael Hsieh, U.S. Department of Defense: placed at the National Institute for Defense Studies
Robert Marten, World Health Organization: placed at the Japan Center for International Exchange
Erin Murphy, Inle Advisory Group: placed at the Research Institute of Economy, Trade, and Industry
Launched in 2016, the IAF in Canada, sponsored by the Power Corporation of Canada, seeks to strengthen mutual understanding and cooperation between rising generations of leaders and thinkers in the United States and Canada. The program provides for one to two mid-career professionals per year to spend six to twelve months hosted by a Canadian institution to deepen their knowledge of Canada. Fellows are drawn from academia, business, government, media, nongovernmental organizations, and think tanks. Qualified candidates must be U.S. citizens.

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

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

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

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

Masoud Kavoossi, Howard University: placed at the Organization for Economic Cooperation and Development
Helen Kinsella, University of Wisconsin, Madison: placed at the International Committee of the Red Cross
David Lektzian, Texas Tech University: placed at the Congressional Research Service
George Shambaugh, Georgetown University: placed at the Office of U.S. Senator Todd Young (R-IN)

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

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

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

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

The GBA is composed of the following distinguished individuals:

Chair: David M. Rubenstein, Chairman, Council on Foreign Relations; Cofounder and Co-Executive Chairman, Carlyle Group
Kofi Annan (Ghana), former Secretary-General of the United Nations; Chairman, Kofi Annan Foundation
Oliver Bäte (Germany), Chairman of the Board of Management, Allianz AG
Hakeem Belo-Osagie (Nigeria), former Chairman, Etisalat Nigeria
David Cameron (United Kingdom), former Prime Minister of the United Kingdom
Claudio Descalzi (Italy), Chief Executive Officer, Eni
Paul Desmarais Jr. (Canada), Chairman and Co-Chief Executive Officer, Power Corporation of Canada
André Esteves (Brazil), BTG Pactual
José Antonio Fernández Carvajal (Mexico), Executive Chairman, FEMSA
Fred Hu (China), Founder and Chairman, Primavera Capital Group
Mo Ibrahim (Sudan), Chairman, Mo Ibrahim Foundation
Ali Y. Koç (Turkey), Vice Chairman, Koç Holdings A.S.
Strive Masiyiwa (Zimbabwe), Founder and Chairman, Econet Wireless
Sunil Bharti Mittal (India), Founder and Chairman, Bharti Enterprises
Takeshi Niinami (Japan), President and Chief Executive Officer, Suntory Group
Victor Pinchuk (Ukraine), Founder, EastOne Group
Vladimir Potanin (Russia), Chief Executive Officer and Chairman of the Management Board, MMC Norilsk Nickel
Charles David Powell (United Kingdom), House of Lords
Maria Ramos (South Africa), Chief Executive Officer, Absa Group Limited
Suzan Sabancı Dinçer (Turkey), Chairman and Executive Board Member, Akbank
Álvaro Saieh (Chile), Chairman, CorpGroup Interhold
Nassef Sawiris (Egypt), Chief Executive Officer, OCI NV
Javier Solana (Spain), former Secretary-General of NATO; President, ESADE Center for Global Economy and Geopolitics
Tidjane Thiam (France), Chief Executive Officer, Credit Suisse
Helle Thorning-Schmidt (Denmark), former Prime Minister of Denmark; Chief Executive Officer, Save the Children International
Patrick Walujo (Indonesia), Cofounder and Managing Partner, Northstar Group
Zhang Xin (China), Chief Executive Officer and Cofounder, SOHO China Limited
Jaime Augusto Zóbel de Ayala (Philippines), Chairman and Chief Executive Officer, Ayala Corporation

Note: GBA shown as of June 30, 2018.
The Council of Councils (CoC), established by the Council on Foreign Relations in 2012, is composed of twenty-nine major policy institutes from some of the world’s most influential countries. The CoC, which meets throughout the year in member countries and at an annual conference in the United States, is designed to facilitate candid dialogue among influential opinion leaders from both established and emerging nations. Its ultimate goal is to inject the conclusions of its deliberations into high-level foreign policy circles within member countries. The CoC produces the Global Memo series, a monthly expert brief on a pressing global issue; Global Governance Working Papers, a biannual series identifying new principles, rules, or institutional arrangements that can improve international cooperation; and the Report Card on International Cooperation, an annual report that evaluates international efforts to address ten of the world’s most pressing transnational challenges. The CoC operates under CFR’s International Institutions and Global Governance program and is funded by a generous grant from the Robina Foundation.

The Council of Councils includes the following distinguished institutions:

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

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

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

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

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

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

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

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

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

<table>
<thead>
<tr>
<th>Category</th>
<th>BUSINESS</th>
<th>NONBUSINESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>New York Area</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Membership</td>
<td>$4,060</td>
<td>$920</td>
</tr>
<tr>
<td>Term Membership</td>
<td>2,180</td>
<td>520</td>
</tr>
<tr>
<td>Washington, DC, Area</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Membership</td>
<td>$3,490</td>
<td>$780</td>
</tr>
<tr>
<td>Term Membership</td>
<td>1,860</td>
<td>450</td>
</tr>
<tr>
<td>National</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Membership</td>
<td>$2,220</td>
<td>$500</td>
</tr>
<tr>
<td>Term Membership</td>
<td>1,180</td>
<td>300</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. Each class shall consist of seven directors elected by the membership at large or pursuant to the following sentence. Any Chairman or Vice Chairman of the Board elected on an interim basis pursuant to Article VII who is not a Director at the time of his or her election shall during the period of such interim service be a Director and, at the time of his or her election, shall be designated by the Board of Directors to occupy either (i) the position on the Board that would otherwise be occupied by the President, if the President is not then serving as a Director, ex officio, or (ii) any other vacancy in the Board.

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

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

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

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

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

VI. The Board shall constitute such Committees as may from time to time be appropriate, including an Executive Committee, a Committee on Finance and Budget, an Investment Committee, an Audit Committee, a Committee on Compensation, a Committee on Corporate Affairs, a Committee on Development, a Committee on Meetings, a Committee on Washington Programs, a Committee on National Programs, a Committee on Membership, a Nominating and Governance Committee, a Committee on Foreign Affairs, and a Committee on Studies. Elections of Board
members to Committees shall be held at Annual Meetings of the Board, except that, on the nomination of the Chairman of the Board, a Director may be elected at any meeting of the Board to fill a Committee vacancy.

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

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

The Committee on Investment shall be composed of no fewer than three members of the Board and other such members of the Board as the Committee Chairman deems appropriate. The Committee shall have the power to co-opt no fewer than two additional members who shall not be members of the Board. The Committee shall have oversight of the Council’s portfolio and other investments.

The Committee on Finance and Budget 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 oversight of the Council’s portfolio and other investments.

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 responsibility for overseeing programs, activities, services, and other initiatives to enhance participation in the Council by members in regions other than New York City and Washington, DC.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

GUIDELINES ON MEETINGS

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

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

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

1. Since the Council invites guests representing many different viewpoints, since it selects topics regardless of, or because of, their controversiality, and since there is a wide divergence of viewpoints among members, it is to be expected that Council meetings will sometimes be marked by sharp dispute.

2. Meetings chairmen are expected to stimulate open expression of opinion by all participants and should not attempt to mute controversy or stifle differences of viewpoint where they exist. To this end, it is the responsibility of chairmen to see to it that all viewpoints expressed are treated with respect and that parliamentary decorum is maintained.

3. Principal speakers should expect to be questioned vigorously on any point relevant to their intellectual interest, experience, or expertise in international affairs. It is recognized, however, that some speakers, particularly those holding official positions, may not feel free to answer some questions, and, in such case, their declination will be respected.

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

CONFLICT OF INTEREST POLICY (DIRECTORS AND KEY PERSONS)

Adopted by the Board of Directors February 19, 2015
Revised February 27, 2018

PURPOSE

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

**ARTICLE 1: RELATED PARTY TRANSACTIONS AND A DUTY TO DISCLOSE**

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

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

**ARTICLE 2: DEFINITIONS**

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

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

- **Key Person.** A Key Person is defined as someone (other than an Officer or Director) who has responsibilities or exercises powers over the Council in a manner that is similar to a director or officer; or who manages a substantial portion of the activities, assets, income, or expenses of the Council; or who controls or determines a substantial portion of the Council’s expenditures or budget.

- **Related Party.** Persons who may be considered a Related Party of the Council under this Policy include the following:
  - Directors, Officers, or Key Persons of the Council
  - Relatives of Directors, Officers, or of Key Persons
  - Any entity in which a Director, Officer, or Key Person of the Council, or their Relative has a 35 percent or greater ownership or beneficial interest or, in the case of a partnership, a direct or indirect ownership interest in excess of 5 percent
  - Substantial contributors to the Council (within the current fiscal year or the past five fiscal years)
  - Any non-stock entity controlled by one or more Key Persons

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

- **Relative.** A Relative is a spouse or domestic partner, parent or grandparent, parent of a spouse or domestic partner, child, grandchild, great grandchild, or sibling, or the spouse of a child, grandchild, great grandchild, or sibling.
**ARTICLE 3: DISCLOSURE AND VOTING**

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

- **Non-Participation and Review.** All transactions, agreements, or other arrangements between the Council and a Related Party, and any other transactions which may involve a potential conflict of interest, shall be reviewed by the Independent Directors of the Board or the Audit Committee. All Related Parties with a Financial Interest shall leave the room in which such deliberations are conducted. The Independent Directors of the Board or the Audit Committee will then determine whether the contemplated Related Party Transaction is fair, reasonable, and in the best interests of the Council at the time of such determination. The Council will not enter into any Related Party Transaction unless it is determined to be fair, reasonable, and in the best interests of the Council at the time of such determination.

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

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

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

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

**ARTICLE 4: AUDIT COMMITTEE**

The Independent Directors of the Audit Committee are charged with the implementation of and compliance with this Policy. At the discretion of the Independent Directors of the Audit Committee, the Related Party Transaction may be referred to the Board for consideration and deliberation.
ARTICLE 5: RECORDS OF PROCEEDINGS
The minutes of all meetings of the Board or Audit Committee meetings at which a Related Party Transaction is considered shall be documented contemporaneously and contain the following:

- the names of the persons who disclosed or otherwise were determined to have a potential or actual Financial Interest and/or conflict of interest, the nature of the potential or actual Financial Interest and/or conflict of interest, any action taken to determine whether a Financial Interest or conflict of interest exists, and the Board’s decision as to whether a Financial Interest and/or conflict of interest exists; and

- the names of the persons who were present for discussions and votes relating to any determinations under this Policy, including whether the Related Party and any Directors not considered to be Independent Directors left the room during any such discussions, the content of such discussions, including discussion of alternative transactions, and whether or not the transaction with the Related Party was approved by the Board or Audit Committee.

ARTICLE 6: INITIAL AND ANNUAL DISCLOSURES
Prior to a Director joining the Board, or an Officer or Key Person’s employment or involvement at the Council, and thereafter on an annual basis, each Director, Officer, and Key Person shall annually sign and submit to the Secretary of the Council a statement that affirms such person: (a) has received a copy of this Policy, (b) has read and understands the Policy, and (c) has agreed to comply with the Policy.

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

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

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

OFFICE OF THE CHIEF INVESTMENT OFFICER
Giovanna Ban  Chief Investment Officer
Raquel Chmielewski  Director of Investments
Claire Masters  Investment Associate

OFFICE OF THE GENERAL COUNSEL
Mia Higgins  General Counsel
Giselda Metaliaj  Assistant General Counsel

INDEPENDENT TASK FORCE PROGRAM
Anya Schmemann  Director
Chelie Setzer  Program Coordinator
Sara Shah  Program Assistant

FOREIGN AFFAIRS
Gideon Rose  Editor, Peter G. Peterson Chair
Daniel Kurtz-Phelan  Executive Editor
Stephanie Solomon  Chief Revenue Officer
Ricky Ferrer  Director of Product
Stuart Reid  Managing Editor
Justin Vogt  Circulation Operations Director
Jonathan Chung  Circulation Marketing Director
Nora Revenaugh  Advertising Director
Edward Walsh  Deputy Web Editor
Nathaniel Brown  Deputy Web Editor
Rebecca Chao  Senior Manager, Advertising
Michael Pasuit  Accounts and Operations
Elena Tchainikova  Senior Manager, Events and Business Development

Note: Staff shown as of June 30, 2018.

Sarah Foster  Business Administrator
Park MacDougald  Staff Editor
Alasdair Phillips-Robins  Staff Editor
Grace Finlayson  Publishing Associate, Advertising
Eloise Goldsmith  Publishing Associate, Circulation
Yegide Matthews  Marketing Associate
Tammy Tarng  Publishing Associate, Promotions
Anna Boots  Assistant Editor
Jane Darby Menton  Assistant Editor
Jacqueline Shost  Editorial Assistant

CFR DIGITAL
Doug Halsey  Chief Digital Officer
Rocio Cara Labrador  Special Assistant to the Chief Digital Officer and Editorial Associate

CFR EDITORIAL
Robert McMahon  Managing Editor
Jonathan Masters  Deputy Managing Editor
Asher Ross  Taxonomist/Content Strategist
Eleanor Albert  Senior Online Writer/Editor
Zachary Laub  Senior Copy Editor/Writer
James McBride  Senior Online Editor/Writer, Economics
Carlos A. Morales  Digital Analytics Manager
Ankit Panda  Home Page Editor
Gabrielle Sierra  Events Editor
Claire Felter  Assistant Copy Editor/Writer

PRODUCT AND DESIGN
Lisa Ortiz  Director of Product and Design
Katherine Vidal  Deputy Director, Design
Cree Frappier  Deputy Director, Project Management

Lisa Phillips  Senior Product Manager
Christian Wolan  Senior Product Manager
Maria T. Alzuru  Product Manager
Joseph Terranella  Product Manager
Kevin Lizarazo  Design Technologist
Kayla Merril  Graphic Designer
Sabine Baumgartner  Photo Editor
Donnie Bolen  Web Support Associate

MULTIMEDIA
Jeremy Sherlick  Deputy Director, Multimedia
Vijai Singh  Video Producer
Audrey Bowler  Multimedia Associate
DIGITAL DEVELOPMENT

Eric Spector  Deputy Director, Digital Development
Karen Mandel  Associate Director, Quality Assurance
Angel Trajkov  Senior Web Developer
Joel Bousley  Web Developer
Daniel McEwan  Web Developer
Roberto Osoria  Web Developer
Tim Wasson  Web Developer
Aaron Potter  Development Operations Engineer

DAVID ROCKEFELLER STUDIES PROGRAM

DIRECTOR OF STUDIES OFFICE

James M. Lindsay  Senior Vice President, Director of Studies, and Maurice R. Greenberg Chair
Shannon K. O’Neil  Vice President, Deputy Director of Studies, and Nelson and David Rockefeller Senior Fellow for Latin America Studies
Amy R. Baker  Director, Studies Administration
Patricia Lee Dorff  Editorial Director
Janine Hill  Director, Fellowship Affairs
Dominic Bocci  Deputy Director, Studies Grant Management
Victoria Harlan  Deputy Director, Fellowship Affairs
Shira Schwartz  Deputy Director, Studies Administration
Aliya Medetbekova  Special Assistant for Administration
Julie Hersh  Program Coordinator, Studies Administration
Christina Wehrmann  Associate Editor, Publishing
Erik Crouch  Assistant Editor, Publishing
Sumit Poudyal  Program Assistant, Fellowship Affairs
Jeddy E. Frazer  Program Coordinator, Studies Administration

FELLOWS

Elliott Abrams  Senior Fellow for Middle Eastern Studies
Edward Alden  Bernard L. Schwartz Senior Fellow
Alyssa Ayres  Senior Fellow for India, Pakistan, and South Asia
Henri J. Barkey  Senior Fellow for Middle Eastern Studies
John B. Bellinger III  Adjunct Senior Fellow for International and National Security Law
Carrie Bettinger-Lopez  Adjunct Senior Fellow for Women and Foreign Policy
Richard K. Betts  Adjunct Senior Fellow for National Security Studies
Stephen D. Biddle  Adjunct Senior Fellow for Defense Policy
Jamille Bigio  Senior Fellow for Women and Foreign Policy
Robert D. Blackwill  Henry A. Kissinger Senior Fellow for U.S. Foreign Policy
Thomas J. Bollyky  Senior Fellow for Global Health, Economics, and Development
Max Boot  Jeane J. Kirkpatrick Senior Fellow for National Security Studies
Reuben E. Brigety II  Adjunct Senior Fellow for African Peace and Security Issues
Karen B. Brooks  Adjunct Senior Fellow for Asia
Willem H. Buiter  Ralph Bunche Senior Fellow for Africa Policy Studies
John Campbell  Adjunct Senior Fellow for Africa Policy Studies
Jared Cohen  Adjunct Senior Fellow for Asia Studies
Jerome A. Cohen  Adjunct Senior Fellow for Asia Studies
Steven A. Cook  Eni Enrico Mattei Senior Fellow for Middle East and Africa Studies
Heidi Crebo-Rediker  Adjunct Senior Fellow for Middle East Studies
Robert Danin  Senior Fellow for Middle East Studies
Thomas E. Donilon  Distinguished Fellow
James P. Dougherty  Adjunct Senior Fellow for Business and Foreign Policy
Elizabeth C. Economy  C. V. Starr Senior Fellow and Director for Asia Studies
Richard A. Falkenrath  Shelby Cullom and Kathyrn W. Davis Adjunct Senior Fellow for Counterterrorism and Homeland Security
David P. Fidler  Adjunct Senior Fellow for Cybersecurity and Global Health
Michael Froman  Adjunct Senior Fellow for Africa Studies
Michelle Gavin  Distinguished Fellow
Gordon M. Goldstein  Senior Fellow for Africa Studies
Philip H. Gordon  Adjunct Senior Fellow
Yanzhong Huang  Senior Fellow for Global Health
Amy Myers Jaffe  David M. Rubenstein Senior Fellow for Energy and the Environment and Director of the Program on Energy and Climate Change
Miles Kahler  Senior Fellow for Global Governance
Robert K. Knake  Whitney Shepardson Senior Fellow
Karen Kornbluh  Senior Fellow for Digital Policy
Charles Kupchan  Senior Fellow
Joshua Kurlantzick  Senior Fellow for Southeast Asia
Gayle Tzemach Lemmon  Senior Fellow for Women and Foreign Policy
Sebastian Mallaby  Paul A. Volcker Senior Fellow for International Economics
Lori Esposito Murray  Adjunct Senior Fellow
Meghan L. O’Sullivan  Adjunct Senior Fellow
Farah Pandith  Adjunct Senior Fellow
Stewart M. Patrick  James H. Binger Senior Fellow in Global Governance and Director of the International Institutions and Global Governance Program
Catherine Powell  Adjunct Senior Fellow for Women and Foreign Policy
Carla Anne Robbins  Distinguished Senior Fellow
John D. Rockefeller IV  Senior Fellow for Economics
Kenneth S. Rogoff  Ira A. Lipman Chair in Emerging Technologies and National Security and Director of the Digital and Cyberspace Policy Program
Adam Segal  George F. Kennan Senior Fellow for Russian and Eurasian Studies
Stephen Sestanovich  General John W. Vessey Senior Fellow for Conflict Prevention and Director of the Center for Preventive Action
Brad W. Setser  Steven A. Tananbaum Senior Fellow for International Economics
Varun Sivaram  Philip D. Reed Fellow for Science and Technology
Sheila A. Smith  Senior Fellow for Japan Studies
Scott A. Snyder  Senior Fellow for Korea Studies and Director of the Program on U.S.-Korea Policy
Paul B. Stares  National Intelligence Fellow
Benn Steil  Senior Fellow and Director of International Economics
Meighan Stone  General John W. Vessey Senior Fellow for Conflict Prevention and Director of the Center for Preventive Action
Ray Takeyh  Senior Fellow for Women and Foreign Policy
Rachel B. Vogelstein  Hasib J. Sabbagh Senior Fellow for Middle Eastern Studies
Matthew C. Waxman  Adjunct Senior Fellow for Law and Foreign Policy

VISITING FELLOWS (2017–2018)
Courtney Cooper  International Affairs Fellow
Michael P. Dempsey  National Intelligence Fellow
Janine di Giovanni  Edward H. Murrow Press Fellow
James M. Goldgeier  Visiting Senior Fellow
Bruce Hoffman  Visiting Senior Fellow
Raymond W. Kelly  Distinguished Visiting Fellow
Patricia Kim  Stanton Nuclear Security Fellow
Colonel Daniel S. Morgan  Military Fellow, U.S. Army
Colonel George “Marty” Reynolds  Military Fellow, U.S. Air Force
Colonel Todd P. Simmons  Military Fellow, U.S. Marine Corps
A. Michael Spence  Distinguished Visiting Fellow
Captain Todd Trimpert  Military Fellow, U.S. Coast Guard

Captain Jeremy Williams  Military Fellow, U.S. Navy

Alexander Ameter  Research Associate, Military Fellows
Alexandra Bro  Research Associate, Women and Foreign Policy
Sherry Cho  Research Associate, National Security
Corey Cooper  Research Associate, U.S. Foreign Policy
Alexander Decina  Research Associate, Middle Eastern Studies
Benjamin Della Rocca  Analyst, Center for Geoeconomic Studies
Kyle Evanoff  Research Associate, International Economics and U.S. Foreign Policy
Ashley Feng  Research Associate, International Institutions and Global Governance
Shelton Fitch  Research Associate, U.S. Competitiveness and Foreign Policy
Jeremy Fuller  Research Associate, Japan Studies
Cole Frank  Research Associate, Geoeconomics
Madison Freeman  Research Associate, Energy and U.S. Foreign Policy
Megan Geckle  Research Associate, Center for Preventive Action
Allen Grane  Research Associate, Africa Policy Studies
Alexandre Grigsby  Assistant Director, Digital and Cyberspace Policy
Rebecca Hughes  Research Associate, Women and Foreign Policy
Samir Kumar  Research Associate, India, Pakistan, and South Asia
Lorand Laskai  Research Associate, Asia Studies
Jack McCaslin  Research Associate, Africa Policy Studies
Maylin Meisenheimer  Research Associate, Asia Studies
Maiya Moncino  Research Associate, International Economics
Terrence Mullan  Program Coordinator, International Institutions and Global Governance
Sungtae “Jacky” Park  Research Associate, Korea Studies
Katharine Poppe  Research Associate, Middle Eastern Studies
Sophia Ramirez  Research Associate, Latin America Studies
Theodore Rappleye  Research Associate, U.S. Foreign Policy
Scott Remer  Research Associate, International Economics
Viola Rothschild  Research Associate, China Studies
Diana Schoder  Research Associate, Global Health, Economics, and Development
Zach Shapiro  Research Associate, Middle Eastern Studies
<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rebecca Turkington</td>
<td>Assistant Director, Women and Foreign Policy</td>
</tr>
<tr>
<td>James West</td>
<td>Research Associate, India, Pakistan, and South Asia</td>
</tr>
<tr>
<td>Jennifer Wilson</td>
<td>Assistant Director, Center for Preventive Action</td>
</tr>
<tr>
<td>A. Dylan Yalbir</td>
<td>Research Associate, Energy Security, Climate Change, and Geoeconomics</td>
</tr>
<tr>
<td>Caroline Vic Netchvolodoff</td>
<td>Vice President</td>
</tr>
<tr>
<td>Caitlin Cafaro</td>
<td>Director</td>
</tr>
<tr>
<td>Molly Rapaport</td>
<td>Senior Editor</td>
</tr>
<tr>
<td>James Long</td>
<td>Video Producer</td>
</tr>
<tr>
<td>Arielle Martinez</td>
<td>Digital Production Coordinator</td>
</tr>
<tr>
<td>Marta Canneri</td>
<td>Associate Editor</td>
</tr>
<tr>
<td>Annie Crabill</td>
<td>Staff Editor</td>
</tr>
<tr>
<td>Tyler McBrien</td>
<td>Staff Editor</td>
</tr>
<tr>
<td>Ian Gilchrist</td>
<td>Assistant Editor, Model Diplomacy</td>
</tr>
<tr>
<td>Nancy D. Bodurtha</td>
<td>Vice President</td>
</tr>
<tr>
<td>Morgan Singer</td>
<td>Assistant to the Vice President</td>
</tr>
<tr>
<td>Stacey LaFollette</td>
<td>Managing Director, Meetings</td>
</tr>
<tr>
<td>Meaghan Fulco</td>
<td>Director, Meetings and Term Member Program</td>
</tr>
<tr>
<td>Laura Bresnahan</td>
<td>Assistant Director, New York Meetings</td>
</tr>
<tr>
<td>Carolyn Bueche</td>
<td>Assistant Director, New York Meetings</td>
</tr>
<tr>
<td>Katie Mudrick</td>
<td>Assistant Director, New York Meetings</td>
</tr>
<tr>
<td>Sam Dunderdale</td>
<td>Assistant Director, Washington Meetings</td>
</tr>
<tr>
<td>Marisa Shannon</td>
<td>Assistant Director, Washington Meetings</td>
</tr>
<tr>
<td>Samantha Randazzo</td>
<td>Program Coordinator, Washington Meetings</td>
</tr>
<tr>
<td>Makenzie Drukker</td>
<td>Program Assistant, New York Meetings</td>
</tr>
<tr>
<td>Sara Shah</td>
<td>Program Assistant, Washington Meetings and Independent Task Force Program</td>
</tr>
<tr>
<td>Vera Ranola</td>
<td>Director</td>
</tr>
<tr>
<td>Jessica Thomas</td>
<td>Deputy Director</td>
</tr>
<tr>
<td>Krystle Walthour</td>
<td>Membership Administrator</td>
</tr>
<tr>
<td>Carolyn Fante</td>
<td>Program Associate</td>
</tr>
<tr>
<td>Nicole Golberg</td>
<td>Program Associate</td>
</tr>
<tr>
<td>Carolyn Gerards</td>
<td>Program Assistant</td>
</tr>
<tr>
<td>Zoe Schott</td>
<td>Program Assistant</td>
</tr>
<tr>
<td>Patrick C. Costello</td>
<td>Director</td>
</tr>
<tr>
<td>Shannon Kellman</td>
<td>Assistant Director</td>
</tr>
<tr>
<td>Nadine Iskandar</td>
<td>Program Associate</td>
</tr>
<tr>
<td>Irina A. Faskianos</td>
<td>Vice President</td>
</tr>
<tr>
<td>Maria Casa</td>
<td>Director, National Program and Outreach Administration</td>
</tr>
<tr>
<td>Krista Zegura</td>
<td>Associate Director, National Program</td>
</tr>
<tr>
<td>Elizabeth A. Powell</td>
<td>Program Coordinator, National Program</td>
</tr>
<tr>
<td>Rachael Bolte</td>
<td>Program Associate, National Program</td>
</tr>
<tr>
<td>Olivia Cazayoux</td>
<td>Assistant to the Vice President</td>
</tr>
<tr>
<td>Ruth R. Sullivan</td>
<td>Associate Director, Outreach</td>
</tr>
<tr>
<td>Christopher J. Washnock</td>
<td>Assistant Director, Outreach</td>
</tr>
<tr>
<td>Allison Harrington</td>
<td>Program Coordinator, Outreach</td>
</tr>
<tr>
<td>Kate Griesemer</td>
<td>Program Associate, Outreach</td>
</tr>
<tr>
<td>Ameerah Siddiqi</td>
<td>Program Associate, Outreach</td>
</tr>
<tr>
<td>Will Davis</td>
<td>Deputy Director, CFR Campus, Outreach</td>
</tr>
<tr>
<td>Sarah Valero</td>
<td>Program Coordinator, CFR Campus, Outreach</td>
</tr>
<tr>
<td>Suzanne E. Helm</td>
<td>Vice President, Philanthropy and Corporate Relations</td>
</tr>
<tr>
<td>Amanda Huckabee Ferlazzo</td>
<td>Director, Corporate Programming</td>
</tr>
<tr>
<td>Elizabeth Abrahamsen</td>
<td>Deputy Director, Corporate Member Relations</td>
</tr>
<tr>
<td>Tara Medeiros</td>
<td>Deputy Director, Washington Corporate Affairs</td>
</tr>
<tr>
<td>Alyssa Buda</td>
<td>Program Coordinator, Washington Corporate Affairs</td>
</tr>
<tr>
<td>Katrina Notarmaso</td>
<td>Program Coordinator, Washington Corporate Affairs</td>
</tr>
<tr>
<td>Kristen Misak</td>
<td>Program Associate, Washington Corporate Affairs</td>
</tr>
<tr>
<td>Suzanne E. Helm</td>
<td>Vice President, Philanthropy and Corporate Relations</td>
</tr>
<tr>
<td>Betsy Gude</td>
<td>Managing Director</td>
</tr>
<tr>
<td>Sharon R. Herbst</td>
<td>Director, Stewardship</td>
</tr>
<tr>
<td>Mladen Joksic</td>
<td>Deputy Director, Foundation Relations and Development Strategy</td>
</tr>
<tr>
<td>Lena Moy</td>
<td>Associate Director, Gifts Administration</td>
</tr>
<tr>
<td>Laura Miller</td>
<td>Assistant Director, Development and Special Projects</td>
</tr>
<tr>
<td>Andrea Grabner</td>
<td>Development Associate</td>
</tr>
<tr>
<td>Ryan Hitchcock</td>
<td>Annual Giving</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>GLOBAL COMMUNICATIONS AND MEDIA RELATIONS</strong></td>
<td><strong>FINANCE</strong></td>
</tr>
<tr>
<td>-----------------------------------------------</td>
<td>------------</td>
</tr>
<tr>
<td>Lisa Shields</td>
<td>Jennifer Perez</td>
</tr>
<tr>
<td>Iva Zoric</td>
<td>Jean-Michel Oriol</td>
</tr>
<tr>
<td>Anya Schmemann</td>
<td>Sigi Silvani</td>
</tr>
<tr>
<td>Andrew Palladino</td>
<td>Randy Bryant</td>
</tr>
<tr>
<td>Dustin Kingsmill</td>
<td>Betty Mak</td>
</tr>
<tr>
<td>Jenny Mallamo</td>
<td>Evanda Butler</td>
</tr>
<tr>
<td>Megan Daley</td>
<td>Vera Langley</td>
</tr>
<tr>
<td>Sabrina Khan</td>
<td>Ryan Kanji</td>
</tr>
<tr>
<td>Samantha Tartas</td>
<td>Anisa Leka</td>
</tr>
<tr>
<td>Hunter Hallman</td>
<td>Camech Emanuel</td>
</tr>
<tr>
<td>Dalia Dagher</td>
<td>Pia Nagdev</td>
</tr>
<tr>
<td></td>
<td>Monica Wright</td>
</tr>
<tr>
<td><strong>LIBRARY AND RESEARCH SERVICES</strong></td>
<td><strong>SPECIAL EVENTS</strong></td>
</tr>
<tr>
<td>Alyss Jordan</td>
<td>Valerie Post</td>
</tr>
<tr>
<td>Connie M. Stagnaro</td>
<td>April Sherwin</td>
</tr>
<tr>
<td>Lauren Reinhalter</td>
<td>Christina Karabas</td>
</tr>
<tr>
<td>Katherine Sydenham</td>
<td>Nicole Ceballos</td>
</tr>
<tr>
<td>Monique Y. Libby</td>
<td></td>
</tr>
<tr>
<td>Lucia Cappuccio</td>
<td></td>
</tr>
<tr>
<td>Bailey DeSimone</td>
<td></td>
</tr>
<tr>
<td><strong>HUMAN RESOURCES AND ADMINISTRATION</strong></td>
<td><strong>HUMAN RESOURCES</strong></td>
</tr>
<tr>
<td></td>
<td>Jan Mowder Hughes</td>
</tr>
<tr>
<td></td>
<td><strong>HUMAN RESOURCES</strong></td>
</tr>
<tr>
<td></td>
<td>Jeffrey Meade</td>
</tr>
<tr>
<td></td>
<td>Linda Madueme</td>
</tr>
<tr>
<td></td>
<td>Julia Eldridge</td>
</tr>
<tr>
<td></td>
<td>Valerie Hernandez</td>
</tr>
<tr>
<td></td>
<td>Mia McCully</td>
</tr>
<tr>
<td></td>
<td>Quemika Edwards</td>
</tr>
<tr>
<td></td>
<td>Diana Diaz</td>
</tr>
<tr>
<td></td>
<td>Alexis Garby</td>
</tr>
<tr>
<td></td>
<td>Megan Cheng</td>
</tr>
<tr>
<td></td>
<td>Alejandra Plascencia</td>
</tr>
<tr>
<td></td>
<td>Olivia McCoy</td>
</tr>
<tr>
<td></td>
<td>Aaron Steinberg</td>
</tr>
<tr>
<td></td>
<td>Abigail Van Buren</td>
</tr>
<tr>
<td></td>
<td><strong>RECEPTION SERVICES</strong></td>
</tr>
<tr>
<td></td>
<td>Jonique V. Elligan</td>
</tr>
<tr>
<td></td>
<td>Radmila Jackovich</td>
</tr>
<tr>
<td></td>
<td><strong>FACILITY AND EVENT OPERATIONS</strong></td>
</tr>
<tr>
<td></td>
<td>Neftali Frank Alvarez</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>NEW YORK</strong></td>
</tr>
<tr>
<td></td>
<td>Maureen Hughes</td>
</tr>
<tr>
<td></td>
<td>Ian Noray</td>
</tr>
<tr>
<td></td>
<td>Johnny Rodriguez</td>
</tr>
<tr>
<td></td>
<td>Michael McGovern</td>
</tr>
<tr>
<td></td>
<td>Melanie Neergaard</td>
</tr>
<tr>
<td></td>
<td>Robert Prinzi</td>
</tr>
<tr>
<td></td>
<td>Edwin Santiago</td>
</tr>
<tr>
<td></td>
<td>Julissa Sarabia</td>
</tr>
<tr>
<td></td>
<td>William Cornell</td>
</tr>
<tr>
<td></td>
<td>Elizabeth Jordan</td>
</tr>
<tr>
<td></td>
<td>Edgar Rivera</td>
</tr>
<tr>
<td></td>
<td>Jose Vargas</td>
</tr>
<tr>
<td></td>
<td>John Santiago</td>
</tr>
<tr>
<td></td>
<td>Nicholas Sander</td>
</tr>
<tr>
<td></td>
<td>Sunil Sookhram</td>
</tr>
<tr>
<td></td>
<td>Christopher Mackay</td>
</tr>
<tr>
<td></td>
<td>Herbert McLaughlin</td>
</tr>
<tr>
<td></td>
<td>Carlos Correa</td>
</tr>
<tr>
<td></td>
<td>Gilbert Falcon</td>
</tr>
<tr>
<td></td>
<td>Sandro Macias</td>
</tr>
<tr>
<td></td>
<td>Javier Ruiz</td>
</tr>
<tr>
<td>Name</td>
<td>Title</td>
</tr>
<tr>
<td>-------------------</td>
<td>-------------------------------------------------</td>
</tr>
<tr>
<td>Jayson Frum</td>
<td>Director of Operations and Project Management</td>
</tr>
<tr>
<td>Rachel Lumpkin</td>
<td>Director, Event Management and Special Events</td>
</tr>
<tr>
<td>John Scalia</td>
<td>Deputy Director, Facility Operations and Project Management</td>
</tr>
<tr>
<td>Aaron Chapman</td>
<td>Associate Director, Event Management</td>
</tr>
<tr>
<td>Vanessa Robertson</td>
<td>Associate Director, Facility Administration</td>
</tr>
<tr>
<td>Felipe Vaquerano</td>
<td>Building Engineer</td>
</tr>
<tr>
<td>Meghan Sudder</td>
<td>Event Coordinator</td>
</tr>
<tr>
<td>Sydney Burton</td>
<td>Audio Visual Associate</td>
</tr>
<tr>
<td>Becky Coe</td>
<td>Facility and Reception Services Associate</td>
</tr>
<tr>
<td>Kellie Karney</td>
<td>Event Associate</td>
</tr>
<tr>
<td>Javier Bonilla</td>
<td>Facility Operations Assistant</td>
</tr>
<tr>
<td>MJ Johnson</td>
<td>Facility Operations Assistant</td>
</tr>
<tr>
<td>Rafael Magana</td>
<td>Event Operations Waiter</td>
</tr>
</tbody>
</table>
### STATEMENTS OF FINANCIAL POSITION

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

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$25,995,200</td>
<td>$36,662,700</td>
</tr>
<tr>
<td>Accounts receivable, net</td>
<td>2,107,500</td>
<td>2,499,400</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>1,001,900</td>
<td>917,200</td>
</tr>
<tr>
<td>Grants and contributions receivable, net</td>
<td>26,363,900</td>
<td>22,325,500</td>
</tr>
<tr>
<td>Contributions receivable for endowment, net</td>
<td>22,495,500</td>
<td>22,702,200</td>
</tr>
<tr>
<td>Inventory</td>
<td>65,500</td>
<td>86,900</td>
</tr>
<tr>
<td>Investments</td>
<td>448,130,400</td>
<td>404,968,400</td>
</tr>
<tr>
<td>Land, buildings and building improvements, and equipment, net</td>
<td>71,086,300</td>
<td>72,628,300</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>$597,246,200</td>
<td>$562,790,600</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>$7,983,400</td>
<td>$7,396,900</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>6,078,300</td>
<td>6,629,200</td>
</tr>
<tr>
<td>Accrued postretirement benefits</td>
<td>5,248,000</td>
<td>5,844,000</td>
</tr>
<tr>
<td>Interest-rate swap agreement</td>
<td>3,858,900</td>
<td>6,117,500</td>
</tr>
<tr>
<td>Bonds payable</td>
<td>54,520,000</td>
<td>56,285,000</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td>77,688,600</td>
<td>82,272,600</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted</td>
<td>101,475,600</td>
<td>71,984,500</td>
</tr>
<tr>
<td>Temporarily restricted</td>
<td>182,432,100</td>
<td>185,169,000</td>
</tr>
<tr>
<td>Permanently restricted</td>
<td>235,649,900</td>
<td>223,364,500</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td>519,557,600</td>
<td>480,518,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total liabilities and net assets</strong></td>
<td>$597,246,200</td>
<td>$562,790,600</td>
</tr>
</tbody>
</table>

*Note: To view the full 2018 Financial Statements, please visit cfr.org/annual-report-2018.*
### STATEMENT OF ACTIVITIES

**FOR THE YEAR ENDED JUNE 30, 2018**

#### Operating revenue and support

<table>
<thead>
<tr>
<th>Category</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Permanently Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership dues</td>
<td>$ 6,960,000</td>
<td>$ —</td>
<td>$ —</td>
<td>$ 6,960,000</td>
</tr>
<tr>
<td>Annual giving</td>
<td>10,600,500</td>
<td>$ —</td>
<td>$ —</td>
<td>10,600,500</td>
</tr>
<tr>
<td>Corporate memberships and related income</td>
<td>$ 5,194,500</td>
<td>$ 197,000</td>
<td>$ —</td>
<td>$ 5,391,500</td>
</tr>
<tr>
<td>Grants and contributions</td>
<td>1,527,300</td>
<td>$ 29,999,400</td>
<td>$ —</td>
<td>31,526,700</td>
</tr>
<tr>
<td>Foreign Affairs publications</td>
<td>9,489,800</td>
<td>$ —</td>
<td>$ —</td>
<td>9,489,800</td>
</tr>
<tr>
<td>Investment return used for current operations</td>
<td>5,336,900</td>
<td>$ 14,078,200</td>
<td>$ —</td>
<td>19,415,100</td>
</tr>
<tr>
<td>Rental income</td>
<td>1,979,100</td>
<td>$ —</td>
<td>$ —</td>
<td>1,979,100</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>489,700</td>
<td>$ —</td>
<td>$ —</td>
<td>489,700</td>
</tr>
<tr>
<td>Net assets released from restrictions</td>
<td>31,469,600</td>
<td>(31,469,600)</td>
<td>$ —</td>
<td>—</td>
</tr>
<tr>
<td><strong>Total operating revenue and support</strong></td>
<td>$73,047,400</td>
<td>12,805,000</td>
<td>$ —</td>
<td>$85,852,400</td>
</tr>
</tbody>
</table>

#### Operating expenses

**Program expenses:**

<table>
<thead>
<tr>
<th>Category</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Permanently Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Studies Program</td>
<td>24,434,900</td>
<td>$ —</td>
<td>$ —</td>
<td>24,434,900</td>
</tr>
<tr>
<td>Task Force</td>
<td>425,900</td>
<td>$ —</td>
<td>$ —</td>
<td>425,900</td>
</tr>
<tr>
<td>NY Meetings</td>
<td>1,557,400</td>
<td>$ —</td>
<td>$ —</td>
<td>1,557,400</td>
</tr>
<tr>
<td>DC programs</td>
<td>1,728,400</td>
<td>$ —</td>
<td>$ —</td>
<td>1,728,400</td>
</tr>
<tr>
<td>Special events</td>
<td>1,154,300</td>
<td>$ —</td>
<td>$ —</td>
<td>1,154,300</td>
</tr>
<tr>
<td>Foreign Affairs</td>
<td>10,354,600</td>
<td>$ —</td>
<td>$ —</td>
<td>10,354,600</td>
</tr>
<tr>
<td>National Program</td>
<td>1,351,400</td>
<td>$ —</td>
<td>$ —</td>
<td>1,351,400</td>
</tr>
<tr>
<td>Outreach Program</td>
<td>1,974,400</td>
<td>$ —</td>
<td>$ —</td>
<td>1,974,400</td>
</tr>
<tr>
<td>Term member</td>
<td>366,500</td>
<td>$ —</td>
<td>$ —</td>
<td>366,500</td>
</tr>
<tr>
<td>Digital Program</td>
<td>5,389,900</td>
<td>$ —</td>
<td>$ —</td>
<td>5,389,900</td>
</tr>
<tr>
<td>Education Program</td>
<td>2,450,000</td>
<td>$ —</td>
<td>$ —</td>
<td>2,450,000</td>
</tr>
<tr>
<td>Global Board of Advisors</td>
<td>86,700</td>
<td>$ —</td>
<td>$ —</td>
<td>86,700</td>
</tr>
<tr>
<td><strong>Total program expenses</strong></td>
<td>$51,274,400</td>
<td>$ —</td>
<td>$ —</td>
<td>$51,274,400</td>
</tr>
</tbody>
</table>

**Supporting services**

<table>
<thead>
<tr>
<th>Category</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Permanently Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development</td>
<td>2,542,000</td>
<td>$ —</td>
<td>$ —</td>
<td>2,542,000</td>
</tr>
<tr>
<td>Corporate Program</td>
<td>1,764,100</td>
<td>$ —</td>
<td>$ —</td>
<td>1,764,100</td>
</tr>
<tr>
<td><strong>Total fundraising</strong></td>
<td>4,306,100</td>
<td>$ —</td>
<td>$ —</td>
<td>4,306,100</td>
</tr>
<tr>
<td>Management and general</td>
<td>15,403,600</td>
<td>$ —</td>
<td>$ —</td>
<td>15,403,600</td>
</tr>
<tr>
<td>Membership</td>
<td>1,688,000</td>
<td>$ —</td>
<td>$ —</td>
<td>1,688,000</td>
</tr>
<tr>
<td><strong>Total supporting services</strong></td>
<td>21,397,700</td>
<td>$ —</td>
<td>$ —</td>
<td>21,397,700</td>
</tr>
</tbody>
</table>

**Total operating expenses**

<table>
<thead>
<tr>
<th>Category</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Permanently Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Excess of operating revenue and support</strong></td>
<td>72,672,100</td>
<td>$ —</td>
<td>$ —</td>
<td>72,672,100</td>
</tr>
</tbody>
</table>

**Nonoperating activities**

<table>
<thead>
<tr>
<th>Category</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Permanently Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investment gain in excess of spending rate</td>
<td>409,600</td>
<td>$ 9,305,800</td>
<td>$ —</td>
<td>9,715,400</td>
</tr>
<tr>
<td>Endowment contributions</td>
<td>$ —</td>
<td>$ —</td>
<td>$ 12,285,400</td>
<td>12,285,400</td>
</tr>
<tr>
<td>Change in value of interest-rate swap agreement</td>
<td>2,258,500</td>
<td>$ —</td>
<td>$ —</td>
<td>2,258,500</td>
</tr>
<tr>
<td>Other</td>
<td>954,000</td>
<td>$ —</td>
<td>$ —</td>
<td>954,000</td>
</tr>
<tr>
<td>Reclassification of gift proceeds due to clarified donor intent</td>
<td>24,847,700</td>
<td>(24,847,700)</td>
<td>$ —</td>
<td>—</td>
</tr>
<tr>
<td><strong>Total nonoperating activities</strong></td>
<td>28,469,800</td>
<td>(15,541,900)</td>
<td>12,285,400</td>
<td>25,213,300</td>
</tr>
</tbody>
</table>

**Changes in net assets before postretirement changes other than net periodic costs**

<table>
<thead>
<tr>
<th>Category</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Permanently Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Postretirement changes other than net periodic costs</td>
<td>28,845,100</td>
<td>(2,736,900)</td>
<td>12,285,400</td>
<td>38,393,600</td>
</tr>
<tr>
<td><strong>Net assets, beginning of year</strong></td>
<td>71,984,500</td>
<td>185,169,000</td>
<td>223,364,500</td>
<td>480,518,000</td>
</tr>
</tbody>
</table>

**Net assets, end of year**

<table>
<thead>
<tr>
<th>Category</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Permanently Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net assets, end of year</strong></td>
<td>$101,475,600</td>
<td>$182,432,100</td>
<td>$235,649,900</td>
<td>$519,557,600</td>
</tr>
</tbody>
</table>

---

**Note:** To view the full 2018 Financial Statements, please visit cfr.org/annual-report-2018.
**STATEMENT OF ACTIVITIES**  
**FOR THE YEAR ENDED JUNE 30, 2017**

<table>
<thead>
<tr>
<th>Operating revenue and support</th>
<th>UNRESTRICTED</th>
<th>TEMPORARILY RESTRICTED</th>
<th>PERMANENTLY RESTRICTED</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership dues</td>
<td>$6,714,500</td>
<td>$—</td>
<td>$—</td>
<td>$6,714,500</td>
</tr>
<tr>
<td>Annual giving</td>
<td>$10,285,800</td>
<td>$—</td>
<td>$—</td>
<td>$10,285,800</td>
</tr>
<tr>
<td>Corporate memberships and related income</td>
<td>$6,054,000</td>
<td>212,000</td>
<td>$—</td>
<td>$6,266,000</td>
</tr>
<tr>
<td>Grants and contributions</td>
<td>$1,402,900</td>
<td>20,589,100</td>
<td>$—</td>
<td>21,992,000</td>
</tr>
<tr>
<td>Foreign Affairs publications</td>
<td>$9,342,500</td>
<td>$—</td>
<td>$—</td>
<td>9,342,500</td>
</tr>
<tr>
<td>Investment return used for current operations</td>
<td>$4,281,200</td>
<td>13,532,000</td>
<td>$—</td>
<td>17,813,200</td>
</tr>
<tr>
<td>Rental income</td>
<td>$2,226,300</td>
<td>$—</td>
<td>$—</td>
<td>2,226,300</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>$269,800</td>
<td>$—</td>
<td>$—</td>
<td>269,800</td>
</tr>
<tr>
<td>Net assets released from restrictions</td>
<td>$28,346,100</td>
<td>(28,346,100)</td>
<td>$—</td>
<td>—</td>
</tr>
<tr>
<td><strong>Total operating revenue and support</strong></td>
<td><strong>68,923,100</strong></td>
<td><strong>5,987,000</strong></td>
<td>$—</td>
<td><strong>74,910,100</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Operating expenses</th>
<th>UNRESTRICTED</th>
<th>TEMPORARILY RESTRICTED</th>
<th>PERMANENTLY RESTRICTED</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program expenses:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Studies Program</td>
<td>$25,030,500</td>
<td>$—</td>
<td>$—</td>
<td>25,030,500</td>
</tr>
<tr>
<td>Task Force</td>
<td>$494,300</td>
<td>$—</td>
<td>$—</td>
<td>494,300</td>
</tr>
<tr>
<td>NY Meetings</td>
<td>$1,298,400</td>
<td>$—</td>
<td>$—</td>
<td>1,298,400</td>
</tr>
<tr>
<td>DC programs</td>
<td>$1,395,100</td>
<td>$—</td>
<td>$—</td>
<td>1,395,100</td>
</tr>
<tr>
<td>Special events</td>
<td>$1,184,700</td>
<td>$—</td>
<td>$—</td>
<td>1,184,700</td>
</tr>
<tr>
<td>Foreign Affairs</td>
<td>$10,123,500</td>
<td>$—</td>
<td>$—</td>
<td>10,123,500</td>
</tr>
<tr>
<td>National Program</td>
<td>$1,302,500</td>
<td>$—</td>
<td>$—</td>
<td>1,302,500</td>
</tr>
<tr>
<td>Outreach Program</td>
<td>$1,689,700</td>
<td>$—</td>
<td>$—</td>
<td>1,689,700</td>
</tr>
<tr>
<td>Term member</td>
<td>$482,000</td>
<td>$—</td>
<td>$—</td>
<td>482,000</td>
</tr>
<tr>
<td>Digital Program</td>
<td>$4,182,000</td>
<td>$—</td>
<td>$—</td>
<td>4,182,000</td>
</tr>
<tr>
<td>Education Program</td>
<td>$2,458,400</td>
<td>$—</td>
<td>$—</td>
<td>2,458,400</td>
</tr>
<tr>
<td>Global Board of Advisors</td>
<td>$85,700</td>
<td>$—</td>
<td>$—</td>
<td>85,700</td>
</tr>
<tr>
<td><strong>Total program expenses</strong></td>
<td><strong>49,726,800</strong></td>
<td><strong>—</strong></td>
<td>$—</td>
<td><strong>49,726,800</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Supporting services</th>
<th>UNRESTRICTED</th>
<th>TEMPORARILY RESTRICTED</th>
<th>PERMANENTLY RESTRICTED</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fundraising:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Development</td>
<td>$2,262,600</td>
<td>$—</td>
<td>$—</td>
<td>2,262,600</td>
</tr>
<tr>
<td>Corporate Program</td>
<td>$1,753,100</td>
<td>$—</td>
<td>$—</td>
<td>1,753,100</td>
</tr>
<tr>
<td><strong>Total fundraising</strong></td>
<td><strong>4,015,700</strong></td>
<td><strong>—</strong></td>
<td>$—</td>
<td><strong>4,015,700</strong></td>
</tr>
<tr>
<td>Management and general</td>
<td>$12,056,800</td>
<td>$—</td>
<td>$—</td>
<td>12,056,800</td>
</tr>
<tr>
<td>Membership</td>
<td>$1,859,100</td>
<td>$—</td>
<td>$—</td>
<td>1,859,100</td>
</tr>
<tr>
<td><strong>Total supporting services</strong></td>
<td><strong>17,931,600</strong></td>
<td><strong>—</strong></td>
<td>$—</td>
<td><strong>17,931,600</strong></td>
</tr>
<tr>
<td><strong>Total operating expenses</strong></td>
<td><strong>67,658,400</strong></td>
<td><strong>—</strong></td>
<td>$—</td>
<td><strong>67,658,400</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Excess of operating revenue and support over operating expenses</th>
<th>UNRESTRICTED</th>
<th>TEMPORARILY RESTRICTED</th>
<th>PERMANENTLY RESTRICTED</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$1,264,700</td>
<td>5,087,000</td>
<td>$—</td>
<td>7,251,700</td>
</tr>
</tbody>
</table>

| Nonoperating activities                                         | UNRESTRICTED | TEMPORARILY RESTRICTED | PERMANENTLY RESTRICTED | TOTAL |
|                                                               |              |                        |                        |       |
| Investment gain in excess of spending rate                     | $5,519,500   | 24,028,100             | $—                     | 29,547,600 |
| Endowment contributions                                        | $—           | $—                     | $18,682,900            | 18,682,900 |
| Change in value of interest-rate swap agreement                | $3,532,000   | $—                     | $—                     | 3,532,000 |
| Reclassification of Donor Intent                               | $—           | (6,500,000)            | 6,500,000              | —     |
| **Total nonoperating activities**                             | **9,051,500** | **17,528,100**         | $25,182,900            | **51,762,500** |

<table>
<thead>
<tr>
<th>Change in net assets before postretirement changes other than net periodic costs</th>
<th>UNRESTRICTED</th>
<th>TEMPORARILY RESTRICTED</th>
<th>PERMANENTLY RESTRICTED</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$10,316,200</td>
<td>23,515,100</td>
<td>$25,182,900</td>
<td>59,014,200</td>
</tr>
<tr>
<td>Postretirement changes other than net periodic costs</td>
<td>$452,000</td>
<td>$—</td>
<td>$—</td>
<td>452,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Change in net assets</th>
<th>UNRESTRICTED</th>
<th>TEMPORARILY RESTRICTED</th>
<th>PERMANENTLY RESTRICTED</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$10,768,200</td>
<td>23,515,100</td>
<td>$25,182,900</td>
<td>59,466,200</td>
</tr>
<tr>
<td>Net assets, beginning of year</td>
<td>$61,216,300</td>
<td>161,653,900</td>
<td>198,181,600</td>
<td>421,051,800</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Net assets, end of year</th>
<th>UNRESTRICTED</th>
<th>TEMPORARILY RESTRICTED</th>
<th>PERMANENTLY RESTRICTED</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>$71,984,500</strong></td>
<td><strong>$185,169,000</strong></td>
<td><strong>$223,364,500</strong></td>
<td><strong>$480,518,000</strong></td>
</tr>
</tbody>
</table>

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

Editor: Patricia Dorff
Production Editor: Julie Hersh
Associate Editor: Erik Crouch
Photo Editor: Hunter Hallman
Copy Editor: Glenn Court
Cover Design: Sabine Baumgartner and Cayla Merrill
Production: Gene Crofts
Publications Intern: Kameron Fisher

PHOTOS
Don Pollard: 10; 13 top left, bottom right; 15 top; 16 top; 19 bottom; 20; 21; 25; 27 top; 29; 31; 33 bottom
Melanie Einzig: 11; 13 bottom left; 16 bottom; 24; 28 bottom
Global Affairs Canada: 12
Kaveh Sardari/www.sardari.com: 13 top right; 15 bottom; 23; 27 bottom; 37
Howard Heyman: 17
Sherman Chu: 19 top
CARI Comms: 28 top
Ivan Villegas: 30

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