

COUNCIL *on*
FOREIGN
RELATIONS

Annual Report

2012

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Council on Foreign Relations

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Note: This list of Officers and Directors is current as of July 1, 2012. A historical roster of Directors and Officers can be found on pages 25–27.

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Mission Statement

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

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

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

Letter from the Co-Chairs

As we mark our fifth year as co-chairs of the Council on Foreign Relations, we are pleased the institution has evolved and grown. CFR has extended its outreach to new audiences, tripled its number of publications, launched fifteen expert blogs, and developed a strong and growing following on social media platforms. Its flagship publications, *Foreign Affairs*, has remained the most influential journal dedicated to international affairs in an ever-changing media landscape. At the same time, CFR has stayed true to its ninety-one-year-old mission as a nonpartisan and independent think tank, publisher, and membership organization.

A U.S. presidential election inevitably heightens partisanship on both sides of the aisle, across the country, and in the press. In this rancorous environment, CFR is a truly nonpartisan and authoritative source representing a broad range of views that inform the policy debate. The analysis and opinions of more than seventy-five CFR scholars cover the policy spectrum, reflected in the intellectual content they generate in books, blogs, op-eds, television and radio appearances, and interviews and articles in leading outlets.

CFR is committed to being a resource for citizens in the United States and beyond. Ahead of the November election, CFR launched Campaign 2012, an initiative that examines the foreign policy dimensions of the presidential race via backgrounders, video briefs, and reports. The Candidates and the World blog tracks presidential contenders' positions, offers insight on subjects salient to the campaigns, and gauges international attitudes in advance of the vote.

CFR also continues to look at the domestic underpinnings of American power: Renewing America, an institution-wide initiative to generate policy recommendations for revitalizing economic strength at home and bolstering U.S. competitiveness abroad, along with the Renewing America Channel, a new online platform, showcases original research and reports, infographic scorecards, and the best coverage of these topics.

The institution's nonpartisan convening power is demonstrated by the number of Democrats and Republicans who chose CFR as a venue. This year alone CFR members met with Senators Carl M. Levin (D-MI), Lindsey O. Graham (R-SC), Robert J. Portman (R-OH), and Marco Rubio (R-FL) and Representatives Barney Frank (D-MA), Walter B. Jones (R-NC), and Kay Granger (R-TX).

The Congress and U.S. Foreign Policy program connects senators and representatives with CFR fellows and the intellectual content they generate. Over the past year, CFR programming for congressional policymakers included dozens of roundtables with experts, some seventy briefings with scholars for members of Congress and their staffs, and well over one hundred meetings with congressional offices. As one House staffer remarked, "CFR's efforts help inform Congress and help us to make good policy decisions."

Since the start of the 112th Congress, scholars have been called to testify before congressional committees twenty-six times. Bernard L. Schwartz Senior Fellow Edward Alden spoke before the House Judiciary



Co-Chairman Carla A. Hills



Co-Chairman Robert E. Rubin

subcommittee on immigration policy and enforcement on travel and tourism visa issues, Whitney H. Shepardson Senior Fellow Charles A. Kupchan addressed the Senate Foreign Relations Committee on the future of NATO, and Senior Fellow for Middle Eastern Studies Ray Takeyh and Senior Fellow for Korea Studies and Director of the Program on U.S.-Korea Policy Scott A. Snyder testified before the House Committee on Foreign Affairs on the conflicting priorities of the Iranian regime and North Korea's strategic environment, respectively.

Beyond CFR's work on Capitol Hill, the diplomatic program hosts sessions with senior foreign diplomats, while the executive branch program arranges briefings for senior officials. CFR also serves as a conduit for the administration to interact with the organization's influential membership. Throughout the programming year a number of senior officials addressed members, including Secretary of the Treasury Timothy F. Geithner, Secretary of Homeland Security Janet Napolitano, Undersecretary of Defense Michèle A. Flournoy, Deputy Secretary of Defense Ashton B. Carter, U.S. Agency for International Development administrator Rajiv Shah, and Director of National Intelligence James R. Clapper Jr.

CFR-sponsored Independent Task Forces are perhaps the best reflection of the institution's nonpartisanship. Former national security adviser Stephen J. Hadley, who chaired the first Task Force in 1995 on nuclear nonproliferation and also co-chaired the recent Task Force on Turkey, said of the program, "It is important that there are organizations like CFR that run these bipartisan efforts to show a responsible center." Task Forces—groups diverse in backgrounds and perspectives—are convened to reach a meaningful consensus on matters critical to U.S. foreign policy. Recent Task Forces have looked at often substandard K-12 education and its consequences for American national security, U.S.-Brazil relations, trade and investment policy, and U.S. policy toward Afghanistan and Pakistan.

As co-chairs, we, too, represent opposite sides of the political spectrum, another confirmation of CFR's commitment to a bipartisan balance. In or out of an election year, the Council on Foreign Relations continues to do what it does best: inform the debate. We believe in Thomas Jefferson's famous assertion that the cornerstone of democracy rests on the foundation of an informed electorate, and we are proud that CFR furthers that conviction by continuing to be an authoritative resource on international affairs for its members, educators and students, the media, business leaders, state and local officials, religious leaders, and the public.

We continue to be impressed by CFR's achievements and impact and we are honored to continue to serve as co-chairs. We are grateful to CFR Vice Chairman Richard E. Salomon for all his work, and we welcome new vice chairman David M. Rubenstein. We thank the members of the Board of Directors for their many contributions throughout the year. We would also like to acknowledge and thank CFR President Richard N. Haass for his innovative yet pragmatic leadership throughout his nine years of leading the institution.

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



Vice Chairman David M. Rubenstein



Vice Chairman Richard E. Salomon

President's Message: Continuity and Change

The Council on Foreign Relations has, for nearly a century, remained steadfast to its mission of providing authoritative analysis of the foreign policy choices facing the United States. CFR's tradition of intellectual diversity is underpinned by its principles of nonpartisanship and independence, traits emphasized by our co-chairs in their essay.

While this continuity is worth celebrating, any leading institution must also adapt. Management expert Jim Collins writes that great organizations that endure are characterized by a fundamental duality: "a set of timeless core values and core reason for being that remain constant over long periods of time" and "a relentless drive for change and progress" that enables the organization to adapt to an always-evolving world. All of us associated with CFR are mindful of balancing these twin objectives as we strive to contribute to and compete in the marketplace of ideas.

We do not want to change too much by moving away from the principles and activities that have brought the institution to preeminence. Our commitment is to be a resource to help our members and others better understand the world. And CFR accomplishes this by doing what it does best: convene meetings with senior government officials, global business and civil society leaders, and prominent thinkers; sponsor Independent Task Forces; provide up-to-date analysis of world events on its website, CFR.org; support scholarly work by its fellows in the David Rockefeller Studies Program; and publish *Foreign Affairs*, by all counts the best magazine in the business.

While we continue to evaluate traditional foreign policy topics from nuclear nonproliferation and Europe's economic uncertainty to the rise of China and conflict in the Middle East, we are also turning our attention to emerging issues such as noncommunicable diseases, girls' education and maternal health, the consequences of the information and communications revolutions, and the interplay of civil society, economic markets, and democracy.

We have also been focusing on the domestic underpinnings of U.S. power—a notable intellectual departure for a foreign policy organization. Premised on the understanding that the United States' ability to influence world events rests on a robust, competitive economy and a prepared citizenry, CFR's Renewing America initiative looks at how to revitalize the country's economic strength and build the foundations for future prosperity and international influence. The initiative concentrates on six issues: debt and deficits; infrastructure; education and human capital; corporate regulation and taxation; innovation; and international trade and investment.

In response to the ever-shifting information landscape, we are incorporating cutting-edge strategies to produce and distribute content tailored for new constituencies. We are using infographics, chart books, and interactives to visually illustrate complex issues and major economic trends. CFR scholars connect with new and growing audiences on an array of social media platforms through their blogs, Twitter feeds,



President Richard N. Haass

Facebook profiles, and the like. I am glad to say that we are being recognized for our innovation: For the second year in a row, CFR.org was awarded Best Use of Online Multimedia by the Overseas Press Club, this time for “Crisis Guide: Iran,” the latest multimedia feature in the Emmy Award–winning series.

In addition to virtual networking, CFR launched the Council of Councils, a group of prominent international organizations—from some two dozen countries in Asia, Europe, North America, South America, Africa, and Australia—to generate ideas to promote governance and multilateral coordination at both the global and regional levels. Between annual conferences, the Council of Councils will maintain an ongoing dialogue, including regional meetings and a monthly Global Roundup of opinion on CFR.org.

CFR is also reaching beyond traditional foreign policy circles by bringing together interested citizens whose voices are increasingly important to policy debates. These constituencies include educators and students, religious and congregational leaders, and state and local officials. Our outreach aims to connect these groups with CFR’s resources that can help them better fulfill their respective missions. This year, we convened our first Educators Workshop as a forum for academics to share ideas and to solicit feedback on the utility of our materials for the classroom.

A thorough breakdown of the year’s activities follows in the “2012 Highlights” section of this Annual Report. Implicit in this summary is that CFR is a valued, authoritative resource on foreign policy—directly, in terms of meetings with policymakers; and perhaps more important, indirectly, in terms of helping to shape the context in which foreign policy is discussed and made. CFR scholars, events, and publications inform serious debate on global issues by offering facts, analysis, and, where appropriate, prescriptions, but taking no institutional point of view.

It is hard not to be impressed by the breadth and depth of all that we do. None of this would be possible without the time and effort of a good many extraordinary individuals. I want to thank Co-Chairs Carla A. Hills and Robert E. Rubin, Vice Chairman Richard E. Salomon, newly appointed Vice Chairman David M. Rubenstein, and members of the Board of Directors for their leadership of and dedication to this institution. I also want to acknowledge the efforts of the dedicated CFR staff in New York and Washington, DC. What they do and how they do it, day in and day out, is truly admirable.

Richard N. Haass
President

CFR has, for nearly a century, remained steadfast to its mission of providing authoritative analysis of the foreign policy choices facing the United States.

2012 Highlights



Top: Joined by Sudanese bishop Andudu Adam Elnail and Darfur activist Omer Ismail, George Clooney and John Prendergast give a trip report following their return from South Sudan with the Enough Project.

Lower left to right: Chinese activist and U.S.-Asia Law Institute special student Chen Guangcheng; U.S. Department of Homeland Security secretary Janet Napolitano; U.S. Senate member (R-FL) and member of the U.S. Senate Foreign Relations Committee Marco Rubio



Top left: Turkish president Abdullah Gul hosts CFR's Task Force on Turkey chaired by former secretary of state Madeleine K. Albright and former national security adviser Stephen J. Hadley.

Top right: Task Force chairs Joel I. Klein, former chancellor of New York City public schools, and Condoleezza Rice, former secretary of state, speak with ABC's Terry Moran at the U.S. Education Reform and National Security rollout event.

Lower left: CFR Adjunct Senior Fellow Matthew J. Slaughter with Task Force chairs Andrew H. Card, former chief of staff during the George W. Bush administration, and Thomas A. Daschle, former Senate majority leader, at the launch of U.S. Trade and Investment Policy.

Lower right: Task Force chairs Samuel W. Bodman, former secretary of energy, and James D. Wolfensohn, former president of the World Bank, at a Global Brazil and U.S.-Brazil Relations meeting with CFR Senior Fellow Julia E. Sweig.

Task Forces

CFR sponsored four Independent Task Forces over the past twelve months. *Global Brazil and U.S.-Brazil Relations* finds that Brazil is a significant international actor—a driver of growth within its region and an active force in world politics—whose influence on global issues is only likely to increase. The Task Force report recommends that the Obama administration recognize its global standing by endorsing the country's bid for a seat as a permanent member of the United Nations Security Council. The Task Force was chaired by former secretary of energy Samuel W. Bodman and former president of the World Bank James D. Wolfensohn and directed by CFR Senior Fellow and Director of the Global Brazil Initiative Julia E. Sweig.

U.S. Trade and Investment Policy urges the United States to adopt policies that further its position as a dynamic trading country while bringing more Americans the benefits of global engagement. The bipartisan report calls for the Obama administration and Congress to develop a strengthened rules-based trading system that will produce American job and wage growth. The Independent Task Force was chaired by former White House chief of staff Andrew H. Card and former Senate majority leader Thomas A. Daschle and codirected by Bernard L. Schwartz Senior Fellow Edward Alden and Adjunct Senior Fellow for Business and Globalization Matthew J. Slaughter.

Led by former U.S. secretary of state Condoleezza Rice and former chancellor of the New York City Department of Education Joel I. Klein and directed by CFR term member Julia Levy, *U.S. Education Reform and National Security* stresses that the United States' failure to educate its students impairs the country's ability to thrive in a global economy and threatens U.S. national security. The report's policy recommendations for reform of the nation's underperforming K-12 public schools include implementing and expanding national education standards, quantifying and assessing educational achievement across the country, and offering more education choices for students and parents.

The Independent Task Force on Turkey was chaired by former secretary of state Madeleine K. Albright and former national security adviser Stephen J. Hadley and directed by Hasib J. Sabbagh Senior Fellow for Middle Eastern Studies Steven A. Cook. *U.S.-Turkey Relations: A New Partnership* recognizes Turkey as an increasingly influential regional and economic power and calls for American and Turkish leadership to forge a new relationship based on a set of shared strategic interests—promoting stable political transitions in the Middle East, stopping bloodshed and repression in Syria, and frustrating Iran's pursuit of nuclear weapons.

U.S. Education Reform and National Security stresses that the United States' failure to educate its students impairs the country's ability to thrive in a global economy and threatens U.S. national security.

Meetings

CFR held over 250 general meetings for members in New York and Washington, DC, maintaining its reputation for convening world leaders, senior government officials, and diplomats. During the United Nations General Assembly last fall, CFR hosted the foreign ministers of Cuba, France, Indonesia, Iran, Iraq, and Vietnam; the presidents of Chile, Ivory Coast, and Sierra Leone; and the secretary-general of the Arab League.

In Washington, the prime minister of Ethiopia, the home secretary of the United Kingdom, the German finance minister, the Egyptian and Portuguese foreign ministers, opposition leader Aung San Suu Kyi (via live videoconference from Myanmar), former national security adviser Zbigniew Brzezinski, and Undersecretary of State for Democracy and Global Affairs Maria Otero addressed the membership.

In New York, members met with Chinese dissident Chen Guangcheng in his first public appearance in the United States, former U.S. special envoy George J. Mitchell, and former White House chief of staff Erskine Bowles. A meeting cosponsored by the National History Center featured biographer John Lewis Gaddis, author of *George F. Kennan: An American Life*. Other special events included a meeting with the service chiefs as part of the Robert B. McKeon Endowed Series on Military Strategy and Leadership and a panel discussion with top network news executives from ABC, CBS, CNN, and NBC. This year's Darryl G. Behrman Lecture on Africa was an update on Sudan, with activist George Clooney and the Enough Project's John Prendergast, while the Kenneth A. Moskow Lecture on Homeland Security and Counterterrorism featured U.S. Special Operations commander Admiral William H. McRaven.

A symposium marking the tenth anniversary of the 9/11 attacks featured former executive director of the 9/11 Commission Philip D. Zelikow, former career CIA officer and State Department coordinator for counterterrorism Henry Crumpton, CFR Shelby Cullom and Kathryn W. Davis Adjunct Senior Fellow for Counterterrorism and Homeland Security Richard A. Falkenrath, former CIA acting director John McLaughlin, former assistant to the president for homeland security and counterterrorism Frances Townsend, and former deputy national security adviser for combating terrorism Juan Zarate.

Other symposia focused on the bilateral relationship between the United States and Mexico and the implications of the Arab upheavals one year later. Speakers at "U.S.-Mexico Relations Beyond the 2012

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Elections” examined issues important to both countries, including drugs, organized crime, trade, immigration, and the outlook for each country’s election. CFR and St. Antony’s College at the University of Oxford cosponsored a daylong symposium on unrest in the Middle East and North Africa featuring panel debates on the role of monarchies, the interplay between Islam and governance, and the changing politics of the region.

The annual Stephen C. Freidheim Symposium featured White House Office of Management and Budget director Jacob Lew, *Financial Times* U.S. managing director Gillian Tett, and former Federal Reserve chairman Alan Greenspan. Speakers analyzed the debt and fiscal deficits plaguing the United States, Europe, and other economies and proposed remedies for the crises.

Meetings of the C. Peter McCollough Series on International Economics hosted Russian finance minister Anton G. Siluanov, Bank of Canada governor Mark Carney, International Monetary Fund managing director Christine Lagarde, Congressional Budget Office director Douglas W. Elmendorf, and Federal Reserve Board of Governors member Daniel K. Tarullo. The McKinsey Series on International Economics, comprising panel discussions with leading economists, held sessions on central banking and lessons learned on macroeconomics from the financial crisis.

Above: CFR Senior Fellow Shannon K. O’Neil introduces a panel at the symposium “U.S.-Mexico Relations Beyond the 2012 Elections.” Participants included the *New York Times*’ Ginger Thompson, the Wilson Center’s Eric L. Olson, and Alejandro Hope of the Instituto Mexicano para la Competitividad and México Evalúa.

Previous page left: Stanley A. McChrystal, former commander of the United States and International Security Assistance Forces Afghanistan and Joint Special Operations Command’s premier military counterterrorism force

Previous page right: Zhang Xin, CEO of SOHO China, the largest real-estate developer in Beijing



Kenneth I. Chenault, chairman and chief executive officer of American Express, discusses the upheaval in the eurozone, the struggling U.S. economy, and the role of business in foreign policy with the *Wall Street Journal's* Alan S. Murray.

The ninth annual Corporate Conference gathered more than 370 representatives of 120 companies to explore issues at the intersection of foreign policy and international economics.

National Program

The organization staged nearly one hundred events for national members, the over one-third of CFR membership located outside of New York and Washington, DC. Highlights included sessions with State Department officials Tamara Wittes, Michael Posner, and Reuben Brigety; a discussion on the future of global public health with Congressman Adam Smith (D-WA) and Senior Fellow Laurie Garrett; and a rollout event for the CFR-sponsored Independent Task Force report on education reform.

The National Conference—the highlight of programming for National members—featured a conversation with Chairman of the Joint Chiefs of Staff General Martin E. Dempsey; a special session at the Intrepid Sea, Air, and Space Museum with General Stanley H. McChrystal; and a mock National Security Council meeting on U.S. policy options toward Iran featuring retired U.S. Army general John P. Abizaid, Harvard professor Joseph S. Nye Jr., former undersecretary of state for political affairs Thomas R. Pickering, energy expert Daniel Yergin, and former CIA deputy director Jami Miscik.

Corporate Program

CFR's Corporate Program hosted a number of events to bring together members of the business community and policymakers. As part of the CEO Speaker series, the institution convened meetings with the leadership of American Express, Anheuser-Busch InBev, BlackRock, Deere, Deutsche Bank, ExxonMobil, Grupo Salinas, McKinsey & Co., and SAP.

The ninth annual Corporate Conference gathered more than 370 representatives of 120 companies to explore issues at the intersection of foreign policy and international economics. Sessions featured former U.S. treasury secretaries Lawrence H. Summers and Robert E. Rubin, Princeton University economist Alan S. Blinder, Columbia University economist Glenn Hubbard, Carlyle Group vice chairman David M. Rubenstein, former U.S. secretary of state Madeleine K. Albright, SOHO China CEO Zhang Xin, and CBS's Charlie Rose.

CFR experts gave nearly 300 interviews to leading broadcast news outlets, authored over one hundred pieces on CFR.org, and published more than 350 op-eds.

David Rockefeller Studies Program

CFR experts gave nearly three hundred interviews to leading broadcast news outlets, including ABC, CNN, MSNBC, NPR, Fox News, Bloomberg, al-Jazeera, and the BBC, for shows such as *Morning Joe*, *Fareed Zakaria GPS*, *Talk of the Nation*, *PBS Newshour*, *Charlie Rose*, and *World News Tonight*. They authored over one hundred pieces on CFR.org and published more than 350 op-eds in the *New York Times*, *Wall Street Journal*, *Washington Post*, *Financial Times*, *International Herald Tribune*, and other leading periodicals.

The latest CFR ebook, *Iran: The Nuclear Challenge*, was edited by Henry A. Kissinger Senior Fellow for U.S. Foreign Policy Robert D. Blackwill and includes contributions from scholars Ray Takeyh, Meghan L. O'Sullivan, Richard A. Falkenrath, Matthew Kroenig, Robert M. Danin, and Elliott Abrams. The volume maps objectives, tools, and strategies for dealing with Iran's nuclear program. In its seven chapters, the volume aims to provide clarity on policy choices and principles to assist in analyzing one of the most vexing issues in the world today.

The U.S.-India Joint Study Group, cosponsored by CFR and Aspen Institute India, released its final report in conjunction with rollout meetings in New York and Washington, DC. The group comprised business, policy, and thought leaders from the United States and India and was chaired by Robert D. Blackwill and India's National Security Advisory Board chairman Naresh Chandra. The report calls for the United States to express strong support for India's peaceful rise as a crucial component of Asian security and stability.

Scholars published five books over the past year. Senior Fellow Steven A. Cook's *The Struggle for Egypt: From Nasser to Tahrir Square* explains Egypt's state of affairs, its relationships with regional and international actors, the circumstances that resulted in the events of Tahrir Square, and its outlook post-Mubarak. Former adjunct senior fellow for Middle Eastern studies Thomas Lippman published *Saudi Arabia on the Edge: The Uncertain Future of an American Ally*, in which he dissects the challenges the country—wealthy and young, but politically stagnant and repressed—presents to itself and to U.S. interests in the region. Adjunct Senior Fellow Richard K. Betts authored *American Force: Dangers, Delusions, and Dilemmas*, which examines the American use of military

capabilities since the end of the Cold War, and recommends that the United States exercise greater caution and restraint, using force less frequently but more decisively. In *No One's World: The West, the Rising Rest, and the Coming Global Turn*, Senior Fellow Charles A. Kupchan argues that the twenty-first century will mark the first time in history that the world is both interdependent and without a center of gravity or global guardian. Senior Fellow Scott A. Snyder edited *The US–South Korea Alliance: Meeting New Security Challenges*, in which the contributors consider the capacities and potential for cooperation, assess the corresponding challenges, and propose new forms of collaboration between the two countries.

Beyond books, the Studies Program generated an unprecedented sixty-four reports, a nearly 70 percent increase over the previous year. Among these were three Council Special Reports:

- In *Partners in Preventive Action: The United States and International Institutions*, Director and Senior Fellow Paul B. Stares and Fellow Micah Zenko of the Center for Preventive Action call for the United States to nurture effective international partnerships to help prevent and manage violent conflicts that threaten U.S. interests.
- The University of Vermont's F. Gregory Gause III examines the challenges and opportunities facing Saudi Arabia and argues for a more modest, businesslike relationship between Washington and Riyadh, in *Saudi Arabia in the New Middle East*.
- Michael Shifter, president of the Inter-American Dialogue, reviews the causes and consequences of the violence in several Central American countries and evaluates the national, regional, and international efforts intended to curb its worst effects, in *Countering Criminal Violence in Central America*.

CFR's think tank extended its roster of Policy Innovation Memoranda with papers on the Arctic economy, a code of conduct for outer space, U.S. policy options for Syria, American visa systems, financial regulation, governance in Afghanistan, tobacco control, U.S.-Japan relations, Yemen, and the risk of a Cuban oil spill, among other topics.

The David Rockefeller Studies Program is CFR's world-class think tank, comprising more than eighty scholars whose work over the past year includes:

5	<i>Books published</i>
7	<i>Average weekly number of op-eds published</i>
14	<i>Appearances by CFR experts before Congress</i>
43	<i>Magazine or journal articles published</i>
45	<i>Reports published</i>
109	<i>Expert Briefs, First Takes, and Interviews on CFR.org</i>
286	<i>Briefings given to U.S. and foreign government officials</i>
354	<i>Study group and roundtable meetings</i>

The Academic Initiative connects educators and students at the college and graduate levels with CFR's research and analysis.

Outreach

Over the past year, the institution greatly expanded its work for the academic community. Made possible in large part by a generous grant from David M. Rubenstein, the Academic Initiative connects educators and students at the college and graduate levels with CFR's research and analysis. The Higher Education Working Group of college, university, and community college presidents and select foundation heads convened for its ninth session. Briefings with fellows and other leading experts focused on the global economy, Asia, Europe, and the Middle East, as well as the implications of globalization for higher education.

As part of its outreach to the religious community, CFR assembled the fifth annual Religion and Foreign Policy Summer Workshop. The more than one hundred participants included congregational leaders from sixteen religious traditions, religious scholars, fellows, and outside experts. Discussions focused on demographic trends in the United States and abroad, political revolutions in the Middle East and North Africa, religious freedom, electoral and economic challenges in Africa, and immigration and border security.

Next page top: CFR.org Editor Robert McMahon welcomes students to an educational event in New York.

Next page bottom: J. Bryan Hehir, secretary for health care and social services in the Archdiocese of Boston, at the sixth annual Religion and Foreign Policy Summer Workshop



CFR Online

CFR.org attracted a monthly average of 1.3 million page views, up nearly 10 percent from the previous year, and 540,000 unique visitors, an increase of 20 percent from a year earlier. New content partnership agreements with CNN and the *Atlantic* added hundreds of thousands of monthly page views of CFR content. More than a dozen blogs showcase timely commentary created and curated by in-house experts.

CFR accelerated its in-house broadcast production to reach online audiences around the world more effectively. The website launched new video series featuring fellows' analysis of breaking international developments and the U.S. presidential election, and guided viewers on issues ranging from how international organizations function to lessons learned from major events in modern history. Subscribers to the institution's YouTube channel increased by 85 percent over the past twelve months, and video views grew 170 percent, to 540,000.

Released last October, "Crisis Guide: Iran," the latest multimedia feature in the Emmy Award-winning series, includes analysis of Iran's history, oil-driven economy, and nuclear program from interviews with more than twenty-five experts.

The Global Governance Monitor, an interactive tracking multilateral efforts to address international difficulties, added three new components: on counterterrorism, human rights, and transnational crime. Through timelines, issue briefs, and maps, the monitor shows that international arrangements to fight terrorism are insufficient and uncoordinated, the human rights regime has made strides to prevent abuses and atrocities but falls short in crucial areas, and the anticrime system is not adequate to combat international criminal networks.

This year, the institution's presence in social media developed significantly. Fans on Facebook grew by more than 80 percent as a result of the enhanced experience on our institutional page, while Twitter followers increased nearly 40 percent, propelled in part by the twenty-five fellows now active in that space.



This year, the institution's presence in social media developed significantly. Fans on Facebook grew by more than 80 percent, and Twitter followers increased nearly 40 percent, propelled in part by the twenty-five fellows now active in that space.

Foreign Affairs

This year has been one of sustained growth and evolution for *Foreign Affairs*. We continued to put out a compelling print magazine while also ramping up our Web and social media presences, deploying an award-winning mobile website, publishing several ebooks, and doing more live events. The amount of *Foreign Affairs* content published online only now surpasses the amount published in the print edition, and all of our content is reaching a broader audience, on more platforms, than ever before.

The July/August 2011 issue led with a package on “How America Can Compete,” with major articles by Nobel laureate Michael A. Spence on globalization and unemployment, former budget czar Peter Orszag on health-care reform, and former auto czar Steve Rattner on lessons from the German economic model. Other notable pieces included NATO secretary-general Anders Fogh Rasmussen on “NATO After Libya,” moral philosopher Michael Walzer on humanitarianism, and former deputy national security adviser Elliott Abrams on Israeli settlements.

The September/October issue featured a package pegged to the tenth anniversary of 9/11, including a study of al-Qaeda’s evolution by terrorism expert William McCants, an assessment of the first decade of the war on terror by diplomatic historian Melvyn Leffler, and several analyses of the situation in Afghanistan. A debate between Arvind Subramanian and Salvatore Babones on the speed and inevitability of China’s economic ascent attracted a great deal of attention, as did a penetrating critique of the drug war by Mark Kleiman and a piece on Korea’s foreign policy by Park Geun-hye.

The November/December issue led with a powerful essay by George Packer on economic inequality and social decline—one that was already drawing buzz before the eruption of the Occupy Wall Street protests, for which it provided a de facto manifesto. The issue also contained lively debates on Israel’s greatest challenges and the merits of humanitarian intervention, a look at Indonesia’s prospects by Karen Brooks, a searching analysis of the future of nuclear energy by Ernest Moniz, and an exploration of Bismarck’s lessons for contemporary policymakers in the developing world.

For the January/February 2012 issue, we put out a ninetieth anniversary special section on “The Clash of Ideas,” tracing the emergence and future of the modern order. The package was built around twenty excerpts of essays from the *Foreign Affairs* archives, by such notable authors as Hamilton Fish Armstrong, Isaiah Berlin, C. P. Kindleberger, Harold Laski, and Leon Trotsky. It also included several new pieces, including a major essay by Francis Fukuyama on “The Future of History.” Rounding out the issue was a trio of articles on the future of the euro, the dollar, and the yuan; a provocative case for attacking Iran’s nuclear program; and an argument for cutting off U.S. military aid to Pakistan.

The March/April issue showcased a variety of traditional and new content. Henry Kissinger contributed a major article on managing U.S.-Chinese relations, Robert Zoellick summed up what he had learned in his five years leading the World Bank, Fouad Ajami assessed the state of



Foreign Affairs Editor Gideon Rose

the Arab Spring a year on, and U.S. NATO ambassador Ivo Daalder and supreme allied commander James Stavridis discussed the Libya campaign. In addition, astrophysicist Neil deGrasse Tyson made the case for a reinvigorated space program, Robert Putnam and David Campbell analyzed the role of religion in American politics, and David Bell explored the life and contemporary significance of Cardinal Richelieu. Other notable articles included a counterintuitive argument by Micah Zenko and Michael Cohen on the plentiful security of the contemporary international environment and a damning survey of post-American Iraq by CFR Murrow Fellow Ned Parker.

The May/June issue continued this diversity of offerings. It featured traditional fare such as guidance on the future of the U.S. Army by Chief of Staff Raymond Odierno, an authoritative analysis of the Obama administration's foreign policy by Martin Indyk, Kenneth Lieberthal, and Michael O'Hanlon, and a look at developments in Europe by Andrew Moravcsik. At the same time, it led with an excerpt of a new translation of a two-thousand-year-old guide to political campaigning by Quintus Tullius Cicero accompanied by a commentary from political consultant James Carville, and included articles on topics such as noncommunicable diseases, climate change, and renewable energy. A critique of Keynesian analyses of the recession by economist Raghuram Rajan made a particular splash.

With its greater freedom to respond to breaking events, ForeignAffairs.com showcased a flurry of articles throughout the year on timely topics such as the ongoing turbulence in the Middle East, the crack-up in Europe, the Arab-Israeli conflict, the Occupy Wall Street protests, leadership transitions across the globe, and much more. With a newly dynamic Web operation generating two to three fresh online items every weekday, the site saw a surge in traffic and attention, repeatedly hitting new all-time highs and beginning to fulfill its potential as an important driver of public debate.

Having released our first ebook in late spring 2011—*The New Arab Revolt*, a joint effort with CFR—in late summer we released our second, *The U.S. vs. al Qaeda: A History of the War on Terror*. At the end of the year we published our third, *The Clash of Ideas: The Ideological Battles that Made the Modern World—And Will Shape the Future*. In January 2012, the complete *Foreign Affairs* archives were made available online, with nine thematic collections of highlights presented as an introduction. And a growing series of live events sponsored by the magazine—including author panels, debates, business-oriented investment conferences, and media partnerships with other institutions—has extended our reach on the ground as well.

The magazine's performance on the business side over recent decades has been stellar, and this year continued that trend. *Foreign Affairs* is a unique phenomenon—a niche publication that also has broad appeal. Unlike most intellectual publications, the magazine remains consistently in the black, rather than being subsidized, as are most serious publications. The bulk of our revenue comes from subscriptions and single-copy sales, while advertising and ancillary products contribute significantly. In recent years, *Foreign Affairs* has evolved from a professional journal into a broad multimedia forum that now serves a diverse annual audience of three million.

Paid readership of the bimonthly magazine is at an all-time high of 175,000, including those who read it in print, in a digital facsimile edition, and over the Kindle and other ereaders. Readership of ForeignAffairs.com is also at a high. In the first half of 2012, the site attracted

With its greater freedom to respond to breaking events, ForeignAffairs.com showcased a flurry of articles throughout the year on timely topics.



Foreign Affairs Editor Gideon Rose with renowned political scientist Francis Fukuyama at the *Foreign Affairs* LIVE event “The Future of History.”

3.2 million unique visitors and 11 million page views. More than 175,000 readers follow *Foreign Affairs* on social media (including Twitter and Facebook), more than 100,000 subscribe to our free weekly newsletter, and our *Foreign Affairs* videos on YouTube have been viewed more than 150,000 times. We will continue to embrace the digital revolution in the year to come and are currently developing an app for the iPad.

A crucial architect of all this success has been publisher David Kellogg, who retired at the end of June 2012, after two and a half decades of extraordinary service in that post. His successor, Lynda Hammes, has already played a major role in recent years as deputy publisher and director of digital strategy, and we are delighted that she will be the one building on David's record.

Gideon Rose
Foreign Affairs Editor

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 Penny S. Pritzker

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 Stephen Friedman
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 Robert E. Rubin

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 Daniel Cruise
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 Andrew Gundlach
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* Term Member

† Ex officio

Note: Committee listing shown as of June 30, 2012.

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 Marc Lasry
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 Louis Perlmutter
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 David M. Rubenstein
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 Maurice Sonnenberg
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MEETINGS

Tom Brokaw, *Chair*
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 Arthur Mark Rubin
 George Rupp

David Shuman
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 Calvin G. Sims
 Elliott Stein
 Anne M. Tatlock
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 Alice Young

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Madeleine K. Albright, *Vice
Chair*

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Sylvia Mathews Burwell
Kenneth M. Duberstein
Nancy A. Jarvis
Kenneth I. Juster
Maria Elena Lagomasino
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Michael Mandelbaum
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*WASHINGTON
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Darin E. Johnson
Karen H. Johnson
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Montgomery C. Meigs
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Kori Schake
Frances Fragos Townsend

2012 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. In each class, three Directors are elected by the membership and four are appointed by the Board.

Directors with terms expiring on June 30, 2012, were Fouad Ajami, Sylvia Mathews Burwell, Kenneth M. Duberstein, Stephen Friedman, Carla A. Hills, Jami Miscik, and Robert E. Rubin.

The Nominating and Governance Committee was composed of Mary McInnis Boies (Chair), Madeleine K. Albright, Sylvia Mathews Burwell, Kenneth M. Duberstein, Nancy A. Jarvis, Kenneth I. Juster, Maria Elena Lagomasino, Edward J. Mathias, Jami Miscik, Theodore Roosevelt IV, Stanley S. Shuman, G. Richard Thoman, R. Keith Walton, and Christine Todd Whitman. On December 6, 2011, the Chair invited the Council membership to propose possible candidates. The Nominating and Governance Committee met on February 22, 2012, to consider the pool of names suggested by Council members for the three elective vacancies. Mindful of its mandate to consider "the need for diversity with regard to age, sex, race, geographical representation, and professional background," the Nominating and Governance Committee developed the following slate of nominees for the Class of 2017: Sylvia Mathews Burwell, Dan E. Caldwell, Peter B. Henry, Karen Parker Feld, Mona K. Sutphen, and Margaret G. Warner. (Incumbent directors eligible to serve another term recused themselves from deliberations on their own candidacies.) On March 23, 2012, Council members were notified of the slate and of the petition process available to them in accordance with the By-Laws. No petition candidate was put forth. A ballot was sent to all Council members on May 1, 2012.

At the Annual Meeting for the Election of Directors on June 5, 2012, 1,624 members participated in person or by proxy, fulfilling the quorum required by By-Law V. No name was written on thirty or more ballots cast at the meeting, and, therefore, no one was nominated for the 2013 election by the write-in procedure outlined in the By-Laws. Sarah A.W. Fitts, Ernest T. Patrikis, and Nancy Young served as election overseers. The following nominees were elected for five-year terms beginning July 1, 2012, and expiring June 30, 2017: Sylvia Mathews Burwell, Peter B. Henry, and Margaret G. Warner.

At its June 14 meeting, the Board also appointed four Council members to serve five-year terms as Directors in the Class of 2017, beginning July 1, 2012, and expiring June

30, 2017: Stephen Friedman, Carla A. Hills, Jami Miscik, and Robert E. Rubin. Two additional directors were appointed: Muhtar Kent to fill a vacancy in the Class of 2016, and Vin Weber to the Class of 2014 to replace Henry R. Kravis, who stepped down on June 30, 2012. Carla A. Hills and Robert E. Rubin were reappointed as co-chairs and David M. Rubenstein was appointed vice chairman.

Historical Roster of Directors and Officers

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

Karen N. Horn	1992–95	Joseph S. Nye Jr.	2004–	Douglas Dillon	1976–78
James R. Houghton	1992–96	Fareed Zakaria	2004–	Carroll L. Wilson	1978–79
Charlayne Hunter-Gault	1992–98	Peter Ackerman	2005–	Warren Christopher	1987–91
Donna E. Shalala	1992–93	Charlene Barshefsky	2005–2010	Harold Brown	1991–92
Paul A. Allaire	1993–2002	Stephen W. Bosworth	2005–2009	B. R. Inman	1992–93
Robert E. Allen	1993–96	Tom Brokaw	2005–	Jeane J. Kirkpatrick	1993–94
Richard N. Cooper	1993–94	David M. Rubenstein	2005–	Maurice R. Greenberg	1994–2002
E. Gerald Corrigan	1993–95	Frank J. Caufield	2006–2010	Carla A. Hills	2001–2007
Alton Frye	1993	Ann M. Fudge	2006–	William J. McDonough	2002–2003
Leslie H. Gelb	1993–2001, 2002–2003	Alberto Ibargüen	2006–	Robert E. Rubin	2003–2007
Rita E. Hauser	1993–97	Henry R. Kravis	2006–2012	Richard E. Salomon	2007–
Theodore C. Sorensen	1993–2004	James W. Owens	2006–	David M. Rubenstein	2012–
Garrick Utley	1993–2003	Colin M. Powell	2006–	<i>HONORARY</i>	
Carla A. Hills	1994–	Christine Todd Whitman	2006–	<i>VICE CHAIRMAN</i>	
Helene L. Kaplan	1994–96	Sylvia Mathews Burwell	2007–	Maurice R. Greenberg	2002–
Frank G. Zarb	1994–96	Stephen Friedman	2007–	<i>PRESIDENTS</i>	
Robert B. Zoellick	1994–2001	Jami Miscik	2007–	John W. Davis	1921–33
Les Aspin	1995	Alan S. Blinder	2008–	George W. Wickersham	1933–36
Mario L. Baeza	1995–2001	J. Tomilson Hill	2008–	Norman H. Davis	1936–44
Peggy Dulany	1995–2003	Shirley Ann Jackson	2008–	Russell C. Leffingwell	1944–46
Jessica P. Einhorn	1995–2005	George Rupp	2008–	Allen W. Dulles	1946–50
Louis V. Gerstner Jr.	1995–2005	David G. Bradley	2009–	Henry M. Wriston	1951–64
Hannah Holborn Gray	1995–98	Donna J. Hrinak	2009–	Grayson Kirk	1964–71
William J. McDonough	1995–2004	Penny S. Pritzker	2009–	Bayless Manning	1971–77
George J. Mitchell	1995–2005	Frederick W. Smith	2009–	Winston Lord	1977–85
Frank Savage	1995–2002	John P. Abizaid	2010–	John Temple Swing*	1985–86
George Soros	1995–2004	Mary McInnis Boies	2010–	Peter Tarnoff	1986–93
Lee Cullum	1996–2006	Pamela Brooks Gann	2010–	Alton Frye	1993
Vincent A. Mai	1997–2003	Thomas H. Glocer	2011–	Leslie H. Gelb	1993–2003
Warren B. Rudman	1997–2005	Eduardo J. Padrón	2011–	Richard N. Haass	2003–
Laura D'Andrea Tyson	1997–2007	Peter B. Henry	2012–	<i>PRESIDENT EMERITUS</i>	
Roone Arledge	1998–2002	Muhtar Kent	2012–	Leslie H. Gelb	2003–
Martin S. Feldstein	1998–2008, 2009–	Margaret G. Warner	2012–	<i>HONORARY PRESIDENTS</i>	
Bette Bao Lord	1998–2003	<i>CHAIRMEN OF THE BOARD</i>		Elihu Root	1921–37
Michael H. Moskow	1998–2008	Russell C. Leffingwell	1946–53	Henry M. Wriston	1964–78
Diane Sawyer	1998–99	John J. McCloy	1953–70	<i>EXECUTIVE</i>	
John Deutch	1999–2004	David Rockefeller	1970–85	<i>VICE PRESIDENTS</i>	
Robert E. Rubin	2000–	Peter G. Peterson	1985–2007	John Temple Swing	1986–93
Andrew Young	2000–2005	Carla A. Hills		Michael P. Peters	2002–2005
Henry S. Bienen	2001–2011	(Co-Chairman)	2007–	Keith Olson	2012–
Kenneth M. Duberstein	2001–2012	Robert E. Rubin		<i>CHIEF FINANCIAL OFFICERS</i>	
Joan E. Spero	2001–2011	(Co-Chairman)	2007–	Kenneth Castiglia	2009–2011
Vin Weber	2001–2011, 2012–	<i>CHAIRMAN EMERITUS</i>		Keith Olson	2012–
Fouad Ajami	2002–2012	Peter G. Peterson	2007–	<i>CHIEF INFORMATION</i>	
Jeffrey L. Bewkes	2002–2006	<i>HONORARY CHAIRMEN</i>		<i>OFFICER AND PUBLISHER</i>	
Ronald L. Olson	2002–2010	John J. McCloy	1970–1989	David Kellogg	2010–2012
Thomas R. Pickering	2002–2007	David Rockefeller	1985–		
Helene D. Gayle	2003–2008	<i>VICE CHAIRMEN</i>			
Richard N. Haass	2003–	<i>OF THE BOARD</i>			
Richard E. Salomon	2003–	Grayson Kirk	1971–73		
Anne-Marie Slaughter	2003–2009	Cyrus R. Vance	1973–76, 1985–87		
Madeleine K. Albright	2004–				
Richard N. Foster	2004–2009				

* pro-tempore

SENIOR VICE PRESIDENTS

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

VICE PRESIDENTS

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

EXECUTIVE DIRECTORS

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

SECRETARIES

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

HONORARY SECRETARY

Frank Altschul	1972–1981
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TREASURERS

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

*EDITORS OF
FOREIGN AFFAIRS*

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

DIRECTORS OF STUDIES

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

Ethan B. Kapstein	1995–96
Kenneth R. Maxwell	1996
Gary C. Hufbauer	1997–98
Lawrence J. Korb	1998–2002
Michael P. Peters	2002–2003
James M. Lindsay	2003–2006, 2009–
Gary Samore	2006–2009

DIRECTORS OF MEETINGS

George S. Franklin	1949–50
William Henderson	1952–54, 1955–56
Melvin Conant	1954–55,* 1956–57,* 1957–59
George V.H. Moseley III	1959–62
Harry Boardman	1962–69
Zygmunt Nagorski Jr.	1969–78
Marilyn Berger	1978–79
Margaret Osmer-McQuade	1979–93
Karen M. Sughrue	1993–98
Anne R. Luzzatto	1998–2005
Nancy D. Bodurtha	2005–

* pro-tempore

Membership

MEMBERSHIP

The Council on Foreign Relations is first and foremost a membership organization. With nearly 4,700 members, CFR's roster includes top government officials, renowned scholars, business executives, acclaimed journalists, prominent lawyers, and distinguished nonprofit professionals. Representing a group unmatched in accomplishment and diversity in the field of international affairs, the membership is divided almost equally among those living in New York, Washington, DC, and across the country and abroad.

Members have unparalleled access to world leaders, senior government officials, members of Congress, prominent thinkers and practitioners in academia, policy, and business, and fellow CFR members. Members participate in meetings, panel discussions, interviews, lectures, book clubs, and film screenings to discuss and debate the major foreign policy issues of our time.

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 is elected to serve a five-year term. The Term Member Program has grown considerably since it was established more than forty years ago; the number of term members is now indexed at up to 15 percent of the total CFR membership. Candidates for term membership must be between the ages of thirty and thirty-six on January 1 of the year in which their election takes place. Term membership elections are held in June following the application deadline.

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

APPLYING FOR MEMBERSHIP

The Council seeks quality, diversity, and balance in its membership. Criteria for membership include intellectual achievement and expertise; degree of experience, interest, and current involvement in international affairs; promise of future achievement and service in foreign relations; potential contributions to CFR's work; desire and ability to participate in CFR activities; and standing among peers.

New members are named twice a year by the Board of Directors, which invites selected women and men to join based on the recommendations of the Committee on Membership. The committee, which meets twice a year, is composed of six Board members and other non-Board members appointed by the committee chair.

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

All candidates must complete an online application, which can be accessed only by contacting Membership at applications@cfr.org or 212.434.9487. All materials, including nomination and seconding letters, must be submitted using the online application.

Membership in CFR is restricted to U.S. citizens (native born or naturalized) or permanent residents who have made formal application to become citizens. If foreign born, a candidate must submit a written statement that he or she has met this requirement.

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

APPLICATION REQUIREMENTS

- Letter of nomination from a CFR member;
- Three seconding letters for membership (maximum of four) or two seconding letters for term membership (maximum of three); and
- Completion of online application.

SPONSORING A CANDIDATE FOR MEMBERSHIP

The Council on Foreign Relations relies on its members for their engagement, substantive contributions, and support, and counts on members to identify and nominate or second qualified prospects for membership. Membership development efforts are focused on identifying and attracting diverse leaders in international affairs across all sectors. Members are advised to commit themselves to nominating or seconding a candidate only when they are confident the requirements of the process can be met.

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

NOMINATING LETTERS

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

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

SECONDING LETTERS

Seconding letters need not be as comprehensive but should state why the candidate should be considered for CFR membership based on the criteria above with an emphasis on "standing among peers." Letter writers should also provide relevant information that might not be included in a candidate's CV or the nomination letter. The first paragraph of seconding letters must include a clear and comprehensive statement about the nature of the relationship between the candidate and the letter writer. As with nomination letters, thoughtful, candid, and succinct comments are far more important in seconding letters than formal endorsements. It is not required that seconding letters come from current CFR members, but it is strongly recommended.

ADDITIONAL RULES AND REGULATIONS TO CONSIDER

Candidates or their nominators are responsible for ensuring that all required application materials are submitted by the filing deadlines. Please also note the following:

- Officers of CFR as well as members of the Board of Directors and Committee on Membership are precluded from nominating or writing seconding letters on any candidate's behalf.
- A spouse, close relative (parent, sibling, cousin, or the like), or near in-law of a candidate may not formally nominate or second that candidate for CFR membership. Members should also refrain from writing on behalf of clients.
- CFR visiting fellows are prohibited from applying for membership until they have completed their fellowship tenure.

DEADLINES, CANDIDATE NOTIFICATION, AND REACTIVATION

Strict observance of deadlines is essential to staff support of the Committee on Membership's work. Applications not completed prior to the deadline for any given committee meeting will not

be considered at that time. All membership candidates and their nominators will receive notification of the committee’s decisions according to the schedule below.

	<i>APPLICATION DEADLINE</i>	<i>NOTIFICATION</i>
Membership	March 1	late June
	October 1	mid-February
Term Membership	November 1	late June

Candidates who are held over (not elected) at any given committee meeting may remain eligible for consideration at subsequent meetings. An application may be reactivated by submitting an updated CV and basic information, using the online application, and securing a minimum of one and a maximum of three additional seconding letters that provide new insights that would be helpful in the selection process. It is not required that seconding letters come from current CFR members, but it is strongly recommended. The original nomination letter as well as seconding letters submitted in previous applications will remain on file for a period of ten years. Candidates may submit new letters from previous letter writers only when new content is included.

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

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 212.434.9466 or applications@cfr.org.

PROFILE OF THE MEMBERSHIP

Since July 2011, CFR membership has grown by 2 percent, from 4,591 to 4,681 members. Member records are maintained by CFR at 58 East 68th Street, New York, NY 10065.

	<i>NUMBER OF MEMBERS</i>	<i>PERCENTAGE OF MEMBERSHIP</i>
Location		
New York Area	1,519	33
Washington, DC, Area	1,469	31
National/International	1,693	36
Total	4,681	100
Vocation		
Business	1,473	31
Professors, Fellows, and Researchers	883	19
Nonprofit and International Organizations	695	15
Government	464	10
Law	245	5
University and College Administrators	264	6
Journalists, Correspondents, and Editors	209	4
Other	448	10
Total	4,681	100

Membership Roster

A

Aaron, David L.
 Abbot, C. Spencer*
 Abbot, Charles S.
 Abbot, Laura Winthrop
 Abbott, Kimberly M.
 Abboud, A. Robert
 Abboud, Labeeb M.
 Abdalla, Alyce
 Abell, Keith W.
 Abercrombie-Winstanley,
 Gina K.
 Abernethy, Robert John
 Abizaid, John P.
 Aboelnaga Kanaan, Mona
 Abraham, David
 Abrahams, Tara
 Balmaceda†
 Abramowitz, Michael J.
 Abramowitz, Morton I.
 Abrams, Elliott
 Abrams, William M.
 Abshire, David M.
 Abuaf, Niso
 Aburdene, Odeh F.
 Ackerman, Elliot L.†
 Ackerman, Peter
 Adams, Gordon M.
 Adams, Jacqueline
 Adams, Marjorie A.
 Adams, Michael F.
 Adams, Robert McCormick
 Adams, Timothy Dees
 Adams-Ender, Clara L.
 Adashi, Eli Y.
 Addonizio, Elizabeth
 Adelman, Carol C.
 Adkerson, Richard C.
 Adkins, Travis
 Adler, Allen R.
 Adler, Stephen J.*

* Elected to membership in 2012.

† Elected to a five-year term membership in 2012.

Note: Membership shown as of
 July 1, 2012.

Afkhami, Amir
 Agarwal, Sara R.
 Agarwal, Sumit
 Aggarwal, Vinod K.
 Agostinelli, Robert F.
 Aguiar, Eric
 Ahern, Stephanie R.*
 Ahmed, Salman S.*
 Ahuja, Sanjiv
 Aidinoff, M. Bernard
 Ajami, Fouad
 Akhavi, Negar†
 Albright, Alice P.
 Albright, Madeleine K.
 Alderman, Michael H.
 Aldrich, George H.
 Alexander, Aileen K.
 Alexander, John R.
 Alexander, Margo N.
 Alfonzo, Rafael
 Alford, William P.
 Allaire, Paul A.
 Allbritton, Joe L.
 Allen, Dan†
 Allen, Jodie T.
 Allen, John R.
 Allen, Jonathan
 Allen, Richard V.
 Allen, Thad W.
 Allen, William L.
 Allibhoy, Faheen
 Allison, Graham T.
 Almond, Michael A.
 Alonzo, Anne L.
 Alter, Jonathan H.
 Alter, Karen J.
 Alterman, Jon B.
 Altman, Daniel
 Altman, Drew
 Altman, Roger C.
 Altman, William C.
 Altshuler, David
 Alvarez, Jose E.
 Alving, Amy E.
 Amir-Mokri, Cyrus*
 Ammori, Marvin
 Amos, Deborah Susan

Anand, Manpreet Singh
 Andelman, David A.
 Andersen, Harold W.
 Anderson, Christine L.
 Anderson, Craig B.
 Anderson, Desaix
 Anderson, Edward G. III
 Anderson, Gloria B.
 Anderson, John B.
 Anderson, Lisa
 Anderson, Mark A.
 Anderson, Paul F.
 Anderson, Wendy R.*
 Andreas, Terry Lynn
 Andrews, David R.
 Andrews, Michael A.
 Angelson, Mark A.
 Ansour, M. Michael
 Anthony, John Duke
 Aossey, Nancy A.
 Apgar, David P.
 Aponte, Mari Carmen
 Appiah, Kwame A.
 Applebaum, Anne E.
 Aquila, Francis J.
 Arbess, Daniel J.*
 Arcos, Cresencio S.
 Arend, Anthony Clark
 Argov, Gideon
 Arkin, Stanley S.
 Armacost, Michael H.
 Armstrong, Charles
 Michael
 Armstrong, Lloyd Jr.
 Arnhold, Henry H.
 Aron, Adam M.
 Arons, Melinda S.
 Aronson, Bernard W.
 Aronson, Jonathan David
 Arsenian, Deana
 Arsht, Adrienne
 Art, Robert J.
 Arthurs, Alberta
 Artigiani, Carole
 Asgard, Ramin
 Assousa, George E.
 Athreya, Bama

Atkin, Rebecca
 Atkins, Betsy S.
 Atkinson, Caroline
 Atuahene, Bernadette
 Atwood, J. Brian
 Auer, James E.
 Auerbach, Michael B.
 Auerbach, Paul S.
 Aufhauser, David D.
 Auguste, Byron Gerald
 Augustine, Norman R.
 Auspitz, Josiah Lee
 Ausubel, Jesse H.
 Avedon, John F.
 Avery, John E.
 Avni, Ronit
 Awuah, Patrick G. Jr.
 Axelrod, Robert M.
 Ayers, H. Brandt
 Ayón, David R.
 Ayres, Alyssa
 Ayyar, Balan Rama
 Azim, Khalid
 Azimi, Shad

B

Babbitt, Bruce
 Babbitt, Eileen F.
 Babbitt, Harriet C.
 Babcock-Lumish, Terry L.†
 Bacchus, James L.
 Bacevich, Andrew J.
 Bacha, Julia†
 Bader, Christine*
 Bader, William B.
 Baer, Donald A.
 Bagley, Bruce M.
 Bagley, Elizabeth Frawley
 Bahar, Michael
 Bailey, Jed
 Bailey, Ronald Lewis
 Bains, Leslie E.
 Baird, Peter W.
 Baker, Amy
 Baker, Arnold B.
 Baker, Audrey H.
 Baker, Howard H. Jr.

Baker, James A. III
 Baker, James H.
 Baker, John R.
 Baker, Pauline H.
 Baker, Stewart A.
 Baker, Thurbert E.
 Bakhash, Shaul
 Bakstansky, Peter
 Balaran, Paul
 Baldwin, David A.
 Baldwin, Sherman
 Baldwin Moody, Carol
 Bales, Carter F.
 Balick, Kenneth
 Baliles, Gerald L.
 Ballou-Aares, Daniella
 Balstad, Roberta
 Band, Laurence M.
 Bandler, Donald K.
 Banga, Ajaypal Singh
 Bansal, Preeta D.
 Barany, Zoltan
 Barbacci, Francesco Carlo†
 Barber, Benjamin R.
 Barbour, Haley
 Barcott, Rye
 Bardel, William G.
 Barger, Teresa C.
 Barkan, Joel D.
 Barkey, Henri J.
 Barlick, Robert T. Jr.†
 Barnes, Harry G. Jr.
 Barnes, Michael D.
 Barnett, F. William
 Barnett, Michael Nathan
 Barnett, Robert B.
 Barno, David William
 Barrett, Barbara McConnell
 Barrett, John Adams
 Barron, Michael J.
 Barry, Grace
 Barry, John L.
 Barry, Lisa B.
 Barry, Nancy M.
 Barry, Thomas Corcoran
 Barshay, Jill J.
 Barshefsky, Charlene
 Bartholomew, Reginald
 Bartiromo, Maria S.
 Bartlett, Joseph W.
 Bartlett, Richard Allen
 Bartlett, Timothy J

Bartley, Edith Lynn
 Bartolomei, Jason E.
 Bartsch, David A.
 Basek, John T.
 Basora, Adrian A.
 Bass, Gary J.
 Bass, Peter E.
 Bass, Warren
 Basu, Pat†
 Batkin, Alan R.
 Bator, Francis M.
 Battaglia, Charles C.
 Baxter, Randolph
 Bayh, Evan
 Bayrasli, Elmira
 Bean, Frank D.
 Bearg, Nancy J.
 Beattie, Richard I.
 Beatty, Warren
 Becker, Elizabeth H.
 Beckler, David Z.
 Beckmann, David
 Bedrosian, Gregory R.
 Beehner, Lionel
 Beeman, Richard E.
 Behringer, Michael P.
 Beim, David O.
 Beim, Nicholas F.
 Bekavac, Nancy Yavor
 Belfer, Robert A.
 Bell, Alexandra F.†
 Bell, Burwell B. III
 Bell, Gordon P.
 Bell, Joseph C.
 Bell, Peter Dexter
 Bell, Robert G.
 Bell, Ruth Greenspan
 Bell, Steve
 Bell, Thomas D. Jr.
 Bellamy, Carol
 Bellingier, John B. III
 Bellows, Ben
 Bell-Rose, Stephanie K.
 Belsky, Leah†
 Bender, Gerald J.
 Bender, Lawrence
 Benedict, Keith W.†
 Benedict, Kennette M.
 Benioff, Marc Russell
 Bennet, Douglas J.
 Bennett, Andrew Owen
 Bennett, Christina A.
 Bennett, Susan J.
 Benshoof, Janet
 Benson, Lucy Wilson
 Bereuter, Douglas K.

Bergen, Peter Lampert
 Berger, Joshua Adam
 Berger, Marilyn
 Berger, Samuel R.
 Berger, Suzanne
 Berggruen, Nicolas
 Bergman, Lowell A.
 Bergsten, C. Fred
 Berkley, Seth F.
 Berkowitz, Bruce
 Berkowitz, Elana
 Berkowitz, Howard P.
 Berman, Howard L.
 Berman, Jonathan E.
 Bernard, Kenneth W.
 Berndt, John E.
 Bernstein, David Scott
 Bernstein, Peter W.
 Bernstein, Robert L.
 Bernstein, Tom A.
 Berresford, Susan Vail
 Berris, Jan
 Bersin, Alan D.
 Bertini, Catherine Ann
 Bertsch, Gary K.
 Bery, Priya
 Beshar, Peter J.
 Beshara, Adam
 Bestani, Robert M.
 Bestor, Theodore C.
 Betru, Aron†
 Betts, Richard K.
 Beutner, Austin M.
 Bewkes, Jeffrey
 Beyzavi, Kian
 Bhala, Raj
 Bhargava, Anurima
 Bhidé, Amar V.
 Bialkin, Kenneth J.
 Bialos, Jeffrey P.
 Bickford, Jewelle
 Biddle, George C.
 Biegun, Stephen Edward
 Biel, Eric R.
 Biemann, Betsy
 Bienen, Henry S.
 Bierley, John C.
 Biersteker, Thomas J.
 Biggs, John H.
 Biggs, Marcia Polk Fuller†
 Biglari, Hamid
 Billingsley, Lucy C.
 Bilmes, Linda J.
 Bindenagel, James D.
 Binkley, Nicholas Burns
 Binnendijk, Anika Locke†

Binnendijk, Hans
 Birdsall, Nancy
 Birkelund, John P.
 Bissell, Richard E.
 Black, Cathleen P.
 Black, Leon D.
 Black, Shirley Temple
 Black, Stanley Warren
 Blacker, Coit D.
 Blackwell, Blair
 Blackwell, J. Kenneth
 Blackwill, Robert D.
 Blake, Robert O.
 Blanc, Jarrett N.
 Blank, Jonah
 Blank, Stephen
 Blankfein, Lloyd C.
 Blanton, Sharie†
 Blechman, Barry M.
 Bleek, Philipp C.†
 Bleich, Jeffrey L.
 Bleier, Edward
 Blendon, Robert Jay
 Bleyer, Kevin
 Blinder, Alan S.
 Blinderman, Eric H.
 Blinken, Alan John
 Blinken, Antony J.
 Blinken, Donald
 Bloch, Julia Chang
 Bloom, Evan T.
 Bloomberg, Michael R.
 Bloomfield, Lincoln P.
 Bloomgarden, Kathy Finn
 Blum, Richard C.
 Blumenthal, Sidney S.
 Blumenthal, W. Michael
 Blumling, Mark
 Blumrosen, Alexander
 Bernet
 Blyth, Mark M.
 Bob, Daniel E.
 Bobbitt, Philip Chase
 Bodansky, Daniel M.
 Bodea, Andy S.
 Bodnar, Seth A.
 Bogert, Carroll R.
 Bohlen, Avis T.
 Bohn, John A.
 Boies, Mary McInnis
 Bolling, Landrum R.
 Bollinger, Lee C.
 Bolton, John R.
 Bommer, Ashley Faye
 Bond, Robert D.
 Bondurant, Amy L.

* Elected to membership in 2012.

† Elected to a five-year term membership in 2012.

Bonime-Blanc, Andrea
 Bonine, David
 Bonner, Robert C.
 Bonney, J. Dennis
 Booth, Carter
 Borden, William B.†
 Bordoff, Jason Erik*
 Boren, David L.
 Borgerson, Scott G.
 Bork, Ellen
 Boschwitz, Rudy
 Bosworth, Stephen W.
 Botts, John C.
 Boufford, Jo Ivey
 Boughner, Devry S.
 Bouis, Antonina W.
 Boulware-Miller, Kay
 Boustany, Charles W. Jr.
 Bouton, Marshall M.
 Bovin, Denis A.
 Bower, Joseph Lyon
 Bower, Whitney
 Bowles, Erskine B.
 Boyd, Charles Graham
 Boyer, Spencer Phipps
 Bracken, Paul
 Bradbury, Darcy E.*
 Braddock, Richard S.
 Brademas, John
 Bradford, Nichol Rae
 Bradford, Zeb B. Jr.
 Bradley, Bill
 Bradley, David G.
 Brady, Linda Parrish
 Brady, Nicholas F.
 Brady, Rose
 Brainard, Lael
 Bramwell, Elizabeth R.
 Branch, Daniel H.
 Branscomb, Lewis M.
 Branson, Louise
 Braswell, Kimberly
 Brauchli, Marcus W.
 Braunschvig, David
 Brautigam, Deborah A.
 Brazeal, Aurelia E.
 Breck, Henry R.
 Breed, Henry Eltinge III
 Bremer, L. Paul III
 Bremmer, Ian A.
 Brenner, Kieran†
 Brenner, Lee J.†

Breslauer, George William
 Brewer, John D.
 Breyer, Stephen G.
 Briger, Peter L. Jr.
 Brigety, Reuben Earl II
 Brill, Steven D.
 Brillembourg, Clara E.†
 Brilliant, Larry
 Brimley, Shawn William†
 Brimmer, Andrew F.
 Brimmer, Esther Diane
 Brinker, Nancy Goodman*
 Brinkley, Douglas G.
 Britell, Jenne K.*
 Britt, David V.B.
 Britt, Glenn A.
 Broad, Robin
 Broadman, Harry G.
 Broadwell, Paula D.
 Brock, Steven Vernon
 Brockmann, Heidi A.†
 Broda, Frederick C.
 Brodsky, William J.
 Brody, Christopher W.
 Brody, Kenneth D.
 Brokaw, Tom
 Bronfman, Edgar Jr.
 Bronfman, Edgar M.
 Bronner, Ethan S.
 Bronson, Rachel
 Brookins, Carole L.
 Brose, Christian
 Brosens, Frank P.
 Broughton, Christopher
 Nicholas†
 Brower, Charles N.
 Brown, Alice Lynn
 Brown, Bartram S.
 Brown, Binta Niambi
 Brown, Carroll
 Brown, Frederic J.
 Brown, Gwendolyn A.
 Brown, Harold
 Brown, Jonathan A.C.
 Brown, Katherine
 Brown, Katherine A.
 Brown, Kathleen
 Brown, Leon Carl
 Brown, Lester R.
 Brown, Michael
 Brown, Michael E.
 Brown, Richard P. Jr.
 Brown, Seyom
 Brown Weiss, Edith
 Browning, David S.
 Bruce, Judith

Brun, Leslie A.
 Bruno, Greg
 Bruton, Bronwyn E.
 Bryan, Greyson L.
 Bryant, Michael E.
 Bryant, Ralph C.
 Bryson, John E.
 Brzezinski, Mark F.
 Brzezinski, Mika
 Brzezinski, Zbigniew
 Buaron, Roberto
 Buchanan, Scott C.†
 Buchman, Mark Edward
 Bucknam, Mark A.
 Budinger, William
 Budinger, Zoe Baird
 Bueno de Mesquita, Bruce
 Buerghenthal, Thomas
 Bullock, Mary Brown
 Bumpas, Stuart Maryman
 Bundy, William D.
 Bunzel, Jeffrey H.
 Burand, Deborah K.
 Burgess, John A.
 Burke, James E.
 Burke-White, William W.†
 Burks, Jonathan W.
 Burnett, Dale A.
 Burnett, Erin Isabelle
 Burnham, Christopher
 Bancroft
 Burns, Patrick Owen
 Burns, R. Nicholas
 Burns, William J.
 Burrows, Mathew
 Burt, Richard R.
 Burton, Daniel F. Jr.
 Burwell, Sylvia Mathews
 Busby, Joshua W.
 Bush, Mary K.
 Bush, Richard Clarence III
 Bushell, Andrew†
 Bussey, John C.
 Butler, Paul W.
 Butler, Samuel C.
 Butler, William J.
 Buultjens, Ralph
 Buxbaum, Richard M.
 Buyske, Gail
 Byrne, Patrick M.
 Byrnes, Maureen K.

C

Cabrera, Ángel
 Cáceres, Diane Alleva
 Caesar, Camille M.

Caggins, Myles Barry III
 Cahill, Kevin M.
 Cahn, Jonathan D.
 Calabia, Dawn T.
 Calabia, F. Christopher
 Calabresi, Massimo F.T.
 Calder, Kent Eyring
 Caldera, Louis E.
 Caldwell, Dan Edward
 Caldwell, William B. IV*
 Calhoun, Craig J.
 Califano, Joseph A. Jr.
 Califano, Mark Gerard
 Callaghy, Thomas M.
 Callander, Robert J.
 Callen, Michael A.
 Calleo, David Patrick
 Cambria, Salvatore F.
 Camp, Roderic Ai
 Campbell, Carolyn Margaret
 Campbell, Colin G.
 Campbell, Elizabeth C.*
 Campbell, F. Gregory
 Campbell, Kurt M.
 Campbell, Thomas J.
 Cannella, Margaret
 Canton, Mikki
 Caperton, William Gaston III
 Cappello, Alexander L.
 Cappello, Juan Carlos
 Capus, Stephen A.
 Caputo, David A.
 Caputo, Lisa M.
 Carbonell, Néstor T.
 Cárdenas, José A.
 Carey, John
 Cari, Joseph A. Jr.
 Carlos, Manuel Luis
 Carlson, Neal David
 Carlson, Scott A.
 Carlucci, Frank C.
 Carmichael, William D.
 Carnahan, John Russell*
 Carnesale, Albert
 Carothers, Thomas
 Carpenter, R. Charli
 Carpenter, Scott*
 Carpenter, Ted Galen
 Carr, Earl Alexander Jr.†
 Carr, John W.
 Carrington, Walter C.
 Carroll, J. Speed
 Carruth, Reba Anne
 Carson, Charles William Jr.
 Carson, Johnnie
 Carswell, Robert

* Elected to membership in 2012.

† Elected to a five-year term membership in 2012.

Carter, Aimee D.	Chatterjee, Purnendu	Claure, Raul Marcelo	Connelly, William Patrick
Carter, Ashton B.	Chatterji, Aaron K.†	Claussen, Eileen B.	Connors, Leila Anne
Carter, Barry E.	Chaudhary, Shamila	Clement, Peter A.	Connolly, Gerald E.
Carter, James Earl	Chaves, Robert J.	Cleveland, Peter Matthews	Connor, John T. Jr.
Carter, James H.	Chayes, Antonia Handler	Clifford, Donald K. Jr.	Connors, Celeste Anne†
Carter, Mark Andrew	Checki, Terrence J.	Clifford, Mark Lambert	Considine, Jill M.
Carter, Marshall Nichols	Cheek, Marney L.	Cline, William R.	Constable, Pamela
Carter, Phillip	Chen, John S.	Clinton, Chelsea†	Conway, Jill
Cartwright, James P. II*	Chen, Kimball C.	Clinton, William Jefferson	Cook, Frances D.
Caruso-Cabrera, Michelle*	Chen, Lincoln C.	Cloherty, Patricia M.	Cook, Gary M.
Casey, Claire	Chenault, Kenneth I.	Cloonan, Edward T.	Cooke, Goodwin
Cashin, Stephen D.	Cheney, Richard B.	Clooney, George	Cooke, John F.
Casper, Gerhard	Cheney, Stephen A.	Coatsworth, John H.	Cooley, Thomas F.
Cassel, Douglass W. Jr.	Cherian, Sai	Cobb, Charles E. Jr.	Coombe, George William Jr.
Cassell, Gail H.	Chesler, Ellen	Cobb, Sue McCourt	Coon, Jane Abell
Cattarulla, Elliot R.	Chesney, Robert M.	Cochran, Barbara S.	Cooney, Joan Ganz
Caufield, Frank J.	Cheston, Sheila C.	Coffey, C. Shelby III	Cooper, Ann K.
Caulfield, Matthew P.	Chewning, Eric	Cogan, Charles G.	Cooper, Charles A.
Cavanagh, Richard Edward	Chiarelli, Peter W.*	Cohan, William David	Cooper, Christian Harley†
Cavanaugh, Carey	Chickering, A. Lawrence	Cohen, Abby Joseph	Cooper, James H.S.
Cave, Ray Charles	Chin, Sally Portia	Cohen, Ariel	Cooper, John Milton Jr.
Caverley, Jonathan D.	Chira, Susan D.	Cohen, Benjamin J.	Cooper, Kathleen B.
Cayten, Megan Reilly	Cho, Albert H.	Cohen, Betsy	Cooper, Kerry
CdeBaca, Luis	Choffnes, Eileen R.	Cohen, Eliot A.	Cooper, Richard N.
Celeste, Richard F.	Choi, Audrey	Cohen, Herman J.	Cooper, Walter
Cha, Victor D.	Chollet, Derek H.	Cohen, Jerome Alan	Corbett, Bryan N.
Chadda, Maya	Chon, Julie	Cohen, Joel E.	Corcoran, Andrea M.
Chai, Chuckra	Choubey, Deepti	Cohen, Richard M.	Corcoran, Carole A.
Chalasani Grennan, Rekha	Choucri, Nazli	Cohen, Roberta Jane	Cornelius, Wayne A.
Challenor, Herschelle S.	Chowdhry, Aysha Afzal†	Cohen, Stephen Bruce	Cornell, Henry
Chambers, Anne Cox	Chretien, Jean-Paul	Cohen, Stephen F.	Corsell, Peter L.
Chambers, Reginald	Christensen, Guillermo	Cohen, Stephen S.	Cortez, Christopher
Chamie, Joseph	Santiago	Cohen, Warren I.	Cott, Suzanne
Chan, Gerald L.	Christensen, Stanley F.	Cohen, William S.	Cotter, William R.
Chan, Julie L.	Christensen, Thomas J.	Colby, Elbridge A.	Coulter, Michael
Chan, Ronnie C.	Christenson, Michael J.	Colby, Jonathan E.	Couric, Katherine A.
Chan, Sewell	Christianson, Geryld B.	Cole, Jonathan R.	Courtney, Alexandra Marie
Chang, David C.	Christman, Daniel William	Coleman, Isobel	Courtney, Brooke
Chang, Gareth C.C.	Churchill, Bruce B.	Coleman, Lewis W.	Courtney, William
Chang, Joyce	Cicerone, Ralph J.	Coleman, William T. Jr.	Cousens, Elizabeth M.
Chang, Juju	Ciorciari, John David	Coles, Julius E.	Covey, Jock
Chanin, Clifford	Cirincione, Joseph	Coles Tull, Carmen	Cowal, Sally Grooms
Chanis, Jonathan A.	Cisneros, Adriana M.	Coll, Alberto R.	Cowan, Geoffrey
Chao, Angela A.*	Clapp, Priscilla A.	Collazo, Ernest J.	Cowhey, Peter F.
Chao, Elaine L.	Clarida, Richard H.	Collins, Jay	Cox, Berry R.
Charap, Samuel	Clark, Dick	Collins, Joseph J.	Cox, Edward F.
Charles, Robert Bruce	Clark, J. H. Cullum	Collins, Mark M. Jr.	Cox, Howard E. Jr.
Charlet, Katherine Phillips	Clark, John Stephen Jr.	Collins, Nancy Walbridge	Cox, Jessica Lynn†
Charnovitz, Steve	Clark, Mark Edmond	Collins, Timothy C.	Cox, Larry Richard
Chartener, Robert	Clark, Mayree C.	Collins, Wayne Dale	Coy, Craig P.
Chase, Anthony R.	Clark, Noreen M.	Colwell, Rita R.	Craddock, Bantz J.
Chase, Michael	Clark, Ronald	Comstock, Philip E. Jr.	Crahan, Margaret E.
	Clark, Wesley K.	Conde, Cesar R.	Crandall, Russell C.*
	Clarke, Donald C.	Cone, Sydney M. III	Craner, Lorne W.
	Clarke, Teresa Hillary	Conley, Dalton	Crawford, John F.
	Clark-Johnson, Susan J.	Conley, Jill G.	Crebo-Rediker, Heidi E.

* Elected to membership in 2012.

† Elected to a five-year term membership in 2012.

Creed, Alexandra Wallace	Dahm, Evelyn Pignatari	Deal, Jacqueline Newmyer	DeVecchi, Robert P.
Creekmore, Marion V. Jr.	Dailey, Brian D.	Dean, Robert W.	Devine, C. Maury
Creighton, James L.	Dakin, Brett	Dear, Alice M.	Devine, John J.
Crichton, Kyle	Dal Bello, Michael Anthony	Deason, Jennifer†	Devine, Thomas J.
Crippen, Dan L.	Dale, Catherine M.	Debevoise, Eli Whitney II	de Vries, Rimmer
Crittenden, Ann	Dale, Helle	de Borchgrave, Arnaud	DeYoung, Karen J.
Crnkovich, Mirko L.	Dale, Nan	Debs, Barbara Knowles	Diamond, Larry J.
Crocker, Bathsheba N.	Daley, William M.	Debs, Richard A.	Diamond, Michael W.
Crocker, Chester A.	Dallara, Charles H.	DeBusk, F. Amanda	Diamond, Robert E. Jr.
Crocker, Ryan C.	Dalley, George Albert	DeCrane, Alfred C. Jr.	Diaz, Charley L.
Croft, Helima L.	Dallmeyer, Dorinda G.	Decyk, Roxanne J.	Dickey, Christopher S.
Cromwell, Adelaide	Dalton, James E.	Dedrick, Fred T.	Dicks, Norman D.
McGuinn	Dalton, Melissa Griffin†	Deffenbaugh, Ralston H. Jr.	Dickson-Horton, Valerie L.
Cronin, Audrey Kurth*	Daly, Sarah Zukerman	DeFrancia, Cristian M.	Didion, Joan
Cross, Devon G.	Dam, Kenneth W.	DeGioia, John J.	Diehl, Jackson K.
Cross, June V.	Dam, Marcia Wachs	de Habsburgo, Inmaculada	Dilenschneider, Robert L.
Cross, Mary S.	D'Amato, Alfonse M.	de la Cruz, Carlos M. Sr.	Diller, Barry
Cross, Sam Y.	Damrosch, Lori Fisler	de Lasa, Jose M.	DiMartino, Rita
Crossette, Barbara	Danforth, William H.	Del Rosso, Stephen J.	Dimon, Jamie
Crovitz, L. Gordon	Dang Murphy, Stephanie	DeLaMater, Robert G.*	Dine, Thomas A.
Crow, Michael M.	Daniel, D. Ronald	Delph, Walter	Dinerstein, Robert C.
Crowhurst, Tim J.	Daniel, Donald C.F.	Delury, John	Dinkins, David N.
Crowley, Monica Elizabeth	Danilovich, John J.	de Mel, Meera Lea	DiPerna, Paula
Crown, Lester	Danin, Robert M.	de Ménil, Georges	Dirks, Nicholas Bernard
Cruise, Daniel	Danner, Mark D.	de Menil, Joy Alexandra	Distlerath, Linda M.
Crumpton, Henry A.	Daschle, Thomas Andrew	de Ménil, Lois Pattison	Diuk, Nadia
Cruz, Ginger M.*	Da Silva, Joseph V.†	Deming, Rust Macpherson	Djerejian, Edward P.
Crystal, Lester M.	DaSilva, Russell J.	Deng, Francis M.	Dobbins, James F.
Cuellar, Mariano-Florentino	Daskal, Jennifer Caryn	Denham, Robert E.	Dobriansky, Paula J.
Cukier, Kenneth N.*	Daulaire, Nils M.	Denison, Robert J.	Doctoroff, Daniel L.
Cullum, Lee	David, Danny†	Denning, Steven A.	Dodd, Christopher J.
Culora, Thomas J.	David, Jack	Dennis, Everette E.	Doebele, Justin W.
Cumming, Alfred	Davidson, Amy S.	Dennis, Kirby	Doerge, David J.
Cumming, Christine M.	Davidson, Janine Anne	Denoon, David B.H.	Doggett, Martha Lyn*
Cummings, Alexander B. Jr.	Davidson, Peter	Denton, Hazel	Doi, Ayako
Cuneo, Donald	Davis, Bradford	Denton, James S.	Doley, Harold E. Jr.
Cunningham, James B.	Davis, Florence A.	Dentzer, Susan	Dominguez, Jorge I.
Cunningham, Nelson W.	Davis, Geoffrey Clark	DePoy, Phil E.	Domm, Patti
Cuomo, Scott A.†	Davis, Jacquelyn K.	Dergham, Raghida	Donahue, Thomas R.
Curley, Walter J.P. Jr.	Davis, Jerome	de Rothschild, Lynn	Donaldson, Peter J.
Curtis, Charles B.	Davis, Kathryn W.	Forester	Donaldson, Robert H.
Curtis, Gerald L.	Davis, Kim Gordon	Derrick, James V. Jr.	Donaldson, William H.
Curtis, Meghann Adrienne	Davis, Lynn E.	Derryck, Vivian Lowery	Donatich, John E.
Cutler, Walter L.	Davis, Marion Thomas	Desai, Anand	Donehoo, Stephen C.
Cutshaw, Kenneth A.	Davis, Stephen B.	Desai, Mihir*	Donfried, Karen Erika
Cutter, W. Bowman	Davis, Susan M.	Desai, Padma	Donohoe, Charles
Cyr, Arthur I.	Davis, William Keith	Desai, Rohit M.	Donohue, Laura K.
	Davison, Kristina Perkin	Desai, Vishakha N.	Donohue, Thomas J. Sr.
D	Dawisha, Karen Lea	Desch, Michael C.	Doran, Charles F.
Daalder, Ivo H.	Dawkins, Peter M.	DeShazer, MacArthur	Doran, Michael Scott*
Dady, Teresa Gail	Dawson, Christine L.	DeSouza, Patrick J.	Dormandy, Xenia B.M.
Dahan, Elizabeth	Dawson, Horace G. Jr.	Despres, Gina H.	Dory, Amanda Jean
	Dawson Carr, Marion M.	Destler, I. M.	Doty, Grant R.
	Day, Arthur R.	de Swaan, Jean-Christophe	Dougan, Diana Lady
	Days, Drew Saunders III	Deutch, John	Dougherty, James P.
	Deagle, Edwin A. Jr.	Deutch, Shelley	Dougherty, Jill M.

* Elected to membership in 2012.

† Elected to a five-year term membership in 2012.

Douglas, Michael
 Douglass, Loren Robert
 Douglass, Robert R.
 Dowling, John Nicholas
 Downie, Richard D.
 Doyle, Brian Joseph
 Doyle, Michael W.
 Doyle, Noreen
 Draper, William H. III
 Drayton, William
 Dreier, David T.
 Drew, Elizabeth
 Dreyfuss, Joel
 Dreyfuss, Richard S.
 Drezner, Daniel W.
 Drobnick, Richard Lee
 Drozdak, William M.
 Drucker, Joy E.
 Drucker, Richard A.
 Druyan, Ann
 Dryden, Sam
 Duberstein, Kenneth M.
 Dubik, James Michael
 DuBois, Maurice A.
 Dudley, William C.
 Duelfer, Charles A.
 Duersten, Althea L.
 Duffey, Joseph D.
 Duffie, David A.
 Duffy, Gloria Charmian
 Duffy, James H.
 DuGan, Gordon F.
 Duggan, Timothy E.
 Duke, Robin Chandler
 Dulany, Peggy
 Dunbar, Charles F.
 Duncan, Charles William Jr.
 Duncan, Graham A.
 Dunigan, Patrick Andrew
 Dunkerley, Craig G.
 Dunn, Jonathan S.
 Dunn, Lewis A.
 Dunn, Michael M.
 Dur, Philip A.
 Durbin, Brent
 Durkin, Patrick J.
 Dutt, Mallika
 Dworkin, Douglas A.
 Dyer, James W.
 Dylan, Jesse
 Dynan, Karen
 Dyson, Esther

E
 Ear, Sophal
 Easterly, Jennie M.
 Eastman, John Lindner
 Easum, Donald B.
 Eberhart, Ralph E.
 Eberstadt, Nicholas
 Echols, Marsha A.
 Eck, Bailey Morris
 Economy, Elizabeth C.
 Ecton, Donna R.
 Eddleman, Linda Hiniker
 Eddy, Randolph P. III
 Edelman, Gerald M.
 Edelman, Marian Wright
 Edelman, Richard Winston
 Ederle, Brendan G.†
 Edington, Mark D.W.
 Edley, Christopher Jr.
 Edmond, Micah
 Edwards, George C. III
 Edwards, Howard L.
 Edwards, Mickey
 Edwards, Robert H.
 Edwards, Robert H. Jr.
 Effron, Blair
 Efros, Laura L.
 Egan, Julie M.
 Eggers, Jeffrey
 Eggers, Thomas E.
 Ehrenkranz, Joel S.
 Eichengreen, Barry J.
 Eikenberry, Karl W.
 Einaudi, Luigi Roberto
 Einhorn, Jessica P.
 Einhorn, Robert J.
 Eisendrath, Charles R.
 Eizenstat, Stuart E.
 Elden, Richard
 Elders, Christopher C.
 Elias, Christopher J.
 Ellick, Adam B.
 Elliott, Dorinda
 Elliott, Inger McCabe
 Ellis, James Reed
 Ellis, Mark S.
 Ellis, Patricia
 Ellis, Rodney
 Ellison, Keith Paty
 Ellsberg, Daniel
 El-Shazli, Heba F.
 Elson, Edward E.
 Ely-Raphel, Nancy Halliday
 Emanuel, Ezekiel Jonathan*
 Embree, Ainslie Thomas
 Emerson, John B.

Emmert, Mark A.
 Eng, Na S.
 Ensor, David B.
 Entwistle, L. Brooks
 Epstein, Jason
 Epstein, Joshua M.
 Erb, Guy F.
 Erb, Richard D.
 Erbsen, Claude E.
 Erck, Dara F.†
 Ercklentz, Alexander T.
 Erdmann, Andrew P.N.
 Erikson, Daniel
 Ervin, Clark Kent
 Escrogima, Ana A.
 Esfandiari, Haleh
 Esper, Mark T.
 Esserman, Susan G.
 Esty, Daniel C.
 Etzioni, Amitai
 Evans, Gail H.
 Evans, Harold M.
 Evans, Peter C.
 Exum, Andrew

F
 Factor, Mallory
 Fair, C. Christine
 Fairbanks, Richard
 Fairman, David M.
 Falco, Mathea
 Falk, Pamela S.
 Falk, Richard A.
 Fallon, Robert E.
 Fallows, James
 Fang, Bay
 Fanton, Jonathan Foster
 Farer, Tom J.
 Farkas, Evelyn N.
 Farman-Farmaian,
 Elizabeth Worley
 Farmer, Thomas L.
 Farnum, Andrew
 Farrar, Jay C.
 Farrar, Stephen Prescott
 Farrell, Diana
 Faskianos, Irina A.
 Fawaz, Leila
 Feigenbaum, Evan A.
 Feinberg, Mark B.
 Feinberg, Richard E.
 Feiner, Ava S.
 Feinstein, Dianne
 Feinstein, Lee
 Feissel, Gustave
 Feist, Samuel H.

Feith, Douglas J.
 Felbab-Brown, Vanda
 Feldman, Daniel F.*
 Feldman, Mark B.
 Feldstein, Martin S.
 Feldstein, Steven
 Felix, Donald
 Fellner, Jamie
 Fenton, David
 Fenzel, Michael R.
 Ferguson, Charles H.
 Ferguson, James L.
 Ferguson, Roger W. Jr.
 Ferguson, Tim W.
 Fernandez, Jose W.
 Fernholz, Mauricio
 Ferrari, Bernard Thomas
 Ferrari, Mario B.†
 Ferré, Helen Aguirre
 Ferré, Maurice A.
 Ferré Ramirez, Antonio Luis
 Ferrell, Lisa Carolyn
 Ferrell, Robert S.
 Fesharaki, Fereidun
 Fessenden, Hart
 Fetter, Steve
 Fick, Nathaniel C.
 Fiedler, Jeffrey L.
 Fields, Bertram H.
 Fields, Craig I.
 Fife, Eugene V.
 Filippelli, Guy Louis
 Filippone, Robert J.
 Findakly, Hani K.
 Finder, Joseph Alan
 Findlay, D. Cameron
 Finelli, Francis A.
 Finer, Jonathan J.
 Fink, Laurence D.*
 Fink, Sheri L.
 Finkelstein, Lawrence S.
 Finn, Edwin A. Jr.
 Finnemore, Martha
 Finney, Paul B.
 Fino, Steven
 Finucane, Anne M.
 Fionda, Kenneth Quinn
 Firestone, Charles M.
 Fisch, Jacob
 Fisch, Mark
 Fischer, Betsy
 Fischer, Stanley
 Fisher, Drosten Andrew
 Fisher, Julie Ann
 Fisher, Peter R.
 Fisher, Richard W.

* Elected to membership in 2012.

† Elected to a five-year term membership in 2012.

Fisher, Roger D.
 Fishlow, Albert
 Fishman, Brian Howes†
 Fisk, Daniel W.
 Fitchett, Mercedes Carmela
 Fitts, Sarah A.W.
 FitzGerald, Frances
 Fitzgibbons, Harold E.
 Fitzgibbons, John B.
 Fitz-Pegado, Lauri J.
 Flaherty, Martin S.
 Flaherty, Pamela P.
 Flaherty, Peter
 Flanagan, Stephen J.
 Fleischmann, Alan H.
 Fleming, Gregory James
 Fletcher, Denise K.*
 Fletcher, Phillip Douglas
 Flournoy, Michèle A.
 Fly, Jamie M.
 Flynn, Carol
 Flynn, George J.
 Flynn, John Stratton†
 Flynn, Mary Laurence
 Flynn, Stephen E.
 Fn'Piere, Patrick John
 Foggo, James G. III
 Fogleman, Ronald R.
 Foley, S. Robert Jr.
 Foley, Thomas C.
 Foley, Thomas S.
 Folsom, George A.
 Fontaine, Richard H. Jr.
 Foote, Edward T. II
 Foote, William Fulbright
 Forbes, Kristin J.
 Ford, Celeste V.
 Ford, Harold E. Jr.
 Ford, Katie*
 Ford, Paul B. Jr.
 Fore, Henrietta Holsman
 Forgacs, Andras
 Forman, Shepard L.
 Foroohar, Rana A.
 Forsythe, Rosemarie
 Fosler, Gail D.
 Foss, Michelle Michot
 Foster, Badi Garrett
 Foster, Brenda Lei
 Foster, Charles C.
 Foster, Kathleen Aldworth
 Foster, Richard N.

Fourquet, José A.
 Fowler, Jeffrey L.
 Fowler, Wyche Jr.
 Fox, Christine H.
 Fox, Daniel M.
 Fox, Donald T.
 Fox, Eleanor M.
 Fox, Merritt Baker
 Fox, Nicole Davison
 Foxman, Abraham H.
 Fraga Neto, Arminio
 Francke, Albert
 Frank, Andrew D.
 Frank, Charles R. Jr.
 Frank, Richard A.
 Frankel, Adam Bynoe*
 Frankel, Francine R.
 Frankel, Jeffrey A.
 Franklin, Barbara Hackman
 Franklin, Robert M.
 Franklin, Shirley Clarke
 Franklin, William Emery
 Fraser, Jane
 Frazer, Jendayi E.
 Frazier, Kenneth C.
 Fredman, Jonathan M.
 Freedman, Alix M.
 Freedman, Michael
 Freeman, Bennett
 Freeman, Constance J.
 Freidheim, Cyrus F.
 Freidheim, Scott J.
 Freidheim, Stephen C.
 Freifeld, Daniel†
 Freire, Maria C.
 Freyer, Dana H.
 Fribourg, Paul J.
 Friedberg, Aaron Louis
 Friedberg, Barry S.
 Friedman, Alexander
 Stephen
 Friedman, Alison Kiehl†
 Friedman, Andrea
 Friedman, Bart
 Friedman, Benjamin M.
 Friedman, Fredrica S.
 Friedman, Jordana D.
 Friedman, Stephen
 Friedman, Stephen J.
 Friedman, Thomas L.
 Frieman, Wendy
 Friend, Theodore W.
 Frist, William H.
 Fritz, Oliver III
 Froman, Michael B.G.
 Fromkin, David

Frost, Ellen L.
 Frumin, Amy
 Fry, Earl H.
 Frye, Alton
 Frye, Timothy Michael
 Fudge, Ann M.
 Fukushima, Glen S.
 Fukuyama, Francis
 Fulgham, Alonzo L.
 Fuller, William P.
 Fulton, Laurie S.
 Fung, Mark T.
 Fung, Victor K.
 Furlaud, Richard Mortimer
 Furman, Gail
 Fusco, Bradley
 Futter, Ellen V.

G
 Gacek, Stanley Arthur
 Gaddis, John Lewis
 Gadiesh, Orit B.
 Gaer, Felice D.
 Gaghan, Stephen W.
 Gaines, James R.
 Gaither, Kendra
 Galbraith, James K.
 Galbraith, Jean†
 Galbraith, Peter W.
 Gallagher, Kelly Sims
 Gallo, Alexander Michael
 Gallucci, Robert L.
 Galvis, Sergio J.
 Ganguly, Sumit
 Gann, Pamela Brooks
 Gannon, John C.
 Ganoe, Charles S.
 Gans, Lisa M.
 Garber, Larry A.
 Garcia, Juan M. III
 Garcia, Marlen
 Gard, Robert G. Jr.
 Gardels, Nathan P.
 Gardner, Anthony Luzzatto
 Gardner, James A.
 Gardner, Nina Luzzatto
 Gardner, Richard N.
 Garment, Suzanne R.
 Garnett, Sherman
 Garrett, Geoffrey M.
 Garrett, Laurie
 Garten, Jeffrey E.
 Garwin, Richard L.
 Garza, Antonio Oscar Jr.
 Gaston, Erica L.†
 Gates, Henry Louis Jr.

Gates, Robert M.
 Gati, Charles
 Gati, Toby Trister
 Gaudiani, Claire L.
 Gause, F. Gregory III
 Gavin, Francis J.
 Gavrilis, James A.
 Gay, Catherine
 Gayle, Helene D.
 Gedmin, V. Jeffrey
 Geier, Philip O.
 Geithner, Peter F.
 Geithner, Timothy F.
 Gelb, Bruce S.
 Gelb, Leslie H.
 Gellert, Michael E.
 Gellman, Barton
 Gell-Mann, Murray
 Gelpern, Anna
 George, Robert P.
 Georgescu, Peter Andrew
 Gephardt, Richard A.
 Gerber, Burton L.
 Gerber, Louis
 Gergen, David R.
 Gerhart, Gail M.
 Germain, Adrienne
 Gerschel, Patrick A.
 Gerson, Allan
 Gerson, Elliot F.
 Gerson, Ralph J.
 Gerstein, Daniel M.
 Gerstell, Glenn S.
 Gerstner, Louis V. Jr.
 Getler, Michael
 Gewirtz, Paul David
 Geyer, Georgie Anne
 Gfoeller, Joachim Jr.
 Gfoeller, Michael
 Gfoeller, Tatiana C.
 Ghiglione, Loren
 Gholz, Charles Eugene
 Giacomo, Carol Ann
 Giambastiani, Ed Peter Jr.
 Gibbs, Reggie Scott
 Giffen, James Henry
 Giffin, Gordon D.
 Gil, Andrés Valerio
 Gilbert, G. S. Beckwith
 Gilbert, Jackson B.
 Gilbert, Nilizandr E.M.†
 Gilbert, Steven J.
 Gill, Bates
 Gillette, Michael James
 Gilmore, James S. III
 Gilmore, Richard

* Elected to membership in 2012.

† Elected to a five-year term membership in 2012.

Gimelli, Noa Catalina
 Gingrich, Newton L.
 Ginsberg, Gary L.
 Ginsberg, Marc Charles
 Ginsburg, Jane C.
 Ginsburg, Ruth Bader
 Girald, Catalina
 Givhan, Walter D.
 Gjelten, Thomas G.
 Glaser, Bonnie S.
 Glauber, Robert R.
 Glennon, Michael J.
 Gleysteen, Peter
 Glickman, Daniel R.
 Glickman, Steven G.†
 Glin, C. D. Jr.
 Globerman, Norma
 Glocer, Thomas H.
 Gluck, Carol
 Gluck, Frederick W.
 Godwin, Peter*
 Goel, Anish
 Goeltz, Richard Karl
 Goins, Charlynn
 Golby, James T.†
 Goldberg, Nicholas
 Goldberg, Ronnie L.
 Golden, James R.
 Golden, Jennifer E.
 Goldfarb, Deborah†
 Goldfield, Harold P.
 Goldfield, Jacob D.
 Goldgeier, James M.
 Goldin, Harrison J.
 Goldman, Charles N.
 Goldman, Guido
 Goldman, Marshall I.
 Goldman, Merle D.
 Goldman, Neal D.
 Goldmark, Peter C. Jr.
 Goldsmith, Barbara
 Goldsmith, Jack Landman III
 Goldsmith, Russell D.
 Goldstein, Gordon M.
 Goldstein, Jeffrey A.
 Goldstein, Morris
 Goldstone, Jack A.
 Goldwyn, David L.
 Goldzimer, Aaron M.
 Golhar, Shawn P.M.
 Golob, Paul D.
 Golston, Allan C.

Gomez, Eduardo J.
 Gomez, Heidi N.
 Gomory, Ralph E.
 Gompert, David C.
 Gonen, Ron
 Gonzalez, Emilio Tomas
 Goodman, Allan E.
 Goodman, George J.W.
 Goodman, Herbert I.
 Goodman, John B.
 Goodman, Mary Beth*
 Goodman, Matthew P.
 Goodman, Roy M.
 Goodman, Ryan
 Goodman, Sherri W.
 Gordon, John A.
 Gordon, Michael R.
 Gordon, Philip H.
 Gordon-Hagerty, Lisa E.
 Gordon-Reed, Annette
 Gorelick, Jamie S.
 Gorman, Joseph T.
 Gorman, Monica J.
 Gostin, Lawrence O.*
 Gotbaum, Victor
 Gottdiener, Noah*
 Gottemoeller, Rose E.
 Gottfried, Kurt
 Gottlieb, Geoffrey A.
 Gottlieb, Gidon A.G.
 Gottsegen, Peter M.
 Gould, Peter G.
 Gourevitch, Peter A.
 Gourevitch, Philip D.
 Grace, Lola Nashashibi
 Grady, Robert E.
 Graff, Garrett M.†
 Graff, Henry Franklin
 Graham, Bob
 Graham, Carol Lee
 Graham, Thomas Edward
 Graham, Thomas Jr.
 Graham, Thomas W.
 Granger, Kay
 Granoff, Michael D.
 Grant, Heidi Honecker*
 Grant, James D.
 Graubard, Stephen Richards
 Graves, Christopher J.
 Gray, C. Boyden
 Gray, Hanna Holborn
 Grayer, Cara†
 Greathead, R. Scott
 Greco, Richard Jr.
 Green, Carl J.
 Green, Eric F.

Green, Ernest G.
 Green, Jerrold D.
 Green, Mark Andrew*
 Green, Michael J.
 Green, Robert Shane
 Greenberg, Arthur N.
 Greenberg, David
 Greenberg, Evan G.
 Greenberg, Glenn H.
 Greenberg, Jeffrey W.
 Greenberg, Karen J.
 Greenberg, Lawrence Scott
 Greenberg, Maurice R.
 Greenberg, Sanford D.
 Greenberger, Robert
 Stephen
 Greene, Robert Lane
 Greene, Wade
 Greenman, Margot Alyse
 Greenspan, Alan
 Greenwald, G. Jonathan
 Greenway, Hugh D.S.
 Gregg, Donald P.
 Gregorian, Vartan
 Gregson, Wallace C. Jr.
 Grenier, Robert L.
 Griego, Linda
 Griffiths, Phillip A.
 Grimes, William W.
 Grinberg, Itai†
 Grissom, Janet Mullins
 Grose, Peter
 Gross, Martin J.
 Gross, Patrick W.
 Grossman, Gene M.
 Grossman, Marc
 Grove, Paul C.
 Groves, Bryan N.
 Groves, Ray J.
 Gruman, Jessie C.
 Gudwin, Ella R.
 Guengerich, Galen J.
 Guff, Andrew J.
 Gugliotta, Brian
 Gund, Agnes
 Gundlach, Andrew S.
 Gupta, Sanjay K.*
 Gupte, Pranay
 Gustafson, Ellen
 Gutfreund, John H.
 Guth, John H.J.
 Gwertzman, Bernard M.

H

Haas, Mimi L.
 Haas, Robert D.

Haass, Richard N.
 Haave, Christopher E.
 Hachigian, Nina L.
 Haddad, Yvonne Yazbeck
 Haddon, Dayle*
 Hadley, Stephen J.
 Hafner, Joseph A. Jr.
 Hagel, Chuck
 Hagen, Katherine A.
 Haggard, Stephan
 Hahn, Natalie D.
 Haider, Ziad†
 Hailston, Earl B.
 Hajari, Nisid J.
 Hajjar, David Phillip
 Hakakian, Roya
 Hake, Jim*
 Haldeman, William E.†
 Hale, David D.
 Hale, Lyric Hughes
 Hall, C. Barrows
 Hall, John P.
 Hall, Kathryn Walt
 Hall, Shawn D.†
 Hallett, Stephanie L.†
 Halper, James D.
 Halperin, David R.
 Halperin, Morton H.
 Haltzel, Michael H.
 Hamburg, David A.
 Hamburg, Margaret Ann
 Hamel, Michael A.
 Hamilton, Charles V.
 Hamilton, Daniel
 Hamilton, Edward K.
 Hamilton, Hugh Gerard Jr.
 Hamilton, John Maxwell
 Hamilton, Lee H.
 Hammes, Lynda Ann
 Hammonds, D. Holly
 Hamre, John J.
 Hancock, Ellen
 Hand, Bailey
 Hand, Lloyd N.
 Hand, Scott M.
 Handelman, Stephen
 Handler, Scott
 Hanna, Michael Wahid
 Hansell, Herbert J.
 Hanson, Gordon H.
 Hantz, Giselle P.
 Hantzopoulos, Paraskeve
 Hardin, Edward J.
 Hardin, Katherine A.
 Harding, Deborah A.
 Harding, Harry

* Elected to membership in 2012.

† Elected to a five-year term membership in 2012.

Hardt, John P.
Hargrove, John Lawrence
Harlan, Joshua D.*
Harland, Christopher Munro
Harley, Jeffrey Allan
Harlow, D. Brooke
Harman, Jane
Harmon, James A.
Harney, Alexandra
Harold, Scott W.†
Harpel, James W.
Harper, Conrad K.
Harris, David A.
Harris, Grant T.
Harris, Jessica
Harris, Joshua J.
Harris, Martha Caldwell
Harrison, Hope M.
Harrison, Selig S.
Harrison, Todd Samuel†
Harrison, William B. Jr.
Hart, Clifford Awtrey Jr.*
Hart, Gary
Hart, Robert C.
Hart, Todd Christopher
Hartley, Jane D.
Hartman, Arthur A.
Haseltine, William Alan
Hashemi, Noosheen*
Haskell, John H.F. Jr.
Hathaway, Oona A.
Hathaway, Robert M.
Hau, Sandor
Hauge, John Resor
Hauser, Rita E.
Hauser, William Locke
Hausman, Victoria Louise Obst†
Havell, Theresa A.
Hawkins, Ashton
Hawley, F. William
Hayden, Michael V.
Hayes, Jeff W.
Hayes, Margaret Daly
Hayes, Michael Edward
Hayes, Rita Derrick
Haykel, Bernard A.
Haynes, Lukas Harrison
Haynes, Ulric Jr.
Hays, Laurie
Hayward, Thomas B.

Healey, Kerry Murphy
Healey, Sean M.*
Heaney, Andrew P.
Heck, Charles B.
Hecker, Siegfried S.
Heckman, Leila
Hedstrom, Mitchell W.
Heep-Richter, Barbara D.
Heer, Paul
Heginbotham, Stanley J.
Hegseth, Pete
Hehir, J. Bryan
Heimann, John G.
Heimbold, Charles A. Jr.
Heimowitz, James B.
Heineman, Benjamin W. Jr.
Heineman, Melvin L.
Heintz, Stephen B.
Heintzen, Harry Leonard
Heinz Kerry, Teresa
Heleniak, David W.
Helfer, Michael Stevens
Helfer, Ricki Tigert
Helfstein, Scott
Helgerson, John L.
Heller, Bridgette P.
Heller, Rebecca M.†
Heller, Richard M.
Hellman, Steven E.
Hellmann, Donald Charles
Helm, Robert W.
Helm, Suzanne
Helman, Joseph J.
Helprin, Mark
Helvey, David Farr
Hendricks, Darryll E.
Hendrickson, David C.
Henkin, Alice H.
Henneberg, Tom
Henning, Job Carroll
Henninger, Daniel P.
Henrikson, Alan K.
Henry, Emil W. Jr.
Henry, Nancy L.
Henry, Peter Albert
Henry, Peter Blair
Henry, Robert H.
Hentov, Elliot
Heppner, Donald Gray Jr.
Herberger, Roy A. Jr.
Herbst, Jeffrey I.
Herman, Laura S.
Hermann, Charles F.
Hernandez, Antonia
Herrera-Flanigan, Jessica Rae*

Herrnstadt, Owen Edward
Herskovits, Jean
Hersman, Rebecca K.C.
Herspring, Dale R.
Hertog, Roger
Hertzberg, Hendrik
Hertzberg, Robert M.
Herz, Barbara
Herzfeld, Charles M.
Herzstein, Jessica
Herzstein, Robert E.
Hesburgh, Theodore M.
Hess, John B.
Hess, Marlene
Hessler, Curtis A.
Hessman, Robin*
Hewlett, Sylvia Ann
Hexter, James R.
Heyman, Ronnie F.*
Heyman, William H.
Hiatt, Fred
Hicks, Irvin
Hicks, John F. Sr.
Hicks, Kathleen Holland
Hicks, Peggy L.
Higginbotham, F. Michael
Higgins, Heather Richardson
Higgins, Robert F.
Hightower, Edward T.
Hill, Fiona
Hill, J. Tomilson
Hill, James T.
Hill, Janine W.
Hill, Joseph C.
Hill, Pamela
Hill, Raymond D.
Hill, Shephard William
Hill, Steven
Hillen, John
Hillman, Jennifer
Hills, Carla A.
Hinderstein, Corey
Hindery, Leo J. Jr.
Hinerfeld, Ruth
Hines, Rachel
Hinton, Deane R.
Hirsch, John L.
Hirschhorn, Abigail M.
Hirsh, Michael P.
Hitz, Frederick P.
Hoagland, Jim
Hoar, Joseph Paul
Hobson, H. Lee
Hochberg, Fred Philip*
Hockfield, Susan

Hodes, Matthew
Hodin, Michael W.
Hoeber, Amoretta M.
Hoehn, Andrew R.
Hoehn, William E. Jr.
Hoenlein, Malcolm I.
Hof, Frederic C.
Hoffman, A. Michael
Hoffman, Bruce
Hoffmann, Stanley
Hogan, Jeffrey N.
Hogan, Timothy
Hoge, James F. Jr.
Hoge, Warren
Hoguet, George Roberts
Hoinkes, Mary Elizabeth
Holcomb, Scott
Holden, John L.
Holdren, John P.
Holewinski, Sarah Theresa
Holgate, Laura S.H.
Hollick, Ann Lorraine
Holliday, Stuart W.
Hollifield, James Frank
Holloway, Dwight F. Jr.
Holmes, Henry Allen
Holmes, Kim R.
Holmes, Stephen T.
Holt, Blaine D.*
Holtschneider, Dennis H.
Holtzman, Elizabeth
Holum, John D.
Hooda, Sheila
Hooker, Richard D. Jr.
Hope, Judith Richards
Hope, Richard O.
Hopkins, Jonathan James†
Horlick, Gary N.
Hormats, Robert D.
Horn, Karen N.
Horn, Sally K.
Horner, Matina Souretis
Hornig, George R.
Hornik, Richard H.
Hornthal, James
Horton, Robert Scott
Hosmer, Bradley C.
Houston, Germaine A.
Hottelet, Richard C.
Houck, James W.
Houghton, Amory Jr.
Houghton, James R.
House, Karen Elliott
Houser, Trevor
Howard, A. E. Dick

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† Elected to a five-year term membership in 2012.

Howard, Christopher
Bernard
Howard, Ivana
Howard, Lyndsay C.
Howard, M. William Jr.
Howell, Ernest M.
Howk, Jason
Howson, Nicholas Calcina
Hrinak, Donna J.
Hrynkow, Sharon H.
Hsu, Ta-Lin
Huang, Eugene J.
Hubbard, Allan B.
Hubbard, R. Glenn
Huber, Richard L.
Huberman, Benjamin
Hudson, Manley O. Jr.
Hudson, Michael C.
Huebner, Lee W.
Huey, John W. Jr.
Huey Evans, Gay J.
Hufbauer, Gary C.
Hughes, Lynn N.
Hughes, R. John
Hughes, Thomas Lowe
Hull, Edmund J.
Hulsman, John C.
Hultman, Tamela
Hultquist, Timothy A.
Hume, Cameron R.
Hume, Ellen H.
Hummer-Tuttle, Maria
Hunker, Jeffrey A.
Hunt, David A.
Hunt, Kathleen E.
Hunt, Swanee
Hunter, Robert E.
Hunter, Shireen T.
Hunter, Thomas O.
Hunter, William Curt
Hunter-Gault, Charlayne
Huntington, Patricia
Skinner
Hurd, Joseph K. III
Hurlock, James B.
Hurst, Robert J.
Hurwitz, Sol
Huszar, Andrew C.*
Hutchings, Robert L.
Hutchins, Glenn H.
Huyck, Philip M.

Hyatt, Joel Z.
Hyland, Richard
Hyman, Allen I.

I
Ibargüen, Alberto
Ibargüen, Diego
Ignatius, Adi
Ignatius, David R.
Ijaz, Mansoor
Ikenberry, G. John
Immergut, Mel M.
Inderfurth, Karl F.
Indig, Jennifer Buntman†
Indyk, Martin S.
Ingber, Rebecca
Inman, Bobby R.
Intriligator, Michael D.
Irish, Leon E.
Irvin, Patricia L.
Isaacs, Maxine
Isaacson, Walter S.
Iseman, Frederick J.
Isenberg, Steven L.
Isham, Christopher
Iskenderian, Mary Ellen
Ispahani, Mahnaz
Istel, Yves-André
Itoh, William H.
Ivester, M. Douglas
Iyengar, Radha†
Izlar, William H. Jr.

J
Jabber, Paul
Jackelen, Henry R.
Jackley, Jessica
Jacklin, Nancy P.
Jackson, Bruce Pitcairn
Jackson, Jesse L. Sr.
Jackson, John H.
Jackson, Lois M.
Jackson, Sarah
Jackson, Shirley Ann
Jacobs, Kenneth
Jacobs, Lawrence A.
Jacobson, Mark R.
Jacoby, Charles H. Jr.
Jacoby, Jonathan Todd†
Jaffe, Amy Myers
Jagannath, Ram M.†
Jakes, Susan J.†
James, Francis John
Janes, Jackson
Janis, Mark Weston

Janke, Aleksandra
Janklow, Morton L.
Janow, Merit E.
Jaquette, Jane S.
Jarvis, Nancy A.
Jayanti, Anuradha T.*
Jebb, Cindy R.
Jeffery, Reuben III
Jeffrey, James Franklin*
Jehl, Douglas*
Jenevein, E. Patrick III
Jenkins, Bonnie D.
Jenkins, Carol*
Jensen, Kenneth D.M.
Jervis, Robert
Jessup, Philip C. Jr.
Jeter, Howard F.
Jett, Dennis C.
Joel, Jennifer Stacey
John, Eric G.
Johns, Leslie†
Johns, Lionel Skipwith
Johns, Raymond E. Jr.
Johnson, Darin E.W.
Johnson, James A.
Johnson, James E.
Johnson, Jay L.
Johnson, Jeh Charles
Johnson, Jerry Lavell
Johnson, Karen H.
Johnson, L. Oakley
Johnson, Larry D.
Johnson, Michelle D.
Johnson, Robbin S.
Johnson, Robert W. IV
Johnson, Sheila C.
Johnson, Suzanne Nora
Johnson, Thomas Stephen
Johnson, Todd M.
Johnson, Willene A.
Johnson, Wyatt Thomas
Jones, Alan Kent
Jones, Anita K.
Jones, David L.
Jones, James R.
Jones, Kerri-Ann
Jones, Stuart Jr.†
Joost, Peter Martin
Jordan, Boris Alexis
Jordan, Eason
Jordan, Robert W.
Jordan, Vernon E. Jr.
Joseph, James A.
Joseph, Richard A.
Josephson, William

Joskow, Paul L.
Joulwan, George A.
Judge, Barbara Thomas
Jumper, John P.
Junz, Helen B.
Juster, Kenneth I.

K
Kaden, Lewis B.
Kadlec, Robert P.
Kagan, Robert W.
Kahler, Miles
Kahn, Joseph F.
Kahn, Thomas S.
Kaiser, Miranda Margaret
Kaiser, Robert G.
Kalaris, Thomas
Llewellyn*
Kalb, Bernard
Kalb, Marvin
Kalicki, Jan H.
Kalir, Erez C.*
Kallmer, Jonathan S.
Kamarck, Elaine C.
Kamine, Jorge
Kaminsky, Howard
Kampelman, Max M.
Kamsky, Virginia Ann
Kanak, Donald P.
Kanet, Roger E.
Kang, C. S. Eliot
Kang, Jane J.
Kaniewski, Daniel John†
Kann, Peter R.
Kansteiner, Walter H. III
Kanter, Rosabeth Moss
Kantor, Laurence G.*
Kantor, Mickey
Kaplan, Ann F.
Kaplan, Gilbert
Kaplan, Helene L.
Kaplan, Mark N.
Kaplan, Richard N.
Kaplan, Stephen S.
Kapnick, Scott Bancroft
Kapoor, Vikas
Kapp, Robert A.
Kapstein, Ethan B.
Karabell, Zachary
Karafa, Kristian C.†
Karalekas, Anne
Karamanian, Susan L.
Karatnycky, Adrian
Karatz, Bruce E.
Karis, Thomas G.

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Karl, Jonathan David
 Karl, Terry Lynn
 Karnow, Stanley
 Karns, Margaret P.
 Karol, Adam
 Karp, Jonathan D.
 Karsner, Andy
 Kasdin, Robert
 Kass, Stephen L.
 Kassalow, Jordan S.
 Kassinger, Theodore W.
 Kassof, Allen H.
 Kathwari, Farooq
 Katona, Peter*
 Katz, Abraham
 Katz, Daniel Roger
 Katz, Robert J.
 Katz, Sherman E.
 Katz, Stanley N.
 Katzenstein, Peter J.
 Katzovicz, Roy J.
 Kauffman, Richard L.
 Kaufman, Daniel J.
 Kaufman, Henry
 Kaufman, Robert R.
 Kavoukjian, Michael E.
 Kay, Kira
 Kaye, Charles R.
 Kaye, Dalia Dassa
 Kaye, David A.
 Kayyem, Juliette N.
 Kazemi, Farhad
 Kea, Charlotte G.
 Kean, Thomas H.
 Keane, John M.
 Kearney, Daniel Jr.
 Keating, Timothy J.
 Keck, Elizabeth Ellen
 Keefe, Patrick S.R.
 Keeler, Timothy J.
 Keenan, Kevin Michael
 Keene, Lonnie
 Keeny, Spurgeon M. Jr.
 Keidan, Jonathan
 Keke, John W.*
 Kelleher, Catherine M.
 Keller, Edmond J.
 Keller, Kenneth H.
 Kellerman, Barbara L.
 Kelley, Paul X.
 Kellner, Peter Bicknell

Kellogg, David
 Kelly, Alfred F. Jr.
 Kelly, Arthur L.
 Kelly, Brendan S.
 Kelly, Francis J.
 Kelly, James P.
 Kelman, Herbert C.
 Kemble, Eugenia
 Kemp, Geoffrey
 Kempe, Frederick S.
 Kempner, Maximilian W.
 Kendall, Donald McIntosh
 Kenen, Peter B.
 Kennan, Christopher J.
 Kennedy, Caroline Bouvier
 Kennedy, Craig
 Kennedy, David W.
 Kennedy, Edward Jr.
 Kent, Muhtar
 Kent, Philip I.
 Keohane, Nannerl O.
 Keohane, Robert O.
 Keravuori, Rose
 Kerr, Ann Zwicker
 Kerrey, Bob
 Kerry, Cameron F.*
 Kerry, John F.
 Kerry, Peggy
 Kerry, Vanessa
 Kessler, Glenn Andrew
 Kessler, Martha Neff
 Kester, W. Carl
 Khalidi, Rashid I.
 Khalilzad, Zalmay M.
 Khanna, Parag
 Khanna, Vikramaditya
 Khatchadourian, Raffi
 Khator, Renu
 Khrushcheva, Nina L.
 Khuri, Nicola N.
 Kiernan, Robert Edward III
 Kiley, Robert R.
 Kim, Andrew Byong-Soo
 Kim, Hanya Marie
 Kim, Mike
 Kim, Spencer H.
 Kim, Sukhan
 Kimball, William F.*
 Kimmitt, Mark T.
 Kimmitt, Robert M.
 Kimsey, James V.
 Kinane, William Patrick
 Kinder, Molly
 King, Charles E.
 King, Elizabeth Lee

King, Henry L.
 King, Kay
 King, Robert R.
 King, Susan Robinson
 Kingston, Timothy M.
 Kinsella, Kevin J.
 Kipper, Judith
 Kirchhoff, Christopher M.†
 Kireopoulos, Antonios
 Steve
 Kiriakou, Heather
 Katherine
 Kirkland, Richard I.
 Kirkpatrick, J. David
 Kirkpatrick, Melanie M.
 Kirshner, Jodie A.
 Kishkovsky, Leonid
 Kissel, Mary E.†
 Kittrie, Orde F.
 Kizer, Karin L.
 Klaber, Andrew David†
 Klarman, Seth A.
 Klatsky, Peter†
 Klein, David
 Klein, Edward
 Klein, George
 Klein, Jacques Paul
 Klein, Joseph A.
 Klotz, Frank G.
 Klurfeld, James M.
 Knake, Robert K.†
 Knapp, Albert Bruce
 Knapp, Steven
 Knee, Jonathan A.
 Knell, Gary E.
 Knight, Edward S.
 Knight, Jessie J. Jr.
 Knudsen, Ciara
 Ko, Cindy E.
 Koellner, Laurette T.
 Kogan, Richard Jay
 Kohn, Donald L.*
 Kohut, Andrew
 Kojac, Jeffrey
 Kojima, J. Christopher
 Kolb, Charles E.M.
 Kolbe, Jim
 Kolodziej, Edward A.
 Koltai, Steven R.
 Komisar, Lucy
 Kondracke, Morton
 Koonin, Steven E.
 Korb, Lawrence J.
 Korbonski, Andrzej
 Korgaonkar, Nikhilesh

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

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Kupchan, Clifford A.
Kurth, James R.
Kurtzer, Daniel C.
Kushen, Robert A.
Kux, Dennis
Kwoh, Stewart

L

Labin, Daniel B.
Labott, Elise
Ladd, Edward
Lader, Philip
Ladislav, Sarah Olivia
Ladner, Drew J.
LaFleur, Vinca
Lagomasino, Maria Elena
Lagon, Mark P.
Lai, Joseph G.
Laipson, Ellen
Lajeunesse, Gabriel C.
Lake, David A.
LaMarche, Gara*
Lamb, Denis
Lambert, Brett B.
Lambeth, Benjamin S.
Lamont, Lansing
Lampton, David M.
Lancaster, Carol J.
Land, Richard D.
Landau, George W.
Lane, Aikojean†
Lane, Charles M.
Lane, David J.
Lane, Randall Arthur*
Lane, Robert W.
Laney, James T.
Lang, Scott J.
Langlois, Robert James
LaPalombara, Joseph
Lapham, Lewis H.
Lapidus, Gail W.
LaPuma, Edward Vincent
Lardy, Nicholas R.
Lariviere, Richard W.
Larrabee, F. Stephen
Larsen, Randall J.
Larson, Charles R.
Larson, Ellie K.
Lash, Jonathan
LaSpada, Salvatore
Lasry, Marc
Lasser, Lawrence J.

Lateef, Noel V.
Lauder, Laura Heller
Lauder, Leonard A.
Lauder, Ronald S.
Lauder, William Philip
Laudicina, Paul A.
Lauinger, Philip C. Jr.
Laurence, Jonathan A.
Laurenti, Jeffrey
Lautenbach, Ned C.
Lautz, Terrill Edward
Lavelle, Kathryn C.
Lawrence, Richard D.
Lawrence, Robert Z.
Lawson, Eugene K.
Lawson, Sandra Guylay
Lawson-Remer, Terra†
Layne, Christopher
Lazarus, Shelly B.
Lazarus, Steven
Le Melle, Tilden J.
Leach, James A.
Leader-Chivee, Lauren
LeClerc, Paul
Lederman, Gordon
Nathaniel
Lee, Ellana
Lee, Esther
Lee, Nancy
Lee, Thea Mei
Leebron, David W.
Leeds, Jeffrey T.
Leeds, Roger S.
Lee-Kung, Dinah
Leet, Kenneth H.M.
Leffall, LaSalle D. III
Leggett, Paul Matthews†
Leghorn, Richard S.
Legro, Jeffrey W.
Legvold, Robert
Lehman, John F.
Lehman, Ronald Frank II
Lehner, Peter H.
Lehr, Amy Karen†
Lehrer, Jim
Lehrman, Thomas D.
Leich, John Foster
Leiter, Michael E.
Leland, Marc E.
Leland, Olivia M.
Lemack, Carie A.*
LeMelle, Gerald A.
Lemery, Jay
Lemkin, Bruce Stuart
Lemle, J. Stuart
Lemmon, Gayle Tzemach

Lempert, Robert J.
Lenfest, Harold F.
Lenihan, Michelle
Lennon, Alexander T.J.
Lennox, William J. Jr.
Lenzen, Louis C.
LeoGrande, William M.
Leonard, Jennifer A.
Leone, Richard C.
Leopold, Evelyn R.
Lesch, Ann Mosely
Leslie, John W. Jr.
Lessenberry, Brian
Lesser, Ian O.
Lettow, Paul
Lettre, Marcel J. II
Levensohn, Pascal N.
Leverett, Flynt L.
Levin, Herbert
Levin, John A.
Levin, Michael Stuart
Levin, Richard C.*
Levine, Mel
Levine, Ross
Levine, Susan B.
Levinsohn, James A.*
Levinson, Marc
Levitsky, Jonathan E.
Levitt, Arthur Jr.
Levitt, Matthew A.
Levy, Jay A.
Levy, Julia C.†
Levy, Reynold
Lew, Jacob J.
Lewin, Leslie A.
Lewinsohn, Jonathan
Lewis, Bernard
Lewis, Eric L.
Lewis, Margaret Katri†
Lewis, Maureen A.
Lewis, Peter M.
Lewis, Stephen R. Jr.
Lewis, W. Walker
Lewis-Berry, Jason C.†
Lewy, Glen S.
Li, Cheng
Li, Lu
Libby, I. Lewis Jr.
Liberi, Dawn
Lichtblau, John H.
Lichtenstein, Cynthia
Crawford
Liebenow, Larry A.
Lieber, James E.
Lieber, Robert J.
Lieberman, Joseph I.

Lieberman, Nancy A.
Lieberthal, Kenneth G.
Liebman, Jonathan Roy
Liebowitz, Jessica K.
Lifton, Robert K.
Light, Timothy
Lighthizer, Robert E.
Lin, Robert
Lincoln, Edward J.
Lindberg, Tod
Lindborg, Nancy Elizabeth
Linden, Josephine
Lindsay, Beverly
Lindsay, James M.
Linen, Jonathan S.
Link, Troland S.
Lipman, Gustave K.*
Lipman, Ira A.
Lipman, Joanne
Lipper, Kenneth
Lippey, Brian C.
Lippman, Thomas W.
Lipsitz, Rochelle J.
Lipsky, John P.
Lipsky, Seth
Lissakers, Karin M.
Litan, Robert E.
Little, David
Littlefield, Elizabeth L.
Litwak, Robert S.
Liu, Betty W.
Liu, Eric P.
Livingston, Robert Gerald
Loaiza, David Jesse
Lobel, Aaron Robert
Lockhart, Dennis P.
Lodal, Jan M.
Lodge, George Cabot
Loeb, Daniel S.*
Loeb, Marshall
Loewenstein, Andrew B.
Logan, Francis D.
Loizou, Elaina
Lombardi, Clark B.
London, Herbert I.
Long, Mary Beth
Long, William J.
Longmuir, Shelley A.
Longstreth, Bevis
LoNigro, Christina
Lopes, Mark
López Tirú, Lisa
Loranger, Donald Eugene
Lord, Bette Bao
Lord, Kristin M.
Lord, Winston

* Elected to membership in 2012.

† Elected to a five-year term membership in 2012.

Lorentzen, Oivind III
 Lotrionte, Catherine B.
 Louis, William Roger
 Loury, Glenn Cartman
 Lovejoy, Thomas E.
 Lowenfeld, Andreas F.
 Lowenkron, Barry F.
 Lowenstein, James G.
 Lowenstein, Price G.*
 Lowenthal, Abraham F.
 Lowey, Nita M.
 Lowry, Glenn D.
 Loy, Frank E.
 Lozano, Ignacio E.
 Lozano, José Ignacio
 Lozano, Monica C.
 Lu, Xiaobo
 Lubin, Nancy
 Lubman, Stanley B.
 Luck, Edward C.
 Lucy, William
 Luers, Wendy W.
 Luers, William H.
 Lugo, Luis E.
 Lujan, Fernando M.
 Lukatsevich, Ross Z.†
 Luke, John A. Jr.
 Lundeberg, Greta
 Lundqvist, Bertil
 Lundstrom, Mark
 Lustick, Ian S.
 Lute, Douglas E.
 Lute, Jane Holl
 Luttwak, Edward N.
 Luzzatto, Anne R.
 Lyman, Princeton N.
 Lynch, Thomas F. III
 Lyne, Susan Markham*
 Lynk, Myles V.
 Lynn, Laurence E. Jr.
 Lynton, Michael M.
 Lyon, David W.
 Lyons, Eugene M.
 Lyons, James E.
 Lyons, Richard Kent

M

Mabry, Marcus B.
 Mabus, Raymond E.
 MacCormack, Charles
 Frederick
 MacDonald, Bruce Walter

MacDougal, Gary E.
 Mack, Consuelo Cotter
 Mack, J. Curtis II
 Mack, William Brady III†
 Mackay, Leo Sidney Jr.
 MacKenzie, Gillian
 Hamilton
 Mackevich, Eileen R.
 Macmillan, Graham III
 Madhany, al-Husein N.
 Maguire, John David
 Mahajan, Raj Amit
 Mahmoud, Adel
 Mahnken, Thomas G.
 Mahoney, Paul G.
 Mahoney, Thomas H. IV
 Mai, James A.
 Mai, Vincent A.
 Maier, Charles S.
 Makin, John Holmes
 Makinson, Carolyn
 Mako, William P.
 Makovsky, David
 Malcomson, Scott
 Malek, Frederic V.
 Malesky, Edmund J.
 Mallery, David W.
 Mallery, Richard
 Mallett, Robert L.
 Malmgren, Harald B.
 Malmgren, K. Philippa
 Malone-Scott, Kim
 Malpass, David R.
 Maltese, Michael
 Maltz, Gideon Daniel†
 Mamdani, Mahmoud A.
 Manca, Marie Antoinette
 Mancuso, Mario
 Mandaville, Alicia Phillips
 Mandel, Stephen F. Jr.
 Mandelbaum, Michael
 Maniatis, Gregory A.
 Manilow, Lewis
 Mankoff, Jeffrey
 Mann, James H.
 Mann, Michael D.
 Mann, Thomas E.
 Mans, Darius
 Mansoor, Peter R.
 Manuel, Anja*
 Manzi, Jim
 Marans, Joel Eugene
 Marchick, David M.
 Marcom, John E. Jr.
 Marcum, John Arthur
 Marczak, Jason

Marder, Murrey
 Margon, Sarah
 Mariner, Joanne
 Mariotti, Steve J.
 Mark, Hans M.
 Mark-Jusbasche, Rebecca P.
 Marks, Paul A.
 Marlin, Alice Tepper
 Marquet, Louis David
 Marr, Phebe A.
 Marron, Donald B.
 Marsh, Tom F.
 Marshall, Andrew W.
 Marshall, Dale Rogers
 Marshall, F. Ray
 Marshall, Katherine
 Marshall, Zachary Blake
 Marteau Emerson,
 Kimberly K.*
 Marten, Kimberly Joy
 Martin, Daniel Richard
 Martin, Lynn Morley
 Martin, Susan F.
 Martin, William F.
 Martinez, Angelica R.
 Martinez, Roman IV
 Martinez, Roman V
 Marton, Kati I.
 Martz, Joseph C.
 Maru, Vivek
 Masin, Michael T.
 Masoud, Tarek†
 Massey, L. Camille
 Massey, Walter E.
 Massimino, Elisa C.
 Mastanduno, Michael
 Masters, Carlton A.
 Matheson, Michael J.
 Mathews, Jessica T.
 Mathews, Michael S.
 Mathias, D. Stephen
 Mathias, Dale
 Mathias, Edward J.
 Mathis, Brian Pierre
 Matlock, Jack F. Jr.
 Matsukata, Naotaka
 Matteson, William B.
 Matthews, Barbara C.
 Mattox, Gale A.
 Matuszewski, Daniel C.
 Matzke, Richard H.
 Maxwell, Ann Titiev†
 Maxwell, Kenneth R.
 Maxwell, Rahsaan
 May, Michael M.
 Maybank, Alexis Macy

Mayer, Claudette
 Mayer, William Emilio
 Mayhew, Alice E.
 Mazur, Jay
 McAfee, William Gage
 McAllister, Jef Olivarius
 McAllister, Singleton B.
 McArdle, Megan
 McAuliffe, Jane Dammen
 McBride, Sharon Kelly
 McCaffrey, Barry R.
 McCain, John S. III
 McCann, Edward F. II
 McCartan, Patrick F.
 McCarter, John W. Jr.
 McCarthy, James P.
 McCarthy, Kathleen D.
 McCarthy, Terence Arthur
 McCarthy-Beehner, Julie†
 McCaw, Craig O.
 McCaw, Susan R.
 McChrystal, Stanley A.
 McClure, Kimberly M.
 McClure, Robert L.
 McClymont, Mary E.
 McConnell, M. Porter†
 McCord, Gordon C.†
 McCormack, Elizabeth J.
 McCormack, Richard
 Thomas Fox
 McCormick, David H.
 McCouch, Donald G.
 McCoy, Jennifer L.
 McCray, Ronald David
 McCue, Susan
 McCurdy, Dave K.
 McDermott, Jim
 McDevitt, Sean Daniel
 McDonald, Alonzo L.
 McDonald, Tom
 McDonough, William J.
 McDougall, Gay J.
 McEneaney, Kyle Eamoun†
 McEvoy, Edward Bruce†
 McFarland, Kathleen Troia
 McFarland, Maria
 McFarlane, Jennifer A.
 McFarlane, Robert C.
 McFate, Patricia Ann
 McFaul, Michael A.
 McGarr, Cappy R.
 McGowan, Alan H.
 McGregor, James L.
 McGurn, William
 McHenry, Donald F.
 McKean, David

* Elected to membership in 2012.

† Elected to a five-year term membership in 2012.

McKenna, Tjada D'Oyen†
 McKenney, Morgan
 McKeon, Elizabeth A.
 McKeon, Robert B.
 McKibben, Tracy B.
 McLarty, Thomas F. III
 McLaughlin, Charles
 James IV
 McLaughlin, John E.
 McLean, Mora L.
 McLean, Sheila Avrin
 McLin, Jon Blythe
 McManus, Doyle
 McManus, Jason D.
 McMaster, Herbert
 Raymond
 McMullin, D. Evan
 McNally, Elizabeth Young
 McNamara, Dennis L.
 McNamara, Kathleen R.
 McNamara, Thomas E.
 McNamer, Bruce W.
 McNaugher, Thomas L.
 McNeese, Thomas
 McPeak, Merrill A.
 McPherson, M. Peter
 McQuade, Lawrence C.
 McWade, Jessica C.
 Meacham, Carl E.
 Meacham, Jon
 Mead, Dana G.
 Mead, E. Scott
 Mead, Walter Russell
 Meadows, Jeanne Terry
 Mearsheimer, John J.
 Medavoy, Mike
 Medawar, Adrienne
 Medina, Kathryn B.
 Medish, Mark Christian
 Meers, Sharon I.
 Meertens, Michelle A.
 Meese, Michael J.
 Mehlman, Kenneth B.
 Mehra, Sanjeev K.
 Mehreteab, Ghebre Selassie
 Mehta, Probir J.†
 Mehta, Ved
 Meigs, Montgomery C.
 Meiman Hock, Kellie
 Meissner, Doris M.
 Meister, Irene W.
 Melby, Eric D.K.

Melloan, George R.
 Melton, Carol A.
 Melwani, Anish
 Mendelson, Sarah E.
 Mendelson Forman,
 Johanna Sebastian
 Mendlovitz, Saul H.
 Mendonca, Lenny
 Mendoza, Roberto G.
 Meng, Sue†
 Menon, Rajan
 Menschel, Robert B.
 Merkel, Claire Sechler
 Merkel, David A.
 Meron, Theodor
 Merow, John E.
 Merritt, Jack Neil
 Merszei, Zoltan
 Mesdag, Willem
 Meselson, Matthew S.
 Meserve, Richard A.*
 Messmer, Michael
 Mestres, Ricardo A. Jr.
 Metzger, Barry
 Metzl, Jamie Frederic
 Meyer, Edward C.
 Meyer, Karl E.
 Meyer, Michael Ryder
 Meyer, Noa
 Meyerman, Harold J.
 Michaels, Jon Douglas
 Michaels, Marguerite
 Michel, Christopher
 Prentiss
 Mickiewicz, Ellen
 Midgley, Elizabeth
 Mihaly, Eugene B.
 Mikell, Gwendolyn
 Mikolay, Justin†
 Miles, Edward L.
 Milestone, Judith B.
 Millard, Robert B.
 Miller, Aaron David
 Miller, Alisa
 Miller, Amber D.
 Miller, Anthony Murray
 Miller, Charles R.
 Miller, Christopher D.
 Miller, David Charles Jr.
 Miller, Debra Lynn
 Miller, Eyrique V.
 Miller, Franklin C.
 Miller, Heidi G.*
 Miller, Judith
 Miller, Ken
 Miller, Linda B.

Miller, Matthew L.
 Miller, Paul D.
 Miller, Scott L.
 Miller, Thomas J.
 Miller, William Green
 Miller, William Scott II
 Millington, John A.
 Mills, Bradford
 Mills, Karen Gordon
 Mills, Susan Linda
 Milner, Helen V.
 Milrod, Donna*
 Mintz, Daniel R.
 Mir, Aimen N.
 Miscik, Jami
 Mishkin, Alexander V.
 Mitchell, Andrea
 Mitchell, Arthur M. III
 Mitchell, George J.
 Mitchell, Patricia E.
 Mitchell, Wandra G.
 Mixter, Jonathan Cobb
 Mize, David M.
 Mizel, Larry A.
 Mochizuki, Kiichi
 Modi, Kalpen Suresh†
 Moe, Sherwood G.
 Moffett, George D.
 Molano, Walter Thomas
 Mondale, Walter F.
 Moneyhon, Matthew†
 Moniz, Ernest J.
 Montelongo, Michael
 Montgomery, George
 Cranwell
 Montgomery, Harold H.
 Montgomery, Mark C.
 Montgomery, Parker G.
 Montgomery, Philip
 O'Bryan III
 Montoya, Manuel-Julian
 Moock, Joyce Lewinger
 Moody, Jim
 Moody, William S.
 Moore Gerety, Amias
 Agassiz†
 Moore, John J. Jr.
 Moore, John M.
 Moore, John Norton
 Moore, Jonathan
 Moore, Julia A.
 Moore, Wes W.
 Moorman, Thomas S. Jr.
 Moose, George E.
 Moose, Richard M.
 Mora, Alberto J.

Mora, Antonio G.
 Moran, Michael E.
 Moran, Terence P.
 Moran, Theodore H.
 Moravcsik, Andrew
 Morey, David Edward
 Morgan, Charlotte M.
 Morin, James
 Morin, Jamie
 Morningstar, Richard L.
 Morris, Charles R.
 Morris, Frederic A.
 Morrison, J. Stephen
 Morrissey, Arthur C.
 Morse, Edward L.
 Morse, Kenneth P.
 Morse, Stephen S.
 Mortimer, David H.
 Mosbacher, Robert A. Jr.
 Moseley, T. Michael
 Moser, Joel H.
 Moses, Alfred H.
 Mosettig, Michael David
 Moskow, Michael H.
 Moss, Ambler H. Jr.
 Moss, Ian C.†
 Moss, Jeff
 Mossman, James
 Motley, Joel W.
 Mottahedeh, Roy P.
 Motulsky, Daniel T.
 Mouat, Lucia
 Moyer, Homer E. Jr.
 Mroz, John Edwin
 Mudd, Daniel H.
 Mudd, Margaret F.
 Mujal-Leon, Eusebio
 Mukunda, Gautam†
 Mulberger, Virginia A.
 Mulcahy, Anne M.
 Mulford, David C.
 Mullaney, Craig M.
 Muller, Edward R.
 Muller, Steven
 Mundie, Craig James
 Muñoz, George
 Munroe, Alexandra
 Kneeland
 Munroe, George B.
 Munsch, Stuart B.
 Murase, Emily Moto
 Murdoch, Rupert
 Murdock, Deroy
 Murphy, Ewell E. Jr.
 Murphy, Richard W.
 Murray, Alan S.

* Elected to membership in 2012.

† Elected to a five-year term membership in 2012.

Murray, Douglas J.
Murray, Ian P.
Murray, Janice L.
Murray, Lori Esposito
Murray, Robert J.
Muse, Martha Twitchell
Musham, Bettye Martin
Muthiah, Radha
Mutua, Makau W.
Muzinich, Justin George
Myers, Richard B.
Myerson, Roger B.
Myerson, Toby S.
Myrow, Stephen A.

N

Nachman, David Eli
Nacht, Michael
Nadiri, M. Ishaq
Nagl, John A.
Nagorski, Andrew
Nagorski, Thomas G.*
Naím, Moisés
Nájera, Peter F.
Nakhleh, Emile A.
Napolitano, Janet A.
Nash, William L.
Nasr, Vali R.
Nathan, James A.
Nathanson, Marc B.
Nathoo, Raffiq A.
Nau, Henry R.
Naughton, Barry J.
Neal, Jeffrey C.
Neal, Stephen L.
Nealer, Kevin G.
Nederlander, Robert Jr.
Negron, Michael Angelo†
Negroponte, Diana Villiers
Negroponte, John D.
Neier, Aryeh
Nelson, Abigail
Nelson, Anne
Nelson, Daniel N.
Nelson, Merlin E.
Nelson, Richard D.
Nelson, Robert L. Jr.
Nelson, Thomas C.
Nepomnyashchy, Catharine
Theimer
Nesbit, Lynn
Neuberger, Anne

* Elected to membership in 2012.

† Elected to a five-year term membership in 2012.

Neuger, Win J.
Neuman, Stephanie G.
Neureiter, Norman P.
Newberg, Esther R.
Newburg, Andre
Newcomb, Nancy S.
Newell, John F. III*
Newhouse, John
Newman, Jay H.
Newman, Pamela J.
Newman, Pauline
Newman, Priscilla A.
Newman, Richard T.
Newton, M. Diana Helweg
Nexon, Daniel H.
Ney, Edward N.
Nguyen, Ha Nhu†
Nguyen, Tuan H.
Nicholas, N. J. Jr.
Nichols, Rodney W.
Nicholson, Jan
Nides, Thomas R.
Niehuss, John M.
Niehuss, Rosemary Neaher
Nielsen, Nancy
Nielsen, Suzanne
Christine
Nilsson, Keith R.
Nilsson, Kenneth A.
Nimetz, Matthew
Nimr, Amer N.
Nitze, William A.
Noam, Eli M.
Nogales, Luis G.
Nolan, Janne Emilie
Nolan, Robert†
Noland, Marcus
Nolte, William M.
Nonacs, Eric Steven
Noonan, Peggy
Norman, William S.
Norquist, Grover Glenn
Northup, Nancy J.
Norton, Augustus Richard
Norton, Eleanor Holmes
Norton, Patrick M.
Nossel, Suzanne F.
Noto, Lucio A.
Novack, Lynne Dominick
Novogratz, Jacqueline
Novotny, Thomas E.
Nuechterlein, Jeffrey D.
Nunn, Sam
Nusratty, Timur
Nussbaum, Bruce
Nye, J. Benjamin H.

Nye, Joseph S. Jr.
Nye, Seth
O
Oakley, Phyllis E.
Oberdorfer, Don
Obey, David R.*
O'Brien, James C.*
Ocampo, Juan
Ochoa-Brillembourg, Hilda
O'Cleireacain, Carol
Odeen, Philip A.
Odell, Jamieson Meldal†
Odell, John S.
Odum, Marvin E. III*
Oettinger, Anthony G.
Offenheiser, Raymond C. Jr.
Offit, Morris W.
O'Flaherty, J. Daniel
Oh, Kongdan
O'Hanlon, Michael
O'Hearn, Katherine I.
Okata, Maritza U.
Okawara, Merle Aiko
O'Keefe, Daniel
Olayan, Hutham S.*
Oliva, L. Jay
Oliver, April A.
Oliver, John L. III
Ollivant, Douglas A.
Olson, Jane T.
Olson, Lyndon L. Jr.
Olson, Ronald L.
Olver, Parizad June†
O'Malley, Cormac K.H.
Omestad, Thomas E.
O'Neal, E. Stanley
O'Neil, Kathleen A.
O'Neil, Michael J.
O'Neill, Brian Deveraux
O'Neill, Matthew
Onek, Joseph N.
Onyeagoro, Obinna A. Jr.
Oppenheimer, Andres M.
Oppenheimer, Franz
Martin
Oppenheimer, Michael F.
O'Prey, Kevin P.
Orbach, Ashley Kushner
Orbach, Benjamin
Ordway, John M.
O'Reilly, David J.
Orentlicher, Diane
Orlins, Stephen A.
Ornstein, Norman J.
O'Rourke, Patrick J.

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

P

Paal, Douglas Haines
Pachios, Harold C.
Packard, George R.
Padmanabhan, Vijay M.†
Padrón, Eduardo J.
Page, Carter W.
Paine, George C. II
Paisner, Bruce Lawrence
Pakula, Hannah C.
Palmer, Mark
Palmer, Matthew A.
Palmisano, Samuel J.*
Pandith, Farah Anwar
Paperin, Stewart J.
Parasiliti, Andrew*
Pardee, Scott E.
Pardes, Herbert
Pardew, James W.
Parekh, Sanjay
Parent, Louise M.
Paris, Jonathan
Parker, Charles Allen*
Parker, Elizabeth Rindskopf
Parker, Emily D.
Parker, Jay M.
Parker, Michelle S.
Parker, Penny L.
Parker Feld, Karen
Parkinson, Roger P.

Parks, Michael Christopher	Perlman, Janice Elaine	Pitts, Joe W. III	Pressler, Larry
Parsky, Gerald L.	Perlmutter, Barbara S.	Piverger, Jacques-Philippe	Preston, Stephen W.
Parsons, Richard D.	Perlmutter, Louis	Pizzarello, Louis D.	Prewitt, Kenneth
Pascal, Alexander	Perritt, Henry H. Jr.	Plaks, Livia B.	Price, Bryan
Pascual, Carlos E.	Perry, Robert C.	Plasencia, Jorge	Price, Daniel M.
Passer, Juliette M.	Perry, William J.	Platt, Alan A.	Price, John R. Jr.
Passman, Pamela S.	Persico, Joseph E.	Platt, Alexander H.	Price, Raymond K. Jr.
Pastor, Robert A.	Peschka, Mary Porter	Platt, Nicholas	Price, Robert
Pate, R. Hewitt*	Peters, Mary Ann	Platt, Sheila Maynard	Price, Sara Dawes
Patrick, Hugh T.	Peters, Michael P.	Plattner, Marc F.	Price, Steven
Patrick, Stewart M.	Petersen, Mathew Scott	Plepler, Richard L.	Priest, William W. Jr.
Patrick, Thomas Harold	Peterson, Holly	Plutzik, Jonathan	Prieto, Daniel B. III
Patricof, Alan Joel	Peterson, Michael A.	Poats, Rutherford M.	Prince, Charles O. III
Patricof, Jonathan	Peterson, Peter G.	Pocalyko, Michael N.	Prince, Charles O. IV†
Patricof, Susan E.	Petraeus, David H.	Pogue, Richard W.	Pritzker, Penny S.
Patrikis, Ernest T.	Petree, Richard W. Jr.	Poizner, Stephen L.	Pritzker, Thomas J.
Patron, Michelle N.	Petri, Thomas E.	Pokempner, Dinah R.	Proenza, Luis M.
Patterson, Eric D.	Petro, James Benjamin	Polan, Mary Lake*	Prueher, Joseph Wilson
Patterson, Nicholas	Pettibone, Peter J.	Polk, William R.	Pryce, Jeffrey F.
Patterson, Patricia M.	Petty, John R.	Pollack, Carol A.	Puchala, Donald James
Pattiz, Norman J.	Peyronnin, Joseph Felix	Pollack, Gerald A.	Puckett, Robert H.
Paul, Douglas L.	Pfaltzgraff, Robert L. Jr.	Pollack, Jonathan D.	Pulling, Edward L.
Paul, Roland A.	Pfeiffer, Jane Cahill	Pollack, Kenneth Michael	Pulling, Thomas L.
Paulikas, Steven†	Pfeiffer, Leon K.	Pollack, Lester	Purcell, Susan Kaufman
Paulson, Henry M. Jr.	Pfeiffer, Steven B.	Pollard, Neal A.*	Puri, Shaifali
Paulson, John Alfred	Phan, Dang Tan	Pollock, Robert Lansing	Pursley, Robert E.
Paulus, Judith K.	Pharr, Susan J.	Pond, Elizabeth	Pustay, John S.
Paumgarten, Nicholas	Phelan, John J. Jr.	Poneman, Daniel Bruce	Putnam, Robert D.
Biddle	Phelps, Edmund S.	Pool-Eckert, Marquita J.	Pyle, Kenneth B.
Pavel, Barry	Phillips, Cecil M.	Popadiuk, Roman	Pyle, Michael
Paxson, Christina H.*	Phillips, David L.	Popkin, Anne B.	
Pearl, Jonathan J.†	Phillips, Jeanne L.	Porat, Ruth	Q
Pearlstine, Norman	Phillips-Barrasso, Kate	Porges, Marisa L.	Qalbani, Adeel
Peckham, Gardner G.	Phu, Elizabeth M.	Porter, Damon Shelby	Quainton, Anthony C.E.
Pedersen Thomas, Leah†	Pickering, Thomas R.	Porter, John Edward	Quam, Lois E.
Pederson, Rena M.	Piezenik, Steve R.	Portes, Richard	Quandt, William B.
Peek, Andrew L.†	Piedra, Alberto M. Jr.	Porzecanski, Arturo C.	Quartel, Robert Jr.
Pell, Herbert Claiborne†	Pierce, Eric	Posen, Adam S.	Quelch, John Anthony
Pelletreau, Robert H. Jr.	Pierce, John vanden Heuvel*	Posen, Barry R.	Quigley, Kevin F.F.
Peña, Federico F.	Pierce, Lawrence W.	Posner, Michael	Quinn, Jane Bryant
Penn, Lawrence Edward III	Pierce, Ponchitta	Poste, George H.	
Penn, Mark Jeffrey	Piercy, Jan	Postol, Theodore A.	R
Perella, Joseph R.	Pierre, Andrew J.	Potter, William C.	Raab, Jennifer J.
Peretz, Don	Pifer, Steven K.	Pottinger, Matthew F.*	Rabb, Bruce
Perez, Antonio F.	Pigott, Charles M.	Powell, Colin L.	Radtke, Robert W.
Perez, David	Pike, John E.	Powell, Dina Habib	Rahman, Anika
Perez, Luis J.	Pilgrim, Kathryn	Powell, Jerome H.	Rahman, Zeenat
Pérez-Stable, Marifeli	Pillar, Paul R.	Powell, Nancy J.	Raimondo, Gina*
Perkin, Linda J.	Pillsbury, Marnie S.	Powell Jobs, Laurene	Raines, Franklin D.
Perkins, Edward J.	Pillsbury, Michael	Powers, Averill L.	Raisian, John
Perkins, Roswell B.	Pilon, Juliana Geran	Powers, Timothy E.	Ramakrishna, Kilaparti
Perkovich, George R.	Pincus, Walter H.	Pozen, Robert C.	Raman, Aneesh†
	Pipes, Daniel	Pranger, Robert J.	Ramaswamy, Sangeetha
	Pipes, Richard	Prasso, Sheridan	Ramchandani, Sunny
	Pisano, Anthony Robert	Pregenzer, Arian L.	Ramer, Bruce M.
	Pisar, Leah	Press, William H.	Ramer, Lawrence J.

* Elected to membership in 2012.

† Elected to a five-year term membership in 2012.

Ramirez, Lilia L.	Reimer, Dennis Joe	Roach, Stephen S.	Rooney, Megan E.†
Ramo, Simon	Reimers, Fernando Miguel	Robb, Charles S.	Roosevelt, Theodore IV
Ramsay, Alston	Reinhardt, John E.	Robbins, Carla Anne	Rose, Charles Peete Jr.
Ramsey, W. Russell	Reinhart, Carmen M.	Robbins, Elizabeth Jane	Rose, Daniel
Rand, Dafna Hochman	Reinhartz, Jehuda	Robbins, Rachel F.	Rose, Elihu
Randall, Lisa	Reisman, William Michael	Robert, Stephen	Rose, Gideon
Randolph, R. Sean	Reiss, Mitchell B.	Roberts, Bradley H.	Rose, Joseph B.
Randt, Clark T. Jr.	Remache, Julie Ann	Roberts, John J.	Rose, Marshall
Ranis, Gustav	Remington, Thomas F.	Roberts, Walter R.	Roseboro, Brian C.
Rankin, Clyde E. III	Remnick, David J.	Robichaud, Carl	Rosecrance, Richard
Raphel, Robin Lynn	Renfrew, Charles Byron	Alexander†	Rosen, Amy M.
Rapp, Edward J.	Rennie, Milbrey	Robinson, Barbara Paul	Rosen, Daniel H.
Rappaport, Alan H.	Rennie, Renate	Robinson, David Z.	Rosen, Gary
Rascoff, Samuel James*	Renuart, Victor Eugene Jr.	Robinson, Davis R.	Rosen, Jack
Rashid, Hussein	Reppert, John C.	Robinson, Guyton Lee†	Rosen, Jeffrey A.
Ratchford, J. Thomas	Resnicoff, Arnold E.	Robinson, James D. III	Rosen, Robert L.
Rather, Dan	Resor, Stanley R.	Robinson, Linda	Rosenberg, Mark B.
Ratner, Ely S.	Ressel, Teresa M.	Robinson, Pearl T.	Rosenberg, Zeda F.
Ratnesar, Romesh M.	Reuter, Timothy	Robison, Olin C.	Rosenblatt, Lionel A.
Rattner, Steven L.	Revere, Evans J.R.	Rocca, Christina B.	Rosenblatt, Peter R.
Rattray, Gregory John	Revesz, Richard L.	Rocha, V. Manuel	Rosenblum, Mort L.
Rauch, Rudolph S.	Revzin, Philip S.	Rochberg, Daniel Robert†	Rosenfeld, Gerald*
Rauert, Tyler Reid†	Reynoso, Julissa	Roche, James G.	Rosenfield, Patricia L.
Raul, Alan Charles	Rhodes, William R.	Rockefeller, David	Rosenkranz, Robert
Raustiala, Kal	Ricardel, Mira R.	Rockefeller, David Jr.	Rosensweig, Jeffrey A.
Raval, Aditya Mahendra†	Rice, Condoleezza	Rockefeller, John D. IV	Rosenthal, Andrew M.
Ravenal, Earl C.	Rice, Donald S.	Rockefeller, Nicholas	Rosenthal, Douglas Eurico
Ravich, Samantha F.	Rice, Joseph A.	Rockefeller, Steven C.	Rosenthal, Jack
Ravitch, Richard	Rice, Joseph Lee III	Rockwell, Hays H.	Rosenthal, Joel H.
Raymond, David A.	Rice, Susan E.	Rockwell, Keith McElroy	Rosenthal, Mitchell S.
Raymond, Douglas A.	Rich, John H. Jr.	Rodin, Judith	Rosenwald, E. John Jr.
Raymond, Lee R.	Rich, Michael D.	Rodriguera, Sergio Jr.	Rosenwald, Nina
Reade, Claire E.	Richard, Anne C.	Rodriguez, Cristina Maria	Rosenzweig, Robert M.
Realuyo, Celina B.	Richards, Paul G.	Rodriguez, Jorge Javier†	Rosett, Claudia
Rebolledo, Iván C.	Richardson, Frank E.	Rodriguez, Rita M.	Rosner, Jeremy D.
Reckford, Jonathan T.M.	Richardson, Henry J. III	Rodrik, Dani	Rosovsky, Henry
Rediker, Douglas Alan	Richardson, William B.	Roett, Riordan	Ross, Christopher W.S.
Reed, Charles B.	Richardson, William R.	Rogers, Edward M. Jr.	Ross, Dennis B.
Reed, Jack	Richardson, Yolonda C.	Rogers, James E.	Ross, Gary N.
Reed, Joseph Verner	Richburg, Keith B.	Rogers, John M.	Ross, Robert S.
Reed, Lucy Ferguson	Richter, Anthony	Roggero, Frederick F.	Ross, Thomas Jr.
Reese, William Sears	Riddell, Malcolm C.	Rogoff, Kenneth S.	Rossabi, Morris
Reffkin, Robert	Ridgway, Rozanne L.	Rohan, Karen M.	Rosso, David J.
Regan, Ned	Rieckhoff, Paul	Rohatyn, Felix G.	Rossotti, Charles O.
Regan, Trish	Rieff, David	Rohlen, Thomas P.	Rostow, Nicholas
Regens, James L.	Rielly, John E.	Rohlfing, Joan	Rotberg, Robert I.
Reichert, William M.	Riffat, Imran	Rokke, Ervin J.	Roth, Kenneth
Reid, Ogden	Rifkind, Robert S.	Roman, Nancy Ellen	Roth, Stanley O.
Reif, Leo Rafael*	Riordan, Michael L.	Romanowski, Alina L.	Roth, William M.
Reiling, Peter A.	Riotta, Giovanni	Romberg, Alan D.	Rothkopf, Adrean Scheid
Reilly, Saskia Shane	Rishikof, Harvey	Romer, Paul	Rothkopf, David Jochanan
Reilly, William K.	Ritch, John B. III	Romero, Philip Joseph	Rottenberg, Linda D.
	Rivkin, David B. Jr.	Romero-Barcelo, Carlos A.	Roubini, Nouriel*
	Rivkin, David W.	Rometty, Virginia M.	Roughead, Gary*
	Rivlin, Alice M.	Romig, Alton D. Jr.	Route, Ronald A.
	Rizk, Nayla M.	Rondeau, Ann E.	Rovine, Arthur W.

* Elected to membership in 2012.

† Elected to a five-year term membership in 2012.

Rowen, Henry S.	Sample, Steven B.	Schlein, Michael Edward*	Sciolino, Elaine F.
Rowny, Edward L.	Samuels, Barbara Christie II	Schlesinger, David	Sciutto, James E.
Roy, J. Stapleton	Samuels, Michael A.	Schlesinger, James R.	Scott, Jeannine B.
Rubenstein, David M.	Samuels, Richard J.	Schlesinger, Leonard A.	Scott, Robert A.
Rubenstein, Leonard S.	Sanchez, Francisco J.	Schlesinger, Stephen C.	Scotten, Hagan C.
Rubin, Arthur Mark	Sanchez, Miguel Antonio	Schlickenmaier, William	Scowcroft, Brent
Rubin, Barnett R.	Sanchez, Orlando	Schlosser, Herbert S.	Scully, Timothy R.
Rubin, Gretchen C.	Sandalow, David	Schmemmann, Serge	Seagrave, Norman P.
Rubin, James P.	Sandberg, Sheryl K.	Schmidt, Benno Jr.	Sears, Jonathan E.
Rubin, Nancy H.	Sandel, Michael J.	Schmidt, Eric	Seaton, Edward L.
Rubin, Nilmini Gunaratne	Sander, Alison B.	Schmidt, Todd A.	Seaton, James B. III
Rubin, Robert E.	Sanders, Barry A.	Schmitt, Eric P.	Sedoy, Michael P.
Rubin, Trudy S.	Sanders, Marlene	Schmoke, Kurt L.	Segal, Susan Louise
Rudder, Philip C.	Sanderson, Steven E.	Schnabel, Rockwell A.	Seib, Gerald F.
Rudenstine, Neil L.	Sands, Amy	Schneider, Jan	Seibold, Frederick C. Jr.
Rudin, William C.	Sanger, David E.	Schneider, Kammerle	Seiple, Chris
Rudman, Warren B.	Sanok, Stephanie	Schneider, Mark E.	Sekulow, Eugene A.
Ruenitz, Robert M.	Santosham, Shireen	Schneider, William	Selib, Jonathan
Ruggie, John G.	Hannah†	Schneider, William Jr.	Seligmann, Peter
Ruggiero, Anthony II	Sapiro, Miriam	Schneidman, Witney W.	Selin, Ivan
Rugh, William A.	Sapolsky, Harvey M.	Schneier, Arthur	Semetko, Holli A.
Rughwani, Ashish B.	Sapp Mancini, Angela	Schnitzer, Alan*	Sender, Henny
Rumbaugh, Russell	Sapra, Puneet	Schoen, Douglas E.	Sennett, Richard
Rumer, Eugene B.	Sargeant, Stephen Thomas	Schoettle, Enid C.B.	Servan-Schreiber, Pascaline
Runde, Daniel FitzGerald*	Sarotte, Mary Elise	Schouten, Schuyler J.†	Sesno, Frank W.
Runge, Carlisle Ford	Sassen, Saskia	Schrage, Elliot J.	Sestanovich, Stephen R.
Rupp, George	Sasser, James R.	Schrage, Steven Patrick	Sewall, John O.B.
Rutherford, Alanna C.†	Satcher, David	Schrager, Allison	Sewall, Sarah
Ryan, Evan M.	Satloff, Robert B.	Schramm, Carl J.	Sexton, John E.
Ryan, John T. III	Satter, Muneer A.	Schreiber, Brian T.	Seymour, Frances J.
Ryan, Jordan Dimock	Saujani, Reshma M.	Schroeder, Christopher	Shafer, D. Michael
Ryan, Kevin P.	Saul, Ralph Southey	Matthew	Shafer, Jeffrey R.
Ryan, Mary C.	Saunders, Elizabeth	Schubert, Richard Francis	Shah, Raj
Ryan, Patrick G. Jr.	Saunders, Harold H.	Schuepbach, Martin A.	Shah, Smita N.
S	Savitt, Jill A.	Schuker, Jill A.	Shailor, Barbara
Sachs, Jeffrey D.	Sawoski, Mark	Schulhof, Jonathan N.	Shalala, Donna E.
Sacks, Paul M.	Sawyer, Diane	Schulhof, Lesley G.†	Shambaugh, David
Sadat, Leila Nadya*	Scarborough, Charles J.	Schulhof, Michael Peter	Shanker, Thomas Daniel
Saeed, Ahmed M.*	Schacht, Henry B.	Schultz, Tammy S.	Shapiro, Andrew J.
Sagan, Scott D.	Schade, Karl M.	Schulz, Laura Abrahams	Shapiro, Ian
Sakoian, Carol Knuth	Schadlow, Nadia	Schulz, Lauren Gabrielle†	Shapiro, Isaac
Salacuse, Jeswald William	Schaffer, Howard Bruner	Schulz, William F.	Shapiro, Jacob Norman
Salam, Reihan†	Schaffer, Teresita C.	Schumacher Matos,	Shaplen, Jason T.
Salazar, Ana Maria	Schake, Kori	Edward	Sharma, Amit†
Salbi, Zainab	Schearer, S. Bruce	Schwab, George D.	Sharma, Deven
Saleh, Ulla Rickert†	Schechter, Jerrold L.	Schwab, Susan Carroll	Sharp, Daniel A.
Salem, George R.	Schechter, Kate S.	Schwalbe, Nina Rebecca	Shattuck, John
Salomon, Richard E.	Scheffer, David J.	Schwartz, Bernard L.	Shattuck, Megan
Salomon, William R.	Scheinman, Lawrence	Schwartz, Daniel Ian	Shaw, David E.
Salzman, Anthony David	Schell, Orville Hickok	Schwartz, Eric Paul	Sheehan, Kevin P.
Samore, Gary	Schell, Theodore H.	Schwartz, Norton A.	Sheehan, Michael A.
	Scher, Peter L.	Schwartz, Peter	Sheeran, Josette M.
	Schick, Thomas	Schwarz, Adam	Sheets, Nathan*
	Schieffer, Bob L.	Schwarzer, William W.	Sheffield, Jill W.
	Schifter, Richard	Schwarzman, Stephen A.	Sheldon, Eleanor B.
	Schiller, Vivian L.	Schwebel, Stephen M.	Shelley, Louise I.*

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† Elected to a five-year term membership in 2012.

Shelp, Ronald K.	Siko, John†	Smith, Edwin M.	Spangler, Scott M.
Shelton, Joanna Reed	Silber, Laura J.	Smith, Fern M.	Spar, Debora L.
Shelton-Colby, Sally A.	Silber, Mitchell Darrow	Smith, Fred Gary	Speckhard, Daniel V.
Shenai, Neena G.†	Silberman, Laurence H.	Smith, Frederick Wallace	Spector, Leonard S.
Shenk, George H.	Silberman, Robert S.	Smith, Gayle E.	Speedie, David C.
Shepard, Stephen B.	Silberstein, Alan M.	Smith, Hedrick L.	Speltz, Paul W.
Shepardson, Robert Thomas	Silkenat, James R.	Smith, Jean Kennedy	Spence, A. Michael
Shepherd, J. Michael	Silver, Allison	Smith, Jeffrey H.	Spence, Matt
Sheriff, Alan R.	Silver, Daniel B.	Smith, John T. II	Spencer, John
Sherkey, Mark B. Jr.	Silver, Mariko	Smith, Malcolm B.	Spencer, Karen
Sherman, Wendy R.	Silverberg, Daniel I.	Smith, Martin	Spengler, Laurie Jean
Sherr, Lynn B.	Silvers, Robert B.	Smith, Melissa	Sperling, Gene B.
Sherwood, Benjamin B.	Simes, Dimitri K.	Smith, Michael B.	Spero, Joan E.
Sherwood-Randall, Elizabeth	Simmons, Adele	Smith, Perry M.	Spero, Joshua B.
Shields, Brendan P.†	Simmons, P. J.	Smith, Peter Hopkinson	Speyer, Jerry I.
Shields, Geoffrey B.	Simmons, Ruth J.	Smith, R. Jeffrey	Spiegel, Daniel L.
Shields, Lisa Katherine	Simon, Denis Fred	Smith, Richard M.	Spiegel, John W.
Shiffman, Gary M.	Simon, Hugh V. Jr.	Smith, Shannon L.*	Spielvogel, Carl
Shifter, Michael E.	Simon, Steven	Smith, Stephen G.	Spiers, Ronald I.
Shimony, Catherine Lieber*	Sims, Calvin G.	Smith, Taiya M.	Spindler, J. Andrew
Shinn, James J.	Sinclair, Paula J.	Smith, Tony	Spoon, Alan
Shinseki, Eric	Singh, Jaspaul	Smith, W. Y.	Spratt, John M. Jr.
Shipley, Walter V.	Singh, Michael	Snodgrass, Guy†	Staats, Jennifer Bulkeley
Shirk, Susan L.	Singleton, Lincoln Cameron	Snowe, Olympia J.	Stahl, Lesley R.
Shirzad, Faryar	Sinha, Sylvana Q.	Snyder, Jed C.	Staley, Jes
Shklyar, Natan M.	Sinkin, Richard N.	Snyder, Richard E.	Staley, Thomas Walter
Shlaes, Amity Ruth	Sisk, Mark S.	Snyder, Timothy D.	Stam, Allan C.
Shoemaker, Christopher C.	Sitrick, James Baker	Sobel, Clifford M.*	Stamas, George Paul
Shoemaker, Jolynn Michele	Siva, Dileepan	Sobel, Richard Paul	Stamas, Stephen
Shribman, David M.	Skinner, Kiron Kanina	Sobol, Dorothy Meadow	Stanger, Allison Katherine
Shriver, Donald W. Jr.	Sklarew, Jennifer Friedman	Sobol, Julia†	Stanislaw, Joseph A.
Shriver, Timothy P.	Skoczylas, Paul	Soderberg, Nancy E.	Stanley, Deirdre
Shulman, Colette	Skol, Michael M.	Soellner, Anna Maria	Staples, Eugene S.
Shultz, George P.	Skolnikoff, Eugene B.	Sofaer, Abraham David	Starrs, Ann M.
Shultz, Susan Kent Fried	Skora, Alexander J.	Sokolski, Henry D.	Stavridis, James G.
Shuman, David	Skorton, David J.	Solnick, Steven L.	Steel, Ronald
Shuman, Stanley S.	Slade, David R.	Solomon, Andrew Wallace	Steiger, Paul E.
Sick, Gary G.	Slaterry, Jim C.	Solomon, Anne G.K.	Stein, Elliot
Siddiqui, Mustafa Mohsin	Slaughter, Anne-Marie	Solomon, Joshua N.	Steinberg, David J.
Siebert, Muriel F.	Slaughter, Richard A.	Solomon, Peter J.	Steinberg, James B.
Siegal, Bippy M.	Slavin, Barbara	Solomon, Richard H.	Steinberg, Mark R.
Siegal, Brian D.	Slawson, Paul S.	Solomon, Robert	Steinberg, Richard H.
Siegel, Bridget A.	Sloane, Ann Brownell	Sonenshine, H. Marshall	Steinbruner, John D.
Siegel, Seth (Yossi) M.	Sloat, Amanda	Sonenshine, Tara Diane	Steiner, Joshua L.
Siegel, William D.	Slobogin, Kathy	Sonnenberg, Maurice	Steiner, Steven E.
Siegman, Henry	Slocombe, Walter B.	Sonnenfeldt, Helmut	Stempel, John D.
Sigal, Leon V.	Small, Andrew*	Sorensen, Gillian Martin	Stengel, Richard
Sigelman, Joseph M.*	Small, Lawrence M.	Sorkin, Andrew Ross	Stent, Angela Evelyn
Sikkink, Kathryn A.	Smalley, Kathleen	Soros, George	Stepan, Alfred C.
	Smart, Christopher W.	Soros, Jonathan T.A.	Stephanopoulos, George R.
	Smart, S. Bruce Jr.	Soros, Paul	Stephenson, Randall L.
	Smeall, Christopher	Soudriette, Richard W.	Stern, David J.
	Smidt, Jonathan D.	Sovern, Michael I.	Stern, Fritz
	Smith, Anna Deavere	Sowers, Tommy	Stern, Jeffrey M.
	Smith, Dane F. Jr.	Spain, Anna K.	Stern, Jessica E.
		Spalter, Jonathan	

* Elected to membership in 2012.

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Stern, Paula	Summers, Lawrence H.	Taylor, James S.	Tipson, Frederick S.
Stern, Paul G.	Sun, Angela	Taylor, James Scott Jr.	Tirana, Amina
Stern, Todd D.	Sundiata, Ibrahim K.	Taylor, John Brian*	Tisch, Andrew Herbert
Stern, Walter P.	Suominen, Kati*	Taylor, Kathryn Pelgrift	Tisch, James S.
Sternberg, Seymour	Suro, Roberto A.	Taylor, Margaret L.	Tiven, Marjorie B.
Sterner, Michael E.	Sutphen, Mona K.	Taylor, Scott D.	Todman, Terence A.
Stetson, Anne	Sutterlin, James S.	Taylor-Kale, Laura	Toft, Monica Duffy
Stevens, Charles R.	Sutton, Francis X.	Teece, David J.	Toll, Maynard J. Jr.
Stevens, James W.	Suzman, Cedric L.	Teichner, Martha A.	Tomero, Leonor
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Stevens, Robert J.	Swanson, Carl Axel	Teitelbaum, Michael S.	Toobin, Jeffrey R.
Stevenson, Charles A.	Swartz, Salli Anne	Telhami, Shibley	Toomey, Kathleen
Stewart, C. Evan	Sweeney, John J.	Tellis, Ashley Joachim	Elizabeth
Stewart, Donald M.	Sweig, Julia Ellen	Tempelman, Maurice	Toppeta, William J.*
Stewart, Gordon C.	Sweitzer, Brandon W.	Temple, Ronald S.*	Topping, Audrey Ronning
Stewart, Jamie B. Jr.	Swid, Scott L.	Temple-Raston, Dina	Topping, Seymour
Stewart, Ruth Ann	Swid, Stephen Claar	Tenet, George J.	Toraño, Maria Elena
Stiehm, Judith Hicks	Swiers, Peter Bird	Tercek, Mark R.	Torres, Gerald
Stiglitz, Joseph E.	Swift, Christopher	Terracciano, Anthony P.	Torricelli, Robert G.
Stiles, Deborah F.	Swing, John Temple	Terry, Sarah Meiklejohn	Toungara, Jeanne Maddox
Stith, Charles R.	Swonk, Diane	Thames, Knox	Townsend, Frances Fragos
Stith, Kate	Syron, Richard F.	Theobald, Thomas C.	Townsend, Kathleen
Stobaugh, Robert B.	Szekely, Deborah	Theros, Patrick N.	Kennedy
Stockman, Farah	Szewczyk, Bart M.J.	Thielmann, A. Gregory	Trachtenberg, Stephen Joel
Stoessinger, John G.	Szporluk, Roman	Thiessen, Marc Alexander	Train, Harry D. II
Stoga, Alan J.	T	Thoman, G. Richard	Train, John
Stokes, Bruce	Taft, William H. IV	Thomas, Christopher	Train, Russell E.
Stoll, Lona S.	Tagliabue, Paul	Thomas, Franklin A.	Trainor, Bernard E.
Stone, Randall W.*	Tahir-Kheli, Shirin R.	Thomas, James P.	Trani, Eugene P.
Stoneman, Shelly	Talbott, Devin Lloyd	Thomas, Lee B. Jr.	Traub, James
Stonesifer, Patricia Q.	Talbott, Strobe	Thomas, Lydia Waters	Travers, David
Strauss, Robert S.	Talwar, Nick	Thomas-Graham,	Treadway, Stephen J.
Streeb, Gordon L.	Talwar, Puneet	Pamela A.	Treanor, Mark C.
Stremlau, John J.	Tama, Jordan†	Thompson, Nicholas	Trebat, Thomas J.
Strianese, Michael T.	Tan Bhala, Kara W.Y.	Thompson, Robert L.	Treverton, Gregory Frye
Stringer, Howard	Tananbaum, Steven A.	Thompson, Tommy G.	Trice, Robert H. Jr.
Strmecki, Marin J.	Tang, David K.Y.	Thompson, W. Scott	Trimble, Charles R.
Strock, James M.	Tanner, Harold	Thomson, James A.	Tripp, Aili Mari
Stromseth, Jane E.	Tanter, Raymond	Thomson, Katie Nelson	Trivedi, Atman M.
Stromseth, Jonathan R.	Tapia, Raul R.	Thomson, Robert H.	Trojan, Vera M.
Strossen, Nadine	Tarbert, Heath P.	Thornberry, William M.	Troye, Olivia
Strzalka, Caroline	Tarnoff, Peter	Thornell, Richard P.	Truitt, Nancy Sherwood
Studzinski, John J.	Tarter, C. Bruce	Thornton, John L.	Trulio, David
Stuehmke, Dorothy J.	Tarullo, Daniel K.	Thoron, Louisa	Truman, Edwin M.
Sturchio, Jeffrey L.	Tatlock, Anne M.	Thukkaram, Navin	Tsehai, Elizabeth G.
Styron, Rose	Taubman, William	Tien, John K. Jr.	Tsipis, Kosta
Sughrue, Karen M.	Tauscher, Ellen O.	Tienda, Marta	Tucher, H. Anton
Suleiman, Ezra N.	Tavares, Ricardo S.	Tierney, Paul E. Jr.	Tucker, Cynthia A.
Sullivan, Daniel S.	Tavitian, Aso O.	Tiersky, Ronald	Tucker, Joseph David†
Sullivan, Gordon R.	Taylor, Adam	Till, Kimberly	Tucker, Nancy Bernkopf
Sullivan, John D.	Taylor, Aleesha	Timbers, William H.	Tuggle, Clyde C.
Sullivan, Travis J.†	Taylor, Arthur R.	Timofeyev, Igor V.	Tulbah, Ali H.
	Taylor, Cathy L.	Timothy, Kristen	Tuminez, Astrid S.
	Taylor, Christopher T.	Timpson, Sarah Livingston	Tung, Ko-Yung
	Taylor, Diana L.	Tindell, Cynthia A.	Tung, Savio Wai-Hok
		Tingle-Smith, Tanisha	Tuohey, Brendan

* Elected to membership in 2012.

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Turekian, Vaughan C.
 Turner, James M.
 Turner, Robert F.
 Turner, Stansfield
 Tusiani, Michael D.
 Tuths, Donna M.
 Twombly, Dillon†
 Tyson, Carole Henderson
 Tyson, Laura D'Andrea

U

Ubiñas, Luis A.
 Udovitch, Abraham L.
 Uhlig, Mark
 Ullman, Richard H.
 Ulman, Cornelius M.
 Ulrich, Marybeth Peterson
 Ungar, Sanford J.
 Unger, David C.
 Unger, Noam Carl
 Untermeyer, Charles
 Graves
 Upham, Samuel Phineas
 Upton, Maureen T.
 Urben, Heidi
 Usher, William R.
 Ussery, Terdema L. II
 Utgoff, Victor A.
 Utley, Garrick

V

Vagts, Detlev F.
 Vaitheeswaran, Vijay V.
 Vajjhala, Shalini P.†
 Vaky, Viron P.
 Valenta, Jiri
 Valentine, Curtis C.
 Valentine, Debra A.
 Valenzuela, Arturo A.
 van Agtmael, Antoine W.
 Vance, Elsie Nicoll
 Vande Berg, Marsha
 vanden Heuvel, Katrina
 vanden Heuvel, William J.
 van der Vink, Gregory E.
 Van Dusen, Michael H.
 Van Dyk, Ted
 Van Evera, Stephen
 Van Oudenaren, John
 Van Vliet-Goodrich, Carina
 Kristen
 Van Zandt, David Edgar

Varela, Marta B.
 Varia, Nisha†
 Varmus, Harold E.
 Varney, Christine A.*
 Vaughan, Patricia C.
 Vecchi, Sesto E.
 Veit, Carol Michele
 Veit, Lawrence A.
 Veliotis, Nicholas A.
 Vendley, William F.
 Veneman, Ann M.
 Venkayya, Rajeev V.
 Verleger, Philip K. Jr.
 Verma, Richard R.
 Verrastro, Frank Anthony
 Verstandig, Toni G.
 Verveer, Melanne S.
 Verville, Elizabeth G.
 Vessey, John W.
 Vester, Linda J.
 Vick, Edward H.
 Victor, Alice S.
 Vidal, David J.
 Videt, Pote P.
 Viebranz, Curtis Gray
 Viera, Paul E. Jr.
 Viets, Richard Noyes
 Vila, Adis M.
 Viscusi, Enzo
 Visotzky, Burton L.*
 Vitale, Alberto
 Vitale, David J.
 Vlastic, Mark V.*
 Voell, Richard Allen
 Vogel, Ezra F.
 Vogelgesang, Sandy Louise
 Vogelson, Jay M.
 Volcker, Paul A.
 Volk, Stephen R.
 von Eckartsberg, Gayle Rose
 von Lipsey, Roderick K.
 von Mehren, Robert B.
 Votaw, Carmen Delgado
 Vradenburg, George III
 Vuono, Carl E.

W

Wachner, Linda J.
 Wachtel, Andrew Baruch
 Wadsworth Darby, Mary
 Wager, Todd K.
 Waggoner, Robert C.
 Wagner, Gernot†
 Wahba, Marcelle M.
 Wainstein, Kenneth L.
 Wais, Marshall I. Jr.

Wait, Jarett F.
 Wald, Jesse M.†
 Waldron, Arthur
 Wales, Jane M.
 Walker, Darren*
 Walker, George R.
 Walker, Jenonne
 Walker, John L.
 Walker, Nancy J.
 Walker-Huntley, Mary L.
 Wall, Christopher R.
 Wall Spitzer, Silda Alice
 Wallace, Roger Windham
 Wallach, Kenneth L.
 Wallack, Jessica Seddon
 Wallander, Celeste Ann
 Wallerstein, Mitchel B.
 Wallich, Christine I.
 Wallison, Peter J.
 Walsh, Ian K.
 Walsh, Michaela
 Walsh, Patrick M.
 Walt, Stephen M.
 Walter, Barbara F.*
 Walters, Barbara
 Walton, Anthony John
 Walton, R. Keith
 Waltz, Kenneth N.
 Waltz, Michael
 Wang, Fei-Ling
 Wang, Tom
 Wanger, Leah Zell
 Ward, Katherine T.
 Ward, William E.
 Warner, Edward L. III
 Warner, John William
 Warner, Margaret G.
 Warner, Mark R.
 Warner, Volney James
 Warren, Rick
 Warren, Setti D.*
 Washburn, Bre M.†
 Washburn, John L.
 Washington, Kweli E.†
 Wasserman, Debra L.
 Waters, John Richard III
 Watson, Alexander F.
 Watson, Peter S.
 Watt, Linda E.
 Watts, John H.
 Watts, William
 Waxman, Matthew C.
 Waxman, Sharon
 Weaver, David R.
 Webb, Hoyt K.
 Weber, Andrew C.

Weber, Doron
 Weber, Jon F.
 Weber, Vin
 Webster, Timothy†
 Webster, William H.
 Wechsler, William F.
 Weddle, Steven
 Wedgwood, Ruth
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 Wei, Shang-Jin
 Weidenbaum, Murray
 Weigel, George
 Weiksner, George B.
 Weil, Frank A.
 Weill, Sanford I.
 Weinberg, Adam*
 Weinberg, David B.
 Weinberg, Steven
 Weiner, Allen S.
 Weiner, Rebecca Ulam
 Weinert, Richard S.
 Weinrod, W. Bruce
 Weinstein, David E.
 Weinstein, Jeremy M.*
 Weinstein, Michael M.
 Weinstock, Davis II
 Weintraub, Sidney
 Weisberg, Jacob M.
 Weisman, Steven R.
 Weiss, Andrew
 Weiss, Andrew S.
 Weiss, Antonio Francesco
 Weiss, Charles Jr.
 Weiss, Cora
 Weiss, Daniel Gideon
 Weiss, Martin Andrew
 Weiss, Stanley A.
 Weiss Lurie, Christina
 Welch, C. David
 Welch, Jasper A. Jr.
 Welch, Larry D.
 Weld, Susan Roosevelt
 Weld, William F.
 Wellde, George W. Jr.
 Welle, Joshua
 Welling, Curtis R.
 Wells, Damon
 Wells, Jabali K.†
 Wells, Louis T. Jr.
 Wells, Samuel F. Jr.
 Wender, Ira T.
 Wendt, Allan
 Wertheim, Mitzi Mallina
 Wesbrook, Stephen D.
 Weschler, Joanna
 Wesely, Edwin J.

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Wessel, Michael R.
 West, F. J. Bing
 West, J. Robinson
 West, Owen O'Driscoll
 West, Togo D. Jr.
 Westin, David
 Westin, Sherrie Rollins
 Westly, Steven P.
 Wethington, Olin L.
 Weymouth, Elizabeth G.
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 Wharton, Jaron
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 Wheeler, Seth F.†
 Whelan, Moira
 Whitaker, Jennifer Seymour
 Whitaker, Mark
 White, John P.
 White, Julia A.
 White, Mary Jo
 White, Maureen
 White, Peter C.
 White, William H.
 Whitehead, John C.
 Whitman, Christine Todd
 Whitman, Marina v.N.
 Whitney, Craig R.
 Whitson, Sarah Leah Sally
 Whittemore, Frederick B.
 Wiarda, Howard J.
 Wien, Anita Volz
 Wiener, Carolyn Seely
 Wiener, Malcolm H.
 Wier, Anthony D.
 Wiesel, Elie
 Wilby, Peter
 Wildenthal, C. Kern
 Wilhelm, Robert E.
 Wilkerson, Thomas Lloyd
 Wilkie, Robert*
 Wilkins, Lauren Z.
 Wilkins, Roger W.
 Wilkinson, Amy M.
 Wilkinson, Sharon P.
 Williams, Aaron S.
 Williams, Brian D.
 Williams, Christine
 Williams, Cindy
 Williams, Dave H.
 Williams, F. Haydn
 Williams, Harold M.

Williams, Margaret
 Douglas
 Williams, Michael John†
 Williams, Paul D.
 Williams, Paul R.*
 Williams, Reba White
 Williams, William J. Jr.
 Williamson, Edwin Dargan
 Williamson, Irving A.
 Williamson, Richard
 Salisbury
 Williamson, Samuel Gates
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 Willrich, Mason
 Wilmers, Robert G.
 Wilson, Don M. III
 Wilson, Ernest James III
 Wilson, Isaiah III
 Wilson, Margaret S.
 Wimmer, Kurt A.
 Winch, Steven D.
 Windrem, Robert
 Winfield, W. Montague
 Wing, Adrien Katherine
 Winik, Jay
 Winitzer, Ori
 Winkler, Matthew A.
 Winokur, Barton J.
 Winokur, Herbert S. Jr.
 Winterer, Philip S.
 Winters, Francis X.
 Winters, Laura
 Wirth, David A.
 Wirth, Timothy E.
 Wisch, Steven J.
 Wise, Carol
 Wise, Louise
 Wiseman, Michael Martin
 Wisner, Frank G.
 Wisner, Graham G.
 Witkowsky, Anne A.
 Wittes, Tamara Cofman
 Wofford, Harris
 Wohlforth, William C.
 Wolf, Benjamin
 Wolf, Charles Jr.
 Wolf, Ira
 Wolf, Robert
 Wolfe, Josh
 Wolfensohn, James D.
 Wolff, Alan W.
 Wolff, I. Peter
 Wolfowitz, Paul D.
 Wolin, Neal S.
 Wolosky, Lee S.

Wolstencroft, Tracy R.
 Woo, Meredith Jung-En
 Woodruff, Judy C.
 Woodruff, Robert W.
 Woods, Ward W.
 Woodward, Susan L.
 Woolsey, R. James
 Woolsey, Suzanne H.
 Woon, Eden Y.
 Worden, Minky
 Worenklein, Jacob J.
 Worthington, Samuel A.
 Wortzel, Larry M.
 Wray, Cecil
 Wright, Geoffrey W.
 Wright, Joseph R. Jr.
 Wright, Lawrence G.
 Wright, Robin
 Wright, William H. II
 Wrona, Richard M. Jr.*
 Wu, Mark
 Wu, Sanford
 Wucker, Michele M.
 Wulf, Norman A.
 Wunderle, William D.
 Wylie, Andrew
 Wyser-Pratte, Guy Patrick

Y
 Yacoubian, Mona
 Yale, Matthew Alan†
 Yalman, Nur O.
 Yalowitz, Kenneth S.
 Yamada, Tadataka
 Yang, Linda Tsao
 Yang, Phoebe L.
 Yankelovich, Daniel
 Yanney, Michael B.
 Yanosek, Kassia J.
 Yegen, Christian C.
 Yellen, Janet Louise
 Yeo, Peter*
 Yergin, Daniel H.
 Yim, Samuel
 Yochelson, John N.
 Yoffie, David B.
 Yordan, Jaime Ernesto
 Yost, Casimir A.
 Young, Alice
 Young, Andrew
 Young, George H. III
 Young, Jay T.
 Young, M. Crawford
 Young, Mark D.*
 Young, Michael K.

Young, Nancy
 Youngblood, Kneeland C.
 Younger, Stephen M.
 Youngwood, Alfred D.
 Yuan, Sharon H.
 Yun, Philip W.
 Yzaguirre, Raul H.

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

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BP p.l.c.
Bridgewater Associates, LP
CA Technologies
Citi
Credit Suisse
Dell Inc.
Eni
Fortress Investment Group LLC
GoldenTree Asset Management
Guardsmark LLC
Kingdon Capital Management

Kohlberg Kravis Roberts & Co.
Korn/Ferry International
Lazard
Lockheed Martin Corporation
Mars, Inc.
The McGraw-Hill Companies
MetLife
Moody's Corporation
Morgan Stanley
New Media Investments
Omnicom Group Inc.
Parsons Corporation
Reliance Industries Limited
Shell Oil Company
Soros Fund Management
Standard Chartered Bank
Toyota Motor North America, Inc.
Veritas Capital LLC

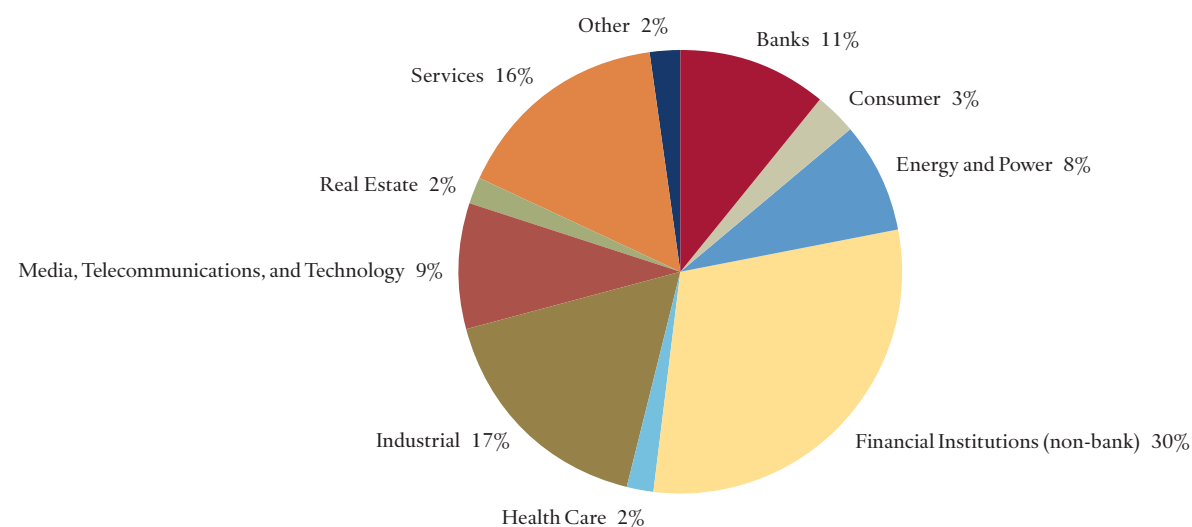
PREMIUM

ACE Limited
Airbus Americas, Inc.
Allen & Overy LLP
Allied World Assurance
Company, Ltd.
Anglo American, plc
Apollo Management, LP

Aramco Services Company
AREVA Inc.
Arnhold and S. Bleichroeder
Holdings, Inc.
Arnold & Porter LLP
AT&T
Baker Capital Corp.
Baker, Nye Advisers, Inc.
The Baldwin-Gottschalk Group
Banco Mercantil
The Bank of New York Mellon
Corporation
BASF Corporation
BGR Group
Bingham McCutchen LLP
The Blackstone Group L.P.
The Boeing Company
Booz Allen Hamilton Inc.
Bunge Limited
Canadian Imperial Bank of
Commerce
Caterpillar Inc.
Caxton Associates
Chartis
Cigna
Cisneros Group of Companies
CIT Group Inc.

CORPORATE PROGRAM MEMBERSHIP

SECTOR REPRESENTATION



Clarium Capital Management, LLC
 Cleary Gottlieb Steen & Hamilton LLP
 CNA
 The Coca-Cola Company
 ConocoPhillips Company
 Continental Properties
 Control Risks Group
 Corsair Capital
 Covington & Burling
 Craig Drill Capital Corporation
 Crédit Agricole Corporate and
 Investment Bank
 De Beers
 Deere & Company
 Deloitte.
 Deutsche Bank AG
 Duke Energy Corporation
 DynCorp International
 Economist Intelligence Unit
 Energy Intelligence Group, Inc.
 Equinox Partners, L.P.
 Estee Lauder Companies Inc.
 Federal Express Corporation
 Freeport-McMoRan Copper
 and Gold Inc.
 Future Pipe Industries, Inc.
 General Atlantic LLC
 General Electric Company
 Gibson, Dunn & Crutcher, LLP
 GlaxoSmithKline
 Google, Inc.
 Granite Associates LP
 Greenberg Traurig LLP
 Hitachi, Ltd.
 Houlihan Lokey
 IBM Corporation
 Indus Capital Partners, LLC
 Intesa Sanpaolo
 Investcorp International, Inc.
 Invus Group, LLC
 ITOCHU International
 Jacobs Asset Management, LLC
 Kroll
 MacAndrews & Forbes Holdings Inc.
 Mannheim LLC
 Marsh & McLennan Companies, Inc.
 Marubeni America Corporation
 MBIA Insurance Corporation
 MeadWestvaco Corporation
 Merck & Co., Inc.
 Microsoft Corporation
 Milbank, Tweed, Hadley & McCloy
 LLP
 Mitsubishi Corporation (Americas)
 Mitsubishi Heavy Industries America,
 Inc.

Mitsui & Co. (U.S.A.), Inc.
 Moore Capital Management LLC
 The News Corporation
 Northern Trust
 Northrop Grumman
 NYSE Euronext
 Occidental Petroleum Corporation
 The Olayan Group
 PepsiCo, Inc.
 Pfizer Inc.
 PricewaterhouseCoopers LLP (PwC)
 Principal Financial Group
 Prudential Financial
 Raytheon Company
 Rothschild North America, Inc.
 Sandalwood Securities, Inc.
 Siguler Guff & Company L.P.
 Silver Lake Partners
 Simpson Thacher & Bartlett LLP
 Sony Corporation of America
 Standard & Poor's
 Sullivan & Cromwell LLP
 T. Rowe Price Group
 The Tata Group
 Telefónica Internacional U.S.A.
 Thomson Reuters
 TIAA-CREF
 Time Warner Inc.
 Tishman Speyer Properties, Inc.
 TOTAL S.A.
 UBS AG
 United Technologies Corporation
 U.S. Chamber of Commerce
 Volkswagen Group of America, Inc.
 Vornado Realty Trust
 Walmart
 Warburg Pincus LLC
 Weiss Multi-Strategy Advisors, LLC
 Western Union
 Wyoming Investment LLC
 Xerox Corporation
 Zephyr Management, L.P.
 Ziff Brothers Investments LLC

ASSOCIATES

AARP
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 Japan Bank for International
 Cooperation
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For more information, please contact the Corporate
 Program at 212.434.9684 or corporate@cfr.org.

BENEFITS OF CORPORATE MEMBERSHIP

PREMIUM (\$30,000)

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

PRESIDENT'S CIRCLE (\$60,000)

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

FOUNDERS (\$100,000)

- All benefits of President's Circle and Premium memberships
- One additional private briefing by a CFR fellow tailored to the company's interests
- Invitations for executives to the CFR monthly roundtable series with fellows
- Invitations for senior executives to the annual winter dinner with CFR's most generous supporters
- Invitations to Ambassador's Lunches and the Foreign Policy Breakfast Forum series with members of Congress
- Complimentary use of the prestigious Harold Pratt House ballroom and library for a single corporate event (based on availability)
- Special recognition at the annual Corporate Conference

Endowed and Named Chairs, Fellowships, and Lectureships

ENDOWED CHAIRS, 2011–2012

RALPH BUNCHE CHAIR IN AFRICA POLICY STUDIES

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

DOUGLAS DILLON FELLOWSHIP

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

ENI ENRICO MATTEI CHAIR

IN MIDDLE EAST AND AFRICA STUDIES

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

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

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

MAURICE R. GREENBERG CHAIR IN CHINA STUDIES

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

GEORGE F. KENNAN CHAIR IN RUSSIAN AND EURASIAN STUDIES

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

JEANE J. KIRKPATRICK CHAIR IN NATIONAL SECURITY STUDIES

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

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

This chair is named in honor of Dr. Kissinger, the fifty-sixth secretary of state of the United States and a member of the Council's Board of Directors from 1977 to 1981, as a tribute to his contributions to the country and the Council. **Robert D. Blackwill** assumed the chair in fiscal year 2011.

PETER G. PETERSON CHAIR, EDITOR OF FOREIGN AFFAIRS

The chair is reserved for the editor of *Foreign Affairs* in recognition of Mr. Peterson's extraordinary service to the Council as chairman of its Board of Directors from 1985 to 2007 and member since 1971. **Gideon Rose** assumed the chair in fiscal year 2011.

PHILIP D. REED CHAIR IN SCIENCE AND TECHNOLOGY

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

NELSON AND DAVID ROCKEFELLER CHAIR IN LATIN AMERICA STUDIES

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

DAVID M. RUBENSTEIN CHAIR

IN ENERGY AND THE ENVIRONMENT

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

HASIB J. SABBAGH CHAIR IN MIDDLE EAST STUDIES

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

WHITNEY H. SHEPARDSON FELLOWSHIP

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

C. V. STARR CHAIR IN ASIA STUDIES

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

GENERAL JOHN W. VESSEY CHAIR IN CONFLICT PREVENTION

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

PAUL A. VOLCKER CHAIR IN INTERNATIONAL ECONOMICS

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

SPECIAL FELLOWSHIPS

ROGER HERTOGE SENIOR FELLOWSHIP

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

IRA A. LIPMAN SENIOR FELLOWSHIP

FOR COUNTERTERRORISM AND NATIONAL SECURITY STUDIES

The Lipman Senior Fellowship was established in 2008 through a gift from **Ira A. Lipman**, founder and chairman of Guardsmark, LLC. The chair is currently held by **Adam Segal**.

BERNARD L. SCHWARTZ SENIOR FELLOWSHIP

IN BUSINESS AND FOREIGN POLICY

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

STEVEN A. TANANBAUM SENIOR FELLOWSHIP

IN INTERNATIONAL ECONOMICS

The Steven A. Tananbaum Senior Fellowship in International Economics will support an international economist who will focus on major economic issues such as U.S. competitiveness, challenges in the eurozone, and the continuing shift in global economic dominance. This fellowship has been made possible by the support of CFR member **Steven A. Tananbaum**, CEO and CIO of Golden Tree Asset

Management. The first Tananbaum senior fellow will be appointed in 2012.

VISITING FELLOWSHIPS

MILITARY FELLOWSHIPS

Every year, each military service nominates an outstanding candidate for a military fellowship. These fellowships enable officers to broaden their understanding of international affairs and U.S. foreign policy by spending a year in residence at the Council. This year's fellows were **Captain Melissa Bert**, U.S. Coast Guard; **Colonel Willard Buhl**, U.S. Marine Corps; **Colonel Kathryn Burba**, U.S. Army; **Colonel Chad Manske**, U.S. Air Force; and **Captain Bradley Russell**, U.S. Navy.

EDWARD R. MURROW PRESS FELLOWSHIP

Named in honor of **Edward R. Murrow** and funded by the CBS Foundation, this fellowship offers a foreign correspondent or editor a period of nine months at the Council's headquarters in New York for sustained analysis and writing, free from the daily pressures that characterize journalistic life. The 2011–2012 Murrow Fellow was **Ned Parker**, former Baghdad bureau chief, *Los Angeles Times*.

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 2011–2012 National Intelligence Fellow was **Rachel Beer**.

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 2011–2012 fellows were **Matthew Kroenig** and **Todd Sechser**.

CYRUS R. VANCE FELLOWSHIP IN DIPLOMATIC STUDIES

This fellowship is offered to a U.S. Foreign Service officer nominated by the U.S. Department of State. The Vance Fellow spends about a year affiliated with the Council, reflecting on issues of foreign policy and participating in Council programs. The 2011–2012 Vance Fellow was **Douglas Climan**, former principal officer of the consulate in Mazar-e-Sharif and senior civilian representative to ISAF's Northern Regional Command.

ENDOWED AND SPECIALLY FUNDED PROGRAMS

Booz Allen Hamilton Series on Smart Power
ExxonMobil Women and Technology Series
Pieter A. Fisher Program, International Relations
Gulf Program, Middle East
W. Averell Harriman Program, Europe
HBO History Makers Series

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

LECTURESHIPS AND OTHER PROGRAMMING

DARRYL G. BEHRMAN LECTURE ON AFRICA POLICY

Members of the Behrman family funded this lecture on Africa policy in memory of Darryl G. Behrman, who was originally from South Africa and had an abiding passion for Africa and international peace. This year's lecture featured a trip report on Sudan with **George Clooney**, cofounder, Satellite Sentinel Project; **John Prendergast**, cofounder, Enough Project and Satellite Sentinel Project; **Adudu Adam Elnail**, Anglican bishop in Kadugli, Sudan; and Sudanese activist **Omer Ismail**.

STEPHEN C. FREIDHEIM SYMPOSIUM ON GLOBAL ECONOMICS

This symposium, created to address the broad spectrum of issues affecting Wall Street and international economics, was established through the generosity of a gift from Council member Stephen C. Freidheim, chief investment officer and senior managing partner at Cyrus Capital Partners. This year's symposium featured **Alan Greenspan**, former chairman of the Federal Reserve Board.

ARTHUR C. HELTON MEMORIAL LECTURE

This lecture was established by the Council and the family of Council Senior Fellow Arthur C. Helton, who died in the August 2003 bombing of the UN headquarters in Baghdad. The lecture addresses pressing issues in the broad field of human rights. This year's lecture featured **António Guterres**, UN high commissioner for refugees.

JOHN B. HURFORD MEMORIAL LECTURE

Inaugurated in 2002 in memory of Council member John B. Hurford, this annual lecture features individuals who represent critical new thinking in foreign policy and international affairs. This year's lecture featured **Rajiv Shah**, administrator, U.S. Agency for International Development.

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.

ROBERT B. MCKEON ENDOWED SERIES ON MILITARY STRATEGY AND LEADERSHIP

This series of meetings featuring prominent individuals from the military and intelligence communities has been

endowed in perpetuity through a gift from Council member Robert B. McKeon, founder and president of Veritas Capital LLC. This year's lecture featured the service chiefs, General **Norton A. Schwartz**, chief of staff, U.S. Air Force; General **James F. Amos**, commandant, U.S. Marine Corps; General **Raymond T. Odierno**, chief of staff, U.S. Army; and Admiral **Jonathan W. Greenert**, chief of naval operations, U.S. Navy.

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 General **Martin E. Dempsey**, chairman of the Joint Chiefs of Staff.

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 lecture 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 Admiral **William McRaven**, commander, U.S. Special Operations Command.

DAVID ROCKEFELLER LECTURE

This lecture was endowed by the Rockefeller Foundation in 1985 for an annual African lecturer from either the governmental or the nongovernmental sector.

RUSSIA AND RUSSIAN-AMERICAN RELATIONS LECTURE

This lecture series was established in 2003 by Mikhail Fridman, chairman of the board of directors of Alfa Bank in Moscow, with the goal of helping establish a more secure footing for Russia-U.S. relations.

BERNARD L. SCHWARTZ LECTURE ON BUSINESS AND FOREIGN POLICY

This lecture was established in 2002 and is funded by Bernard L. Schwartz, retired chairman and chief executive officer of Loral Space and Communications. The lecture focuses on the relationship between business and government in foreign policy. This year's lecturer was **Kenneth I. Chenault**, chairman and chief executive officer, American Express.

SORENSEN DISTINGUISHED LECTURE ON THE UNITED NATIONS

This lecture was established in 1996 by Theodore C. Sorensen to honor his wife, Gillian Martin Sorensen, and to commemorate her years of service to the United Nations.

PAUL C. WARNKE LECTURE ON INTERNATIONAL SECURITY

This lecture, endowed by a number of Council members and the family and friends of Paul C. Warnke, commemorates his legacy of courageous service to the nation and international peace. This year's lecturer was **Ashton B. Carter**, deputy secretary of defense, U.S. Department of Defense.

International Affairs Fellowship Program

Launched in 1967, the International Affairs Fellowship (IAF) is a distinguished program offered by the Council on Foreign Relations to assist mid-career scholars and professionals in advancing their analytic capabilities and broadening their foreign policy experience. The program aims to strengthen career development by helping outstanding individuals acquire and apply foreign policy skills beyond the scope of their professional and scholarly achievements. The distinctive character of the IAF Program lies in the contrasting professional experiences fellows obtain through their twelve-month appointments. Selected fellows from academia and the private sector spend fellowship tenures 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 selected IAFs each year spend their tenures working full time in government; the remaining half are placed at academic institutions, think tanks, or nonprofit organizations. The IAF Program is open only to U.S. citizens and permanent residents between the ages of twenty-seven and thirty-five who are eligible to work in the United States.

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

INTERNATIONAL AFFAIRS FELLOWS 2011–2012 PLACEMENTS

Laura Winthrop Abbot,* U.S. Senate. Placed at the U.S. Embassy, Tokyo.

Frances Z. Brown, U.S. Agency for International Development. Placed at the United States Institute of Peace.

Faith M. Chamberlain, U.S. Army. Placed at the International Rescue Committee and the Brookings Institution.

Samuel G. Charap, Center for American Progress. Placed at the U.S. Department of State.

Sean P. Connell,* U.S. Chamber of Commerce. Placed at the Research Institute of Economy, Trade, and Industry, Tokyo.

Julie M. Egan, U.S. Department of State. Placed at the Council on Foreign Relations and New York University.

Stacia D. George, U.S. Agency for International Development. Placed at Georgetown University.

Alexandra E. Harney,* University of Hong Kong. Placed at the Research Institute of Economy, Trade, and Industry, Tokyo.

Rebecca M. Ingber, U.S. Department of State. Placed at Columbia University.

Fernando Lujan, U.S. Military Academy. Placed at the Center for a New American Security.

J. Cobb Mixter, U.S. Department of the Treasury. Placed at the Council on Foreign Relations.

Ely S. Ratner, RAND Corporation. Placed at the U.S. Department of State.

Claire C. Russo, Orbis Operations LLC. Placed at the Institute for Inclusive Security.

Vance F. Serchuk,* U.S. Senate. Placed at the Canon Institute for Global Studies, Tokyo.

M. Hanscom Smith,* U.S. Department of State. Placed at the Japan Institute of International Affairs, Tokyo.

Victoria J. Taylor, U.S. Department of State. Placed at the Council on Foreign Relations.

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

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 15 percent of the total membership. The terms and conditions of such membership shall be as prescribed by the Board, provided that those elected to such membership are between the ages of thirty and thirty-six on January 1 of the year in which their election would take place, and that so long as their term continues such members will have the full rights and privileges of Council membership.

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

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

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

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

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

	<i>BUSINESS</i>	<i>NONBUSINESS</i>
New York Area		
Under 40	\$1,790	\$425
40 and Over	3,475	780
Washington, DC, Area		
Under 40	\$1,520	\$365
40 and Over	2,950	660
National		
Under 40	\$ 970	\$235
40 and Over	1,875	425

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

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

IV. A. There shall be a Board of not more than thirty-six Directors. The President of the corporation shall be a Director, ex officio, unless otherwise provided by resolution of the Board of Directors and agreed to by the President. The remaining members of the Board of Directors shall be divided into five equal classes, each class to serve for a term of five years and until their successors are elected and take office. Each class shall consist of three Directors elected directly by the membership at large and four Directors appointed by the Board. Following each Annual Election but prior to the commencement of the term of the new Directors, the Board shall appoint four Directors to serve in the same class as the three Directors elected at the Annual Election. Any Chairman or Vice Chairman of the Board elected on an interim basis pursuant to Article VII who is not a Director at the time of his or her election shall during the period of such interim service be a Director and, at the time of his or her election, shall be designated by the Board of Directors to occupy either (i) the position on the Board that would otherwise be occupied by the President, if the President is not then serving as a Director, ex officio, or (ii) any vacancy among the four Directors in each class subject to appointment by the Board.

B. At each Annual Election of the Council, three Directors shall be elected to replace the outgoing class of elected Directors. Terms of all Directors, both elected and appointed, shall commence on the first day of July next following their election or appointment or, in the case of any newly created directorships filled by action of the Board, to commence on such other date as may be approved by the Board. A Director, whether elected or appointed, who has served three years or more of a five-year term shall be eligible subsequently for election or appointment to a single consecutive term.

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

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

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

B. The Annual Election of Directors of the Council shall be held at a meeting in New York City on a date set by the President or the Chairman of the Board within thirteen months of the preceding meeting at which Directors were elected. Directors shall be elected by ballot. Ballots will be made available to all members in advance of the Annual Election and may be cast in person or by proxy authorized in writing or by electronic transmission. The ballot shall contain (i) the name of each member who is nominated by the Nominating and Governance Committee as a candidate for the class of Directors scheduled for election in that year, (ii) the name of any member appointed to a vacancy in the Board and nominated by the Nominating and Governance Committee as the sole candidate to complete the balance of the unexpired term, (iii) the name of any member who is nominated in each class by a petition signed by not fewer than thirty members, and (iv) the name of any member who received not fewer than thirty write-in votes in the preceding election. For their ballots to be counted, members must cast one vote for each of as many candidates as there

are vacancies to be filled on the Board, and the candidates with the highest number of votes in each class will be declared elected as Directors. One-third of the voting members of the Council shall constitute a quorum at the Annual Election Meeting or any other meeting of the members. Notice of any meeting of the members may be written or electronic. Administrative details necessary to implement the Council's nomination and election procedures shall be as prescribed by the President in consultation with the Chairman of the Board.

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

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

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

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

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

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

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

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

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

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

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

The Nominating and Governance Committee shall be composed of no fewer than three members of the Board. The Committee shall present names for Directors, Officers, and Committee members. For the purpose of nominating candidates to stand for election to the Board, the Committee shall co-opt ten additional members who shall not be members of the Board. The Chairman of the Nominating and Governance Committee shall be selected by the Chairman of the Board from among the Board members on the Committee. Neither the Chairman of the Board nor the President shall be an ex officio member of the Nominating and Governance Committee. Both in co-opting members to its own body and in nominating candidates for each year's Board election, the Nominating and Governance Committee is charged to keep in mind the need for diversity with regard to age, sex, race, geographical representation, and professional background. In nominating candidates for each year's Board election, the Committee is also charged (i) to solicit the entire membership for the names of possible candidates and (ii) except as provided in By-Law IV(C) to nominate twice as many candidates as there are directorships to be filled at the election by the membership at large.

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

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

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

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

transition in governance, the Board may elect a Chairman and/or Vice Chairman to serve, on an interim basis, for one or more terms of up to twelve months each. The Chairman and any Vice Chairman shall be eligible for election to any such term, on an interim basis, without regard to By-Law limitations on the tenure of Directors or Officers. The other Officers of the corporation shall be elected annually by the Board of Directors.

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

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

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

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

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

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

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

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

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

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

Rules, Guidelines, and Practices

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

RULE ON FOREIGN POLICY POSITIONS

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

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

RULE ON NON-ATTRIBUTION

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

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

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

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

“While the substance of the above Rule has been in effect since the formation of the Council, its present formulation was adopted by the Board of Directors on June 6, 1977, on the recommendation of a special Advisory Panel on the Non-Attribution Rule, and subsequently amended on June 7, 1994. The minutes of the June 1977 meeting contain the following explanatory comments about the Rule:

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

GUIDELINES ON MEETINGS

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

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

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

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

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

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

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

POLICY ON CONFLICTS OF INTEREST

By resolution of the Council’s Board of Directors, adopted June 9, 2005, the following policy concerning actual or potential conflicts of interest was approved:

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

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

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

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

“In the case of a staff member who is not an Officer, after disclosure by the Vice President, Human Resources and Administration, to the Chief Financial Officer and the President, those

Officers may choose to submit the question to the Board or an appropriate Committee of the Board for a decision or to proceed with the transaction at issue, provided that proceeding does not violate the law.

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

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

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

ARCHIVAL PRACTICE

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

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

Staff

EXECUTIVE OFFICE

Richard N. Haass	<i>President</i>
Keith Olson	<i>Executive Vice President, Chief Financial Officer, and Treasurer</i>
Jeffrey A. Reinke	<i>Chief of Staff to the President and Secretary of the Corporation</i>
Caroline Netchvolodoff McCall	<i>Senior Adviser to the President, Planning</i>
Eva Tatarczyk	<i>Executive Assistant to the President</i>
Lindsay Iversen	<i>Special Assistant to the President, Research</i>
Madeleine Gray	<i>Special Assistant to the President</i>
Madeline Lagatutta	<i>Special Assistant, Executive Office</i>
Michaela Frisbie	<i>Research Associate, Strategic Planning</i>
Anna Sims	<i>Program Associate, Executive Office</i>
Leslie H. Gelb	<i>President Emeritus and Board Senior Fellow</i>
Jonathan Hillman	<i>Research Associate to the President Emeritus and Board Senior Fellow</i>
Meredith Morrison	<i>Research Associate to the President Emeritus and Board Senior Fellow</i>
James F. Hoge Jr.	<i>Counselor</i>
Rosemary Hartman	<i>Assistant to the Counselor</i>

TASK FORCE PROGRAM

Anya Schmemmann	<i>Director</i>
Kristin Lewis	<i>Assistant Director</i>

FOREIGN AFFAIRS

EDITORIAL

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Jonathan Tepperman	<i>Managing Editor</i>
Andrew Bast	<i>Web Editor</i>
Stuart Reid	<i>Senior Editor</i>
Justin Vogt	<i>Senior Editor</i>
Kathryn Allawala	<i>Associate Editor</i>
Jordan Hirsch	<i>Staff Editor</i>
Benjamin Alter	<i>Assistant Editor</i>
Sarah Foster	<i>Business Administrator</i>
Elira Coja	<i>Editorial Assistant</i>

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Lynda Hammes	<i>Deputy Publisher and Director of Digital Strategy</i>
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Emilie Harkin	<i>Marketing Director</i>
Michael Pasuit	<i>Senior Account Manager</i>
Katie Sedgwick	<i>Business Administrator, Office of the Publisher</i>
Carolina Aguilar	<i>Assistant Manager, Advertising Sales and Production</i>
Jonathan Chung	<i>Assistant Manager, Operations</i>
Christine Leonard	<i>Marketing Associate</i>
Daniel Schoenbaechler	<i>Advertising Sales Account Executive</i>

COUNCIL PUBLISHING AND WEBSITE

David Kellogg	<i>Chief Information Officer and Publisher</i>
Katie Sedgwick	<i>Business Administrator, Office of the Chief Information Officer and Publisher</i>

COUNCIL PUBLISHING

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Lia C. Norton	<i>Production Manager</i>
Ashley Bregman	<i>Assistant Editor</i>

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Robert McMahon	<i>Editor</i>
Toni Johnson	<i>Senior Editor/Senior Writer</i>
Jeremy Sherlick	<i>Deputy Director, Multimedia</i>
Hagit Bachrach	<i>Video Producer</i>
Brianna Lee	<i>Production Editor</i>
Christopher Alessi	<i>Associate Staff Writer</i>
Jonathan Masters	<i>Associate Staff Writer</i>
Brittany Sovine	<i>Multimedia Coordinator</i>

DAVID ROCKEFELLER STUDIES PROGRAM

DIRECTOR OF STUDIES OFFICE

James M. Lindsay	<i>Senior Vice President, Director of Studies, and Maurice R. Greenberg Chair</i>
Janine Hill	<i>Director, Fellowship Affairs and Studies Strategic Planning</i>
Amy Gunning Baker	<i>Deputy Director for Studies Administration</i>

Note: Staff shown as of June 30, 2012.

Victoria Alekhine	<i>Associate Director, Fellowship Affairs</i>	Jendayi Frazer	<i>Adjunct Senior Fellow for Africa Studies</i>
Katherine Collins	<i>Assistant Director, Studies</i>	Laurie Garrett	<i>Senior Fellow for Global Health</i>
Melanie Gervacio Lin	<i>Assistant Director of Studies</i>	Michael W. Hodin	<i>Adjunct Senior Fellow</i>
Julia Pivniouk	<i>Program Coordinator</i>	Yanzhong Huang	<i>Senior Fellow for Global Health</i>
Andrew Lim	<i>Program Associate</i>	Ed Husain	<i>Senior Fellow for Middle Eastern Studies</i>
Madison Schramm	<i>Program Associate</i>	Frank Klotz	<i>Senior Fellow for Strategic Studies and Arms Control</i>
Veronica Chiu	<i>Program Associate</i>	Charles A. Kupchan	<i>Whitney H. Shepardson Senior Fellow</i>
Aliya Medetbekova	<i>Program Assistant, Fellowship Affairs</i>	Joshua Kurlantzick	<i>Fellow for Southeast Asia</i>
FELLOWS		Mark Lagon	<i>Adjunct Senior Fellow for Human Rights</i>
Elliott Abrams	<i>Senior Fellow for Middle Eastern Studies</i>	Terra Lawson-Remer	<i>Fellow for Civil Society, Markets, and Democracy</i>
Daniel P. Ahn	<i>Adjunct Fellow for Energy</i>	Gayle Tzemach Lemmon	<i>Fellow and Deputy Director of the Women and Foreign Policy Program</i>
Edward Alden	<i>Bernard L. Schwartz Senior Fellow</i>	Michael A. Levi	<i>David M. Rubenstein Senior Fellow for Energy and the Environment and Director of the Program on Energy Security and Climate Change</i>
Mohamad Bazzi	<i>Adjunct Senior Fellow for Middle Eastern Studies</i>	Sebastian Mallaby	<i>Paul A. Volcker Senior Fellow for International Economics and Director of the Maurice R. Greenberg Center for Geoeconomic Studies</i>
John B. Bellinger III	<i>Adjunct Senior Fellow for International and National Security Law</i>	Daniel Markey	<i>Senior Fellow for India, Pakistan, and South Asia</i>
Richard K. Betts	<i>Adjunct Senior Fellow for National Security Studies</i>	Shannon K. O'Neil	<i>Douglas Dillon Fellow for Latin America Studies</i>
Jagdish N. Bhagwati	<i>Senior Fellow for International Economics</i>	Peter R. Orszag	<i>Adjunct Senior Fellow</i>
Stephen Biddle	<i>Roger Hertog Senior Fellow for Defense Policy</i>	Meghan L. O'Sullivan	<i>Adjunct Senior Fellow</i>
Robert D. Blackwill	<i>Henry A. Kissinger Senior Fellow for U.S. Foreign Policy</i>	Stewart M. Patrick	<i>Senior Fellow and Director, International Institutions and Global Governance Program</i>
Thomas Bollyky	<i>Senior Fellow for Global Health, Economics, and Development</i>	Linda Robinson	<i>Adjunct Senior Fellow for U.S. National Security and Foreign Policy</i>
Max Boot	<i>Jeane J. Kirkpatrick Senior Fellow for National Security Studies</i>	Adam Segal	<i>Ira A. Lipman Senior Fellow for Counterterrorism and National Security Studies</i>
Karen Brooks	<i>Adjunct Senior Fellow for Asia</i>	Stephen Sestanovich	<i>George F. Kennan Senior Fellow for Russian and Eurasian Studies</i>
John Campbell	<i>Ralph Bunche Senior Fellow for Africa Policy Studies</i>	Matthew J. Slaughter	<i>Adjunct Senior Fellow for Business and Globalization</i>
Blake Clayton	<i>Fellow for Energy and National Security</i>	Sheila A. Smith	<i>Senior Fellow for Japan Studies</i>
Jared Cohen	<i>Adjunct Senior Fellow</i>	Scott A. Snyder	<i>Senior Fellow for Korea Studies and Director of the Program on U.S.-Korea Policy</i>
Jerome A. Cohen	<i>Adjunct Senior Fellow for Asia Studies</i>	Paul B. Stares	<i>General John W. Vessey Senior Fellow for Conflict Prevention and Director of the Center for Preventive Action</i>
Isobel Coleman	<i>Senior Fellow and Director of the Civil Society, Markets, and Democracy Initiative and Director of the Women and Foreign Policy Program</i>	Benn Steil	<i>Senior Fellow and Director of International Economics</i>
Steven A. Cook	<i>Hasib J. Sabbagh Senior Fellow for Middle Eastern Studies</i>		
Robert Danin	<i>Eni Enrico Mattei Senior Fellow for Middle East and Africa Studies</i>		
James P. Dougherty	<i>Adjunct Senior Fellow for Business and Foreign Policy</i>		
Elizabeth C. Economy	<i>C. V. Starr Senior Fellow and Director of Asia Studies</i>		
Richard A. Falkenrath	<i>Shelby Cullom and Kathryn W. Davis Adjunct Senior Fellow for Counterterrorism and Homeland Security</i>		

Julia E. Sweig	<i>Nelson and David Rockefeller Senior Fellow for Latin America Studies and Director for Latin America Studies</i>	Charles McClean	<i>Research Associate</i>
Ray Takeyh	<i>Senior Fellow for Middle Eastern Studies</i>	Jane McMurrey	<i>Research Associate</i>
Matthew C. Waxman	<i>Adjunct Senior Fellow for Law and Foreign Policy</i>	Andrew C. Miller	<i>Research Associate</i>
Micah Zenko	<i>Fellow for Conflict Prevention</i>	Connor Mills	<i>Research Associate</i>
VISITING FELLOWS (2011–2012)		Jared Mondschein	<i>Research Associate</i>
Rachel E. Beer	<i>National Intelligence Fellow</i>	Jerusha Murugen	<i>Research Associate</i>
Captain Melissa Bert	<i>Military Fellow, U.S. Coast Guard</i>	Seth Andre Myers	<i>Research Associate</i>
Colonel Willard A. Buhl	<i>Military Fellow, U.S. Marine Corps</i>	William Piekos	<i>Research Associate</i>
Colonel Kathryn Burba	<i>Military Fellow, U.S. Army</i>	Kathryn Salucka	<i>Research Associate</i>
Douglas Climan	<i>Cyrus Vance Fellow for Diplomatic Studies</i>	Noah Segal	<i>Research Associate</i>
Julie Egan	<i>International Affairs Fellow</i>	Kunaal Sharma	<i>Research Associate</i>
Matthew Kroenig	<i>Stanton Nuclear Security Fellow</i>	Kathryn Sparks	<i>Research Associate</i>
Colonel Chad T. Manske	<i>Military Fellow, U.S. Air Force</i>	Rachel Steyer	<i>Research Associate</i>
J. Cobb Mixter	<i>International Affairs Fellow</i>	Rebecca Strauss	<i>Associate Director, Renewing America Publications</i>
Ned Parker	<i>Edward R. Murrow Press Fellow</i>	Farah Faisal Thaler	<i>Associate Director, International Institutions and Global Governance Program</i>
Captain Bradley S. Russell	<i>Military Fellow, U.S. Navy</i>	Dinah Walker	<i>Analyst, Center for Geoeconomic Studies</i>
Todd S. Sechser	<i>Stanton Nuclear Security Fellow</i>	Charles Warren	<i>Research Associate</i>
Victoria J. Taylor	<i>International Affairs Fellow</i>	Emma Welch	<i>Research Associate</i>
RESEARCH AND PROGRAM STAFF		May Yang	<i>Research Associate</i>
Thalia Beaty	<i>Research Associate</i>	Sophia Yang	<i>Assistant Director, Center for Preventive Action</i>
Isabella Bennett	<i>Research Associate</i>	MEETINGS	
Allison Blough	<i>Research Associate</i>	Nancy D. Bodurtha	<i>Vice President</i>
Alexander Brock	<i>Research Associate</i>	Ann-Elise Francis	<i>Assistant to the Vice President</i>
Patrick Browne	<i>Research Associate</i>	NEW YORK MEETINGS PROGRAM	
Kelley Calkins	<i>Research Associate</i>	Anastasia M. LaFollette	<i>Director, Meetings Administration</i>
Jay Chittooran	<i>Research Associate</i>	Meaghan Mills	<i>Associate Director</i>
Seukhoon Paul Choi	<i>Research Associate</i>	Vera Ranola	<i>Associate Director</i>
Romil Chouhan	<i>Research Associate</i>	Elizabeth Cartier	<i>Program Coordinator</i>
Gideon Copple	<i>Research Associate</i>	Bari Rogoff	<i>Program Coordinator</i>
Kevin Grossinger	<i>Research Associate</i>	Jacob Roskelley	<i>Program Associate</i>
Ashley Harden	<i>Research Associate</i>	WASHINGTON PROGRAM	
Asch Harwood	<i>Research Associate</i>	Christopher Tuttle	<i>Director, Washington Program</i>
David Herrero	<i>Research Associate</i>	Portia Wiggins	<i>Special Projects Coordinator</i>
Jonathan Hill	<i>Research Associate</i>	WASHINGTON MEETINGS	
Michael Johnson	<i>Research Associate</i>	Emily McLeod	<i>Associate Director</i>
Ryan Kaminski	<i>Research Associate</i>	Jeffrey A. Gullo	<i>Program Coordinator</i>
Matthew Klein	<i>Research Associate</i>	Allison Ball	<i>Program Associate</i>
Julia Knight	<i>Program Assistant, Civil Society, Markets, and Democracy Initiative</i>	Kristen Gendron	<i>Program Associate</i>
Nikolai Krylov	<i>Research Associate</i>	Peter A. Henry	<i>Program Associate</i>
Charles Landow	<i>Associate Director, Civil Society, Markets, and Democracy Initiative</i>	WASHINGTON EXTERNAL AFFAIRS	
Elizabeth Leader	<i>Research Associate</i>	Patrick Costello	<i>Associate Director, Congress and U.S. Foreign Policy</i>
Stephanie Leutert	<i>Research Associate</i>	Thomas Bowman	<i>Assistant Director, Washington Program</i>
Zoe Liberman	<i>Research Associate</i>	Elise Letanosky	<i>Program Associate, Congress and U.S. Foreign Policy</i>

NATIONAL PROGRAM AND OUTREACH

Irina A. Faskianos	<i>Vice President, National Program and Outreach</i>
Maria Casa	<i>Director, National Program and Outreach Administration</i>
Juliana S. Chessin	<i>Assistant Director, National Program</i>
Tiffany Tribbitt	<i>Assistant Director, National Program</i>
Amy E. Cunningham	<i>Assistant Director, Religion and Foreign Policy/State and Local Officials, Outreach</i>
Jamie Weiss-Yagoda	<i>Assistant Director, Academic Initiative, Outreach</i>
Tracey E. Larsen	<i>Program Associate, Outreach</i>
Ruth R. Sullivan	<i>Program Associate, Outreach</i>
Cynthia Lee	<i>Program Assistant, National Program</i>
Alyssa Eilenfeldt	<i>Assistant to the Vice President, National Program and Outreach</i>

MEMBERSHIP, CORPORATE, AND INTERNATIONAL

L. Camille Massey	<i>Vice President</i>
Aimee Carter	<i>Washington Director, Corporate Affairs</i>
Abigail Z. Skidmore	<i>New York Director, Corporate Affairs</i>
Jana Gasn Beauchamp	<i>Director, Member Administration and Relations</i>
Helen Belmont	<i>Deputy Director, Corporate Programming</i>
Julie Jenkins	<i>Business Manager</i>
Scott Bradbury	<i>Assistant Director, Membership Affairs</i>
Roma Kaundal	<i>Assistant Director, International</i>
Alanya Green	<i>Program Coordinator, Membership Affairs</i>
Emily Jagger	<i>Program Coordinator, Corporate Affairs</i>
Ashley Lockhart	<i>Program Coordinator, Corporate Affairs</i>
Megan Lynch	<i>Program Coordinator, Corporate Affairs</i>
Tanya Shpiniova	<i>Program Coordinator, Corporate Affairs</i>
Ellen Matthews	<i>Assistant to the Vice President</i>

COMMUNICATIONS AND MARKETING

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Iva Zoric	<i>Director</i>
Leigh-Ann Krapf Hess	<i>Deputy Director</i>
Melinda Wuellner	<i>Deputy Director</i>
David Mikhail	<i>Associate Director</i>

Nidhi Sinha	<i>Associate Director</i>
Sarah Doolin	<i>Communications Coordinator</i>
Lucy Dunderdale	<i>Communications Coordinator</i>
Kendra Davidson	<i>Assistant to the Vice President</i>

DEVELOPMENT

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

INFORMATION GROUP

David Kellogg	<i>Chief Information Officer and Publisher</i>
Katie Sedgwick	<i>Business Administrator, Office of the Chief Information Officer and Publisher</i>

INFORMATION SERVICES

Charles Day	<i>Chief Technology Officer</i>
Richard Wawzycki	<i>Deputy Chief Technology Officer</i>
Deepak Trivedi	<i>Deputy Director, Information Services Operations</i>
Sadia Bhatti	<i>Senior Network Engineer</i>
Roberto Osoria	<i>Systems Analyst</i>
Chris Sierra	<i>LAN Administrator and Manager of Desktop Services</i>
Virginia Rolston Parrott	<i>Database Manager and Technical Trainer</i>
David De La Fleur	<i>Help Desk Technician</i>
Gabriel Lafuente	<i>Help Desk Technician</i>
Simon Lee	<i>Help Desk Technician</i>
Alice McLoughlin	<i>Assistant to the Chief Technology Officer</i>

WEB MANAGEMENT AND DEVELOPMENT

Tom Davey	<i>Director</i>
Cree Frappier	<i>Deputy Director</i>
Joan McGrath	<i>Senior Web Producer, Audience Development</i>
Andrew Qualls	<i>Web Producer</i>
Thomas Katavic	<i>Marketing Analytics Manager</i>
Charles Shehadi	<i>Web Operations Manager</i>
Parker Ituk	<i>Front-End Web Developer</i>
Emily Gosselin	<i>Web Support Associate</i>

LIBRARY AND RESEARCH SERVICES

Lilita V. Gusts	<i>Director, Library and Research Services</i>
Tracy Paler	<i>Deputy Director</i>

Michelle Baute *Associate Director, Web Research Sources*
 Laura Puls *Assistant Director, Research and Collections Services*
 Connie M. Stagnaro *Assistant Director, Archives and Intranet Development*
 Marieme Ba *Library Assistant*
 Nicholaos Fokas *Library Assistant*

HUMAN RESOURCES AND ADMINISTRATION

Jan Mowder Hughes *Vice President, Human Resources and Administration*

HUMAN RESOURCES

Margot Morey *Director, Human Resources*
 Ethel Baril *Deputy Director, Human Resources*
 Nancy Cho *Deputy Director, Human Resources*
 Linda Madueme *Assistant Director, Benefits and Compensation*
 Angela Yturri *Assistant Director, Human Resources*
 Julia Eldridge *Human Resources Coordinator*
 Sasha Gordon *Human Resources Associate*
 Alexander *Human Resources Assistant*
 Dick-Godfrey
 Richard Chilton *Interdepartmental Program Associate*

Celia Garay *Interdepartmental Program Associate*
 Seth Goldstein *Interdepartmental Program Associate*

RECEPTION SERVICES

Radmila Jackovich *Manager*
 Melanie Neergaard *Manager*
 Patrice Sullivan *Reception Services Coordinator and Human Resources Assistant*

FACILITY AND EVENT OPERATIONS

Neftali Frank Alvarez *Director, Facility, Event, and Security Management*
 New York
 Ian Noray *Deputy Director, Facility Operations and Project Management*
 William Cornell *Deputy Director, Event Management*
 Justin Bilski *Event Manager*
 Robert Prinzi *Event Manager*
 Julissa Sarabia *Assistant Manager*
 Trent Caldwell *Event Operations Waiter*
 Edwin Santiago *Building Engineer*
 Jose Vargas *Assistant Building Engineer*
 Marcos Velazquez *Assistant Building Engineer*
 Edgar Rivera *Facility and Event Operations Associate*
 Christopher Bostick *Printing and Duplication Associate*

Dwitte Campbell *Evening Facility Operations Assistant*
 Carlos Correa *Facility Operations Assistant*
 Gilbert Falcon *Evening Facility Operations Assistant*
 Terrence McKnight *Facility Operations Assistant*
 Herbert McLaughlin *Facility Operations Assistant*
 Washington
 Jayson Frum *Director of Operations and Project Management*
 Rachel Peterson *Director, Event Management and Special Events*
 Eric Voss *Deputy Director of Facility Operations and Project Management*
 Vanessa Robertson *Office Manager*
 Maureen Hughes *Associate Director, Event Management*
 Karen Garnick *Event Associate*
 James Johnson *Facility Operations Assistant*
 Carly Johnston *Event Assistant*
 Joshua Hedges *Facility Operations Assistant*
 Rafael Magana *Event Operations Waiter*
 Felipe Vaquerano *Facility Operations Assistant*
 Kimi *Assistant to the Director of Operations and Project Management*
 Xaisanasy-Baylon

FINANCE AND SPECIAL EVENTS

Keith Olson *Executive Vice President, Chief Financial Officer, and Treasurer*

FINANCE

Jennifer Perez *Director*
 Jean-Michel Oriol *Deputy Director*
 Sigi Silvani *Accounting Manager*
 Latoya Singleton *Finance Manager*
 Evanda Butler *Senior Staff Accountant*
 Sanah Merchant-Raza *Senior Accountant*
 Anisa Leka *Staff Accountant*
 Linda Copeland *Accounting Associate*
 Vera Langley *Accounting Associate*
 Betty Mak *Accounting Associate*
 Jason Rodriguez *Accounts Payable Associate*

SPECIAL EVENTS

Valerie Post *Director*
 Beth Harris *Assistant Director*
 Madison Meyer *Event Sales Coordinator*
 Allison Borrow *Special Events Assistant*

Note: Staff shown as of June 29, 2012.

Financial Statements

STATEMENT OF FINANCIAL POSITION

AS OF JUNE 30, 2012 (WITH COMPARATIVE TOTALS FOR JUNE 30, 2011)

	2012	2011
Assets		
Cash and cash equivalents	\$ 20,753,100	\$ 17,835,000
Accounts receivable, net, and prepaid expenses	2,036,000	1,848,200
Grants and contributions receivable, net	23,262,100	12,115,900
Contributions receivable for endowment, net	10,342,900	19,363,900
Inventory	102,300	94,800
Investments	301,728,400	303,830,700
Land, buildings and building improvements, and equipment, net	78,161,300	80,224,700
Deferred financing costs, net	2,814,800	2,924,700
Total assets	<u>\$439,200,900</u>	<u>\$438,237,900</u>
Liabilities		
Accounts payable and accrued expenses	\$ 5,192,000	\$ 5,507,500
Deferred revenue	3,694,900	3,331,600
Accrued postretirement benefits	4,866,000	4,352,000
Interest rate swap agreement	10,358,100	5,195,800
Bonds payable	62,680,000	62,680,000
Total liabilities	<u>86,791,000</u>	<u>81,066,900</u>
Net assets		
Unrestricted	115,296,300	129,810,500
Temporarily restricted	71,837,100	61,953,300
Permanently restricted	165,276,500	165,407,200
Total net assets	<u>352,409,900</u>	<u>357,171,000</u>
Total liabilities and net assets	<u>\$439,200,900</u>	<u>\$438,237,900</u>

To view the full 2012 Financial Statements, please visit www.cfr.org/about/annual_report.

STATEMENT OF ACTIVITIES

FOR THE YEAR ENDED JUNE 30, 2012 (WITH COMPARATIVE TOTALS FOR JUNE 30, 2011)

	UNRESTRICTED	TEMPORARILY RESTRICTED	PERMANENTLY RESTRICTED	2012 TOTAL	2011 TOTAL
Operating revenue and support					
Membership dues	\$ 5,447,600	\$ —	\$ —	\$ 5,447,600	\$ 5,199,400
Annual giving	8,085,800	—	—	8,085,800	6,739,900
Corporate memberships and related income	6,663,200	—	—	6,663,200	6,695,000
NY meetings	3,400	85,800	—	89,200	151,200
Grants and contributions	44,000	26,321,100	—	26,365,100	15,373,700
<i>Foreign Affairs</i> publications	7,248,800	—	—	7,248,800	7,106,800
Book publications	48,600	—	—	48,600	35,000
Investment return used for current operations	8,292,800	4,144,600	—	12,437,400	12,014,600
Rental income	1,784,600	—	—	1,784,600	1,866,300
Miscellaneous	301,700	—	—	301,700	69,600
Net assets released from restrictions	16,177,700	(16,177,700)	—	—	—
Total operating revenue and support	54,098,200	14,373,800	—	68,472,000	55,251,500
Operating expenses					
Program expenses:					
Studies Program	20,945,000	—	—	20,945,000	18,958,600
Task Force	576,600	—	—	576,600	687,400
NY Meetings	1,357,700	—	—	1,357,700	1,229,200
DC programs	1,600,600	—	—	1,600,600	2,187,000
Special Events	950,600	—	—	950,600	962,700
<i>Foreign Affairs</i> publications	8,883,300	—	—	8,883,300	7,633,200
Book publications	491,400	—	—	491,400	473,800
National Program	1,047,600	—	—	1,047,600	854,300
Outreach Program	921,400	—	—	921,400	653,800
Term member	447,800	—	—	447,800	405,400
Websites	2,648,000	—	—	2,648,000	2,619,300
Communications	1,677,800	—	—	1,677,800	1,749,800
Total program expenses	41,547,800	—	—	41,547,800	38,414,500
Supporting services:					
Fundraising:					
Development	1,736,700	—	—	1,736,700	1,392,000
Corporate Program	1,819,300	—	—	1,819,300	1,763,400
Total fundraising	3,556,000	—	—	3,556,000	3,155,400
Management and general	7,514,100	—	—	7,514,100	7,000,200
Membership	1,081,300	—	—	1,081,300	942,300
Total supporting services	12,151,400	—	—	12,151,400	11,097,900
Total operating expenses	53,699,200	—	—	53,699,200	49,512,400
Excess of operating revenue and support over operating expenses	399,000	14,373,800	—	14,772,800	5,739,100
Nonoperating revenue (loss)					
Investment gain/(loss) in excess of spending rate	(9,317,900)	(4,490,000)	—	(13,807,900)	23,457,000
Endowment contributions	—	—	169,300	169,300	13,495,600
Return of endowment contribution	—	—	(300,000)	(300,000)	—
Gain/(loss) on interest rate swap agreement	(5,162,300)	—	—	(5,162,300)	294,700
Gain/(loss) on sale of fixed asset	—	—	—	—	4,300
Write-off of uncollectible contributions	—	—	—	—	(3,110,200)
Total nonoperating revenue (loss)	(14,480,200)	(4,490,000)	(130,700)	(19,100,900)	34,141,400
Change in net assets before postretirement changes other than net periodic costs	(14,081,200)	9,883,800	(130,700)	(4,328,100)	39,880,500
Postretirement changes other than net periodic costs	(433,000)	—	—	(433,000)	(513,000)
Change in net assets	(14,514,200)	9,883,800	(130,700)	(4,761,100)	39,367,500
Net assets, beginning of year	129,810,500	61,953,300	165,407,200	357,171,000	317,803,500
Net assets, end of year	\$115,296,300	\$ 71,837,100	\$165,276,500	\$352,409,900	\$ 357,171,000

To view the full 2012 Financial Statements, please visit www.cfr.org/about/annual_report.

Credits

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PHOTOS

AP Photo/Kostas Tsironis: cover photo (the temple of Parthenon is silhouetted against a cloudy sunset atop the Acropolis hill in Athens, Greece, on May 17, 2012)
Hills & Company: 5 top
Don Pollard: 5 bottom, 6 bottom, 9 top, 9 bottom left, 9 bottom right, 12, 13, 14, 19, 20, 23
The Carlyle Group: 6 top
Ayhan Arfat, official photographer of the presidency of the Republic of Turkey: 10 top left
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