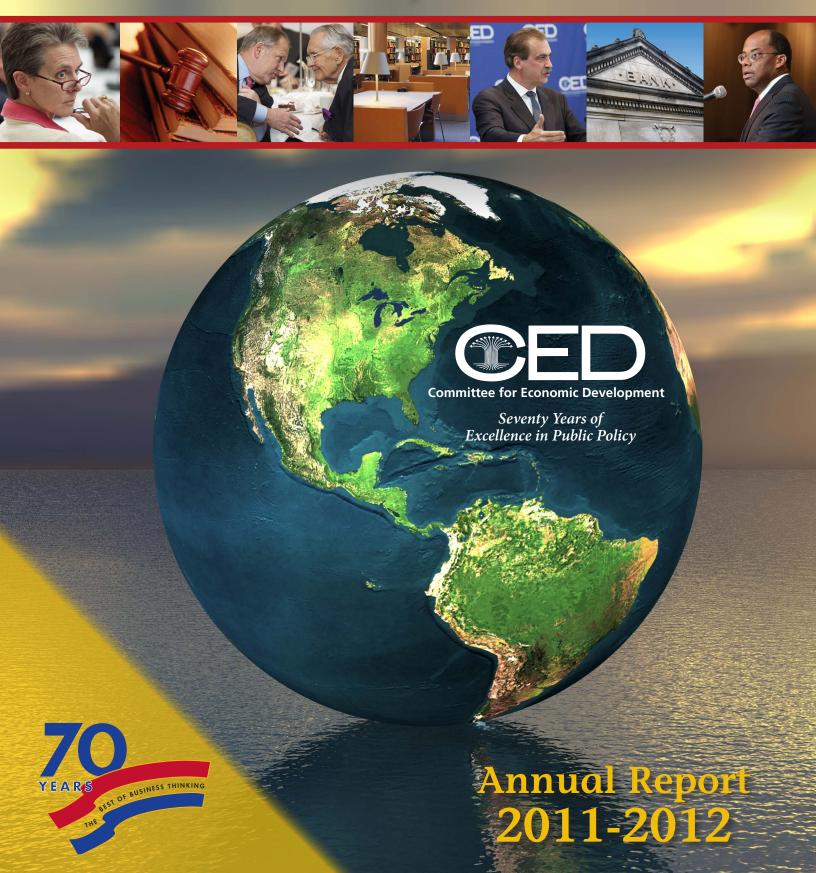
Economic Policy for Steady Growth



The Need for Structural Reform

In September 1942, during the middle of a costly world war and with an uncertain domestic economy, a small group of American business leaders thought it was important to look ahead to America's future and begin planning what a world of peace, economic growth, and shared prosperity would entail. They established the Committee for Economic Development, a business-led policy organization dedicated to restoring the American economy, and their efforts ultimately helped our economy return to strong, sustained growth.

When these business leaders later focused their vision on the steps needed to restore the economies of Western Europe—itself an important aspect of U.S. economic recovery—CED's work led to the creation of the Marshall Plan, which remains, dollar-for-dollar, one of the most significant investments ever made by the American people. We are proud of this rich heritage—and the role that CED's founding chairman, Studebaker CEO Paul Hoffman, played when President Truman named him the first administrator of the Marshall Plan, and when President Eisenhower turned to him for economic counsel.

This year marks CED's 70th anniversary. Today's CED builds on this strong background, and our goal remains true to our founders' initial vision: to provide a nonpartisan forum where American business leaders—Democrats, Independents, and Republicans—can work together to devise pragmatic solutions to the nation's most important challenges. CED leans neither to the left nor to the right; some of our admirers over the years have called CED "the sensible center" or "the conscience of the business community."

The Committee for Economic Development's 70th anniversary occurs at a time of great optimism and considerable challenge. After World War II, CED helped forge the social contract among business, labor, and government. Today, with the Great Recession of 2007-2009 now finally behind us, the economy is making slow and steady progress, but that social contract is either in tatters or under assault.

Recent public opinion polls show extremely low regard for the founders of that postwar relationship. The American Congress now receives the lowest approval ratings since polling began. Big business fares a little better than the Congress—but not by much. Meanwhile, American organized labor has the lowest participation rate among the workforce—a mere 8 percent—in its history.

Moreover, we are gradually coming to realize as a nation that the promises that comprise much of our social contract cost too much, are unsustainable given underlying demographic trends, and need to be rethought. For example, our major federal entitlement programs—Medicare, Medicaid, and Social Security—are unaffordable unless structural reforms are enacted soon. Together, these three entitlements are the main drivers of the nation's growing structural deficit.

And there are other aspects of that contract—the American Dream—that many fear are no longer achievable by all Americans. College costs are rising at almost twice the rate of healthcare costs—which, in turn, have been escalating at twice the rate of growth of the consumer price index.

The housing market remains weak, and many retirement plans, including the public pension plans of many states and municipalities, are underfunded or face serious challenges in meeting promised future obligations.

CED's current policy agenda is to achieve needed structural changes in each of these vital areas of public policy. Our ongoing work on healthcare and fiscal policy reform offers practical, bipartisan solutions that would strengthen our economy and bring our unsustainable deficit and national debt under control.

For the first time in CED's 70-year history, we are working on reforms that would improve every stage of our education system: from expanding early childhood education, improving K-12 education to attract and retain outstanding teachers, to stimulating greater innovation, efficiency, and productivity in our postsecondary education sector through "disruptive innovations" that address issues of access, affordability, and quality.

We have long believed that one of the major impediments to achieving the needed structural reforms of our economy is the way money enters our political system—both Federal campaigns and state judicial elections. The January 2010 Citizens United decision by the U.S. Supreme Court unleashed a tidal wave of money into the 2012 federal campaigns. CED is urging public companies, their CEOs, and their boards to avoid the temptation to spend corporate treasury funds to support the proliferation of Super PACs. The reputational, brand, and other risks are just too great, and we are encouraged that, so far, most public companies are competing in the marketplace, not in the political arena. CED will continue to seek legislative reforms to fix our campaign finance system and, especially, to promote enhanced and timely disclosure of the money that is being spent trying to influence our elections which, after all, are public goods, not private auctions.

During this past year, CED has launched a new subcommittee on energy policy, co-chaired by Mike Morris of American Electric Power and Jay Worenklein of the Akin Gump law firm. PepsiCo General Counsel and former Deputy U.S. Attorney General Larry Thompson has assumed the chairmanship of CED's corporate governance subcommittee, and under the innovative leadership of Beth Brooke, Global Vice Chair of Public Policy at Ernst & Young, CED released a report on ways to increase the number of women who serve on corporate boards.

CED's trademark approach to influencing public policy has been to engage American business leaders and university presidents as strong, motivated, and informed advocates for change. This effort constitutes CED's niche and distinguishes us from other business organizations whose mission may be more oriented to obtaining a much narrower legislative or regulatory agenda. There is, of course, nothing wrong with the latter approach, but CED's focus has always been—first and foremost—on what is most important for our nation. This approach has also enabled CED to avoid the rampant partisanship that now, unfortunately, characterizes much of our national political discourse.

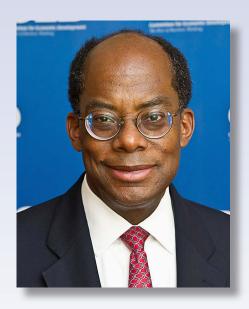
CED Trustees helped shape the postwar relationships among business, government, and the workforce. Today, we believe that it is time for enlightened business leaders to help redefine those relationships given the new challenges posed by increased global competition, technology, and the need to hold government accountable for results.

For much of the last decade, CED has led a campaign to identify business leaders who are willing to lead their peers in addressing the nation's important needs. In this context, former

Commerce Secretary and Blackstone Group co-founder Pete Peterson has called for more "business statesmen"—leaders who run solid companies and who also address their communities and the nation about how we can do better. We celebrate these business leaders each year at CED's annual dinner, and you can find the Peter G. Peterson Business Statesmanship awardees listed on CED's website, www.ced.org.

America has challenges today that are perhaps unparalleled in its history. Many observers are, once again, suggesting that we face inevitable decline as a nation. At CED, we remain determined optimists and dismiss such pessimism. We do so based on seven decades of American business leaders meeting the nation's challenges by helping to shape America's future.

We thank the hundreds of Trustees who have shaped our distinctive role among American business organizations, and we look forward to welcoming to CED the next generation of women and men who are leading great companies and also helping to secure a strong, prosperous, and growing American economy.



ROGER W. FERGUSON, JR.

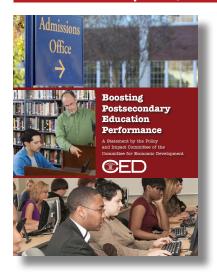
President and Chief Executive Officer
TIAA-CREF



DONALD K. PETERSON Chairman & CEO (Retired) Avaya Inc.

Postsecondary Education

Business Champions for Postsecondary Student Success



CED has a 70-year history of supporting American education at all levels, from birth to the highest level postgraduate degree programs. In the global economy, America's educated workforce is the resource that continues to distinguish the United States from other countries. However, American postsecondary education institutions are no longer producing enough graduates with the skills necessary to meet the demands of today's workplace. American businesses cannot find enough skilled workers, and failure to keep pace with demand for talent will reduce our nation's overall global competitiveness. CED's Trustees are leading the way for reform.

In 2011, CED launched a major project to engage business leaders in the effort to improve American postsecondary education. CED's Trustees are recruiting and developing a cadre of informed business champions who will support reforms that will help improve the educational attainment of all students and increase the number who earn valuable postsecondary degrees or certificates.

Energizing the Business Community: CED Postsecondary Education Events

"CED believes that an informed and mobilized business community can make an enormous difference in identifying, framing, and supporting critical reform strategies, and will outline the steps business leaders can take to make a difference." – Jeffrey A. Joerres, Chairman and CEO, ManpowerGroup

New York City

On April 30, 2012, CED released *Boosting Postsecondary Education Performance*, in a national effort to improve the postsecondary educational opportunities for millions of Americans. Business leaders gathered in New York City at the national headquarters of TIAA-CREF. The forum featured welcoming remarks from CED Co-Chair Roger W. Ferguson, Jr., President and CEO, TIAA-CREF, and keynote remarks from Jeffrey A. Joerres, Trustee, co-chair of CED's Postsecondary Education Subcommittee, and Chairman and CEO, ManpowerGroup.

Building on the findings and recommendations of *Boosting Postsecondary Education Performance*, this effort engages business leaders to strengthen America's postsecondary education system. States are urged to work with business to close the gap between graduates and workforce needs.

Other business leaders speaking at the release event included Marilyn Reznick, Executive Director, Education Leadership, AT&T Foundation; Kathryn Wylde, President & CEO, the Partnership for New York City; and CED Trustee and former President Charles Kolb. Bruce MacLaury, President Emeritus of the Brookings Institution, who co-chaired CED's Postsecondary Education Subcommittee, provided an overview of the findings and recommendations of the new report. The report's Project Director, Patrick Callan, President, National Center for Public Policy and Higher Education, provided an academic perspective.



Jeffrey A. Joerres, Chairman and CEO, ManpowerGroup



Roger W. Ferguson, Jr., President and CEO, TIAA-CREF



Kathryn Wylde, President & CEO, the Partnership for New York City



Jeffrey A. Joerres, Chairman and CEO, ManpowerGroup; **Kathryn Wylde**, President & CEO, the Partnership for New York City; **Marilyn Reznick**, Executive Director, Education Leadership, AT&T Foundation; and **Patrick Callan**, President, National Center for Public Policy and Higher Education

Postsecondary Education – Engaging Business Leaders Across America

Denver, CO

On January 24, 2012, CED, in partnership with Rocky Mountain Public Broadcasting System, hosted **Postsecondary Education:** a Forum for Business Leaders in Denver, CO. The luncheon gathered regional business leaders and academics for a discussion on the state of postsecondary education in Colorado and the role the sector plays in maintaining an innovative workforce in the Untied States.

The event featured CED Trustee **Carl Camden**, President and CEO, Kelly Services, Inc., who provided keynote remarks and then joined a panel that included **Dr. Nancy McCallin**, President, Colorado Community College System, and **Lesley Di Mare**, President, Colorado State University-Pueblo, and was moderated by **Doug Price**, President and CEO, Rocky Mountain PBS.

Rocky Mountain PBS broadcast the Denver postsecondary event on February 3, 2012 on the series *Colorado Quarterly* as seen on KRMA-TV, Denver, KRMJ-TV, Grand Junction, and KTSC-TV, Pueblo/Colorado Springs.

Milwaukee, WI

On February 22, 2012, CED Trustee and Postsecondary Education Subcommittee Co-Chair **Jeff Joerres**, Chairman and CEO, ManpowerGroup, hosted a breakfast on postsecondary education at ManpowerGroup's headquarters in Milwaukee, WI. The breakfast convened 25 regional business leaders, economic policy experts, and postsecondary professionals to discuss postsecondary education and how business can play a role in shaping the sector's reform efforts.

The breakfast continued CED's outreach to the business community for the *Business Champions for Postsecondary Student Success* project.



Doug Price, President and CEO, Rocky Mountain PBS



Doug Price, President and CEO, Rocky Mountain PBS; Carl Camden, President and CEO, Kelly Services, Inc.; Dr. Nancy McCallin, President, Colorado Community College System, and Lesley Di Mare, President, Colorado State University-Pueblo



CED policy roundtable, Milwaukee, WI

New Orleans, LA

CED, the Business Council of New Orleans & the River Region, and CED Trustee Pres Kabacoff, Co-Chairman of the Board of Directors & CEO, HRI Properties, co-hosted a luncheon forum on postsecondary education for local business leaders on March 6, 2012 at the Chateau Bourbon Wyndham Hotel in New Orleans, LA. The luncheon convened local and regional business leaders, academics, and postsecondary reform advocates for a discussion about Louisiana's postsecondary education system and why Louisiana business should become involved in sustainable sector reform.

The program featured keynote remarks from CED Trustee and former President Charles Kolb and a panel discussion with business leaders and experts, including: Donald T. "Boysie" Bollinger, Chairman of the Board, President & CEO, Bollinger Shipyards, Inc.; Woody Oge, Director, Business Affairs, Huntington Ingalls Industries, Inc.-Gulf Coast, and member, Board of Supervisors, Louisiana Community and Technical College System; and Curt Eysink, Executive Director, Louisiana Workforce Commission.



Bob Brown, Managing Director, the Business Council of New Orleans & the River Region

Fort Lauderdale, FL

On May 31, 2012, CED, Kaplan, Inc. and the Greater Fort Lauderdale Alliance of Broward County hosted **Postsecondary Education: A Forum for Business Leaders**. The event focused on the current state of the U.S. postsecondary education system and ways to improve options for students. The breakfast forum featured remarks from **Andrew Rosen**, Chairman and CEO, Kaplan, Inc., and CED Trustee and former President **Charles Kolb**.

A discussion on postsecondary education reform followed and included a panel of local business leaders and experts including **Dr. Wade Dyke**, President, Kaplan University, **Dr. George L. Hanbury II**, President of Nova Southeastern University, and **Bob Swindell**, President, The Greater Fort Lauderdale Alliance: Broward County. The Florida event continued CED's national outreach strategy to promote postsecondary education reform and engage local and national business leaders in the reform effort.



(t) Charles Kolb, CED Trustee and former President; Andrew Rosen, Chairman and CEO, Kaplan, Inc.; (b) **Dr. Wade Dyke**, President, Kaplan University; **Dr. George L. Hanbury II**, President of Nova Southeastern University; and **Bob Swindell**, President, The Greater Fort Lauderdale Alliance: Broward County

Additional CED Postsecondary Education Events

On June 6, 2011, CED Trustee **Dr. Robert Mendenhall,** President, Western Governors University (WGU), spoke at a CED Policy Luncheon at McKinsey & Company's New York City office. Dr. Mendenhall discussed how disruptive innovation is changing traditional higher education and meeting the workforce needs of the American economy. He also discussed the founding and growth of WGU, and how non-traditional universities are making higher education possible for a new group of Americans and better educating our nation's workforce.

CED Trustee and former President Charles Kolb Testifies Before U.S. Senate Committee on Investments in Education

CED Trustee and former President **Charles Kolb** testified before the U.S. Senate Committee on Health, Education, Labor and Pensions (HELP) on March 8, 2012. The hearing focused on the role of education in preparing American workers for success in today's economy, as well as on the global competitiveness of the United States. Several important postsecondary education issues were highlighted, in addition to the importance of quality early childhood programs and K-12 education reform.

During the hearing Charles Kolb stated, "Achieving the 21st century version of the American Dream will require a much more educated citizenry and workforce. We are now a knowledge-based and skills-oriented economy, and our education investments need to be focused laser-like on programs, strategies, and partnerships that can address this constantly changing national and international dynamic. Our workers face a competitive environment in which their skills must be constantly evolving and increasing if we are to have a dynamic and efficient workforce."



U.S. Senate HELP Committee Chairman **Senator Tom Harkin** (D-IA) starts off the first round of questions by praising CED's work and holding up the 1991 CED report, *The Unfinished Agenda: A New Vision for Child Development and Education.*

An Economy that Works: Job Creation and America's Future



Charles Kolb, Trustee and former President, CED; James Manyika, Director, McKinsey & Company; Susan Lund, Director of Research and Partner, McKinsey Global Institute; Zanny Minton Beddoes, Economics Editor, The Economist; Byron Auguste, Global Leader of the Social Sector Office, McKinsey & Company; Martin Baily, Senior Fellow, Economic Studies, Brookings Institution; CED Trustee Carl Camden, President and CEO, Kelly Services, Inc.; Andy Stern, former President, SEIU; Laura D'Andrea Tyson, S.K. and Angela Chan Chair in Global Management, Haas School of Business, UC Berkeley

On June 10, 2011, CED hosted the release event for *An Economy that Works: Job Creation and America's Future*, a new report on jobs and the future of the American workforce from the McKinsey Global Institute. The event featured keynote speaker **Austan Goolsbee**, Chairman of the Council of Economic Advisers; **Byron Auguste**, Global Leader of the Social Sector Office, McKinsey & Company; **Martin Baily**, Senior Fellow, Economic Studies, Brookings Institution; **Zanny Minton Beddoes**, Economics Editor, *The Economist*; CED Trustee **Carl Camden**, President and CEO, Kelly Services, Inc.; CED Trustee **Lenny Mendonca**, Director, McKinsey & Company; **Andy Stern**, former President, SEIU; **Laura D'Andrea Tyson**, S.K. and Angela Chan Chair in Global Management, Haas School of Business, UC Berkeley; and leaders from the McKinsey Global Institute

Early Childhood Education: Investing from the Start to Ensure a Strong Workforce

CED Releases "Unfinished Business" – New Report on the Value of Early Education and the Need for Business Leaders to Champion Early Learning

On June 26, 2012, CED released its latest early care and education report at an event in Detroit, Michigan. CED Trustees **James Rohr**, Chairman and CEO, PNC Financial Services Group, Inc., and **Carl Camden**, President and CEO, Kelly Services Inc., presented *Unfinished Business* and the need for business leader engagement and commitment.

Key findings in *Unfinished Business* include:

- Global competition and a growing achievement gap have brought America to an economic and educational crossroads. As the need for unskilled labor falls, the demand for a more educationally prepared workforce rises.
- **Investing in early learning and development is the best foundation for human capital**. Learning is cumulative. Quality child care plus quality early learning sets students on the road to success as they progress through the grades.
- Child care and early education play a critical role in our national economy. Local spending on the care and education of young children has been shown to strengthen families, communities, and economic development.
- Other countries are well ahead of the United States in early learning and development. The United States spends a smaller percentage of Gross Domestic Product (GDP) on the critical stages of early learning than other developed nations.

"As a nation, we have no greater moral imperative than to ensure that all of our children have access to quality early childhood education programs," said PNC's Jim Rohr. "Children who arrive at school ready to learn are more likely to graduate high school, go on to college, secure sound employment, contribute to the economy, and help to stabilize families and their communities. We all have a stake in preparing our children for their future, and this report is less a collection of data and more a call to action for leaders from the public and private sectors to get involved and invested in that effort."

PNC is a private-sector leader in supporting early childhood education. The company's program, PNC Grow Up Great, is a bilingual, \$350 million dollar, multi-year initiative to help prepare children—particularly underserved children—from birth to age five for success in school and life.



James Rohr, Chairman and Chief Executive Officer, The PNC Financial Services Group

CED Continues Work in Mississippi



U.S. Senator **Roger Wicker** (R-MS); **David Kinard**, General Manager of Sealed Air Grenada

On October 31, 2012, CED joined partner organizations to advance early childhood programs at the annual Mississippi Economic Council's (MEC) Hobnob Mississippi. CED plans to work with the MEC in 2013 to support events that, in part, highlight the importance of early childhood programs. This includes CED supporting business-related efforts for programs such as Mississippi Building Blocks and Excel by 5.

CED co-sponsored the Grenada County Economic Development District's (EDD) annual meeting on October 16, 2012 in partnership with the Grenada Community Foundation. Steve Renfroe, outgoing board president of Excel By 5, Inc., keynoted the event, which also included remarks from U.S. Senator Roger Wicker (R-MS); written remarks from former Mississippi Governor William Winter (D-MS); Josh Mattox, Chairman of the Board, the Grenada EDD; and CED Trustee Deborah Midanek Bailey, Chairman, the Grenada Community Foundation. While Grenada County continues to focus on job growth, its attention is moving forward to the importance of investing in early childhood education as the most important element of long term economic success, according to Mr. Mattox.

Additional Early Childhood Impact

Beyond CED's impactful work in Mississippi, CED has built business support through partners across the nation with groups such as the Celebrate Children Foundation in Wisconsin, JP Morgan Chase and the Center for Children's Initiatives in New York, and various business partners throughout New Mexico.

In New Mexico, CED commissioned a video highlighting the business case for early childhood investment, which included: Larry Langley, President/CEO, the New Mexico Business Roundtable for Excellence in Education (NMBREE) and Co-Chair of the Governor's Early Learning Advisory Council; Michael DeWitte, then-Chairman of NMBREE, Lillian Montoya-Rael, Owner, LMR Consulting and NMBREE board member; and J. Alex Valdez, President and CEO, CHRISTUS St. Vincent Regional Medical Center.

CED's latest report continued our tradition of strong international impact. The United Nations (UN) Chief Early Childhood Development Officer requested CED's participation and remarks at a UN meeting in New York. Dr. **Joe Minarik**, CED's SVP of Research, presented the CED report recommendations to more than 30 ministers and counselors at the UN Ministerial Roundtable for Workers with Family Responsibilities: Connecting Child Development and Decent Work on July 3, 2012.



Josh Mattox, Chairman of the Board, the Grenada Economic Development District; CED Trustee **Deborah Midanek Bailey**, Chairman, the Grenada Community Foundation; **Pablo Diaz**, Executive Director, Grenada Economic Development District

Supporting Educators in K-12 Education

A quality 21st century American education system must align to the needs of both the business and education sectors, producing a workforce that contributes to long-term economic development and individual participation in civic life. CED has continued to work with business and nonprofit partners on projects in multiple states to support the needs of businesses and educators.

In Kentucky, CED and the Prichard Committee cosponsored a forum on June 10-11, 2012 featuring CED Trustee **Jerry Weast**, former superintendent for Montgomery County, Maryland. Dr. Weast discussed teacher effectiveness and the role of the business community as a partner for policy adoption and implementation.

In Florida, CED is working with the Council for Educational Change to increase the capacity of educators and support the development and implementation of a model school STEM program to improve student performance for the Miami-Dade County Public Schools. Partners include Miami Dade College, Florida International University, Cleveland Clinic, NASCAR, and Ford Motor Company. CED will develop a policy brief on business-education collaboration to recruit and cultivate a broader network of STEM educators, including more women.

In Tennessee, CED is continuing work with the Nashville Chamber of Commerce. On March 22, 2012, CED hosted a breakfast event with state legislators in Nashville and a lunch event in Murfreesboro featuring former U.S. Department of Education Secretary **Margaret Spellings**, who highlighted the importance of quality teacher evaluations.

In Texas, CED is working with the Fort Worth Chamber of Commerce and the Texas Association of School Administrators to support business-educator collaboration in the Dallas-Fort Worth area. On October 31, 2012, CED co-hosted an event at the City Club of Fort Worth on effective teaching strategies for school transformation. The event included remarks by Bill Thornton, President and CEO, Fort Worth Chamber of Commerce, with keynote remarks by CED Trustee Steve Palko, Assistant Professor of Educational Leadership, Texas Christian University. The panel was moderated by Mike West, Executive Director, UTA Fort Worth Center, with remarks from Walter Dansby, Superintendent, Fort Worth ISD; Bob Pence, President and CEO, Freese and Nichols, Inc.; Karen Rue, Superintendent, Northwest ISD; and Mike Moses, Co-Chair, Texas Teaching Commission.

Corporate Governance

CED Leads Effort to Reform Corporate Governance

The economic recession that hit in full force in 2008 was the result of many factors. Corporate governance practices and the role of company directors have come under increased scrutiny in the wake of the downturn.

CED policy statements on corporate governance issues have analyzed first, how corporations could regain the public's trust in the wake of the recession and following the earlier Enron and WorldCom scandals; second, how corporate directors could promote the long-term enduring qualities of their enterprises rather than give in to financial market "short-termism;" and third, how corporations can rebuild their leadership by linking long-term performance with societal goals.

CED's work in this area addresses the crisis in confidence of business's ability to govern itself and to be accountable in the wake of the Great Recession. Corporate leaders must balance risk-taking (innovation and creativity) with risk-management (financial and operational discipline) and fuse high performance with high integrity to create durable, sustainable, growing economic enterprises that benefit shareholders and other critical stakeholders. CED is also exploring the role institutional investors play in encouraging strong governance practices and long-term performance by companies in their portfolios. Investors play a critical role in corporate governance and face some of the same governance and accountability issues, based on separation of ownership from control, as the companies they own.

Are Institutional Investors Part of the Problem or Part of the Solution?

CED Report Calls for National Database on Governance and Practices of Institutional Investors

CED and the Millstein Center for Corporate Governance and Performance at the Yale School of Management collaborated on the report *Are Institutional Investors Part of the Problem or Part of the Solution?* authored by Ben W. Heineman, Jr., Chair of CED's Corporate Governance Subcommittee and Senior Fellow of the Program on Corporate Governance, the Harvard Law School, and Stephen Davis, Executive Director, the Millstein Center. The report argues that institutional investors—pension funds, mutual funds, hedge funds, sovereign wealth funds, and endowments of nonprofits—now have a significant impact on individuals, investee companies, the market, and the economy, but far too little is known about how they are governed.





Women's Economic Empowerment: Placing More Women on Corporate Boards



Women's Economic Empowerment Subcommittee Chair **Beth Brooke,** Global Vice Chair, - Public Policy, Ernst & Young



Joanna Barsh, Director, McKinsey & Company



James S. Turley, Chairman and CEO, Ernst & Young



Nels Olson, Vice Chairman and Co-Leader, Global Board & CEO Services Practice, Korn/Ferry International; Gail Becker Chair of Canada, Latin America and U.S. Western Region, Edelman

Under the leadership of CED's Women's Economic Empowerment Subcommittee and Chair Beth Brooke, Global Vice Chair – Public Policy at Ernst & Young, CED released the new report, Fulfilling the Promise: How More Women on Corporate Boards Would Make America and American Companies More Competitive, on June 25, 2012. The report found that there has been virtually no improvement of diversity and female representation on corporate boards in recent years. The report calls for greater action among business leaders to expand opportunities for women and make it a priority to develop the talents and advance the careers of female staff who have been identified as potential leaders.

The June 25 CED release event convened business leaders for a forum featuring keynote speaker **James S. Turley**, Chairman and Chief Executive Officer, Ernst & Young, and a panel including **Joanna Barsh**, Director, McKinsey & Company; **Gail Becker**, Chair of Canada, Latin America and U.S. Western Region, Edelman; **Beth Brooke**, Global Vice Chair – Public Policy, Ernst & Young (moderator); and **Nels Olson**, Vice Chairman and Co-Leader, Global Board & CEO Services Practice, Korn/Ferry International.

CED announced the launch of an endorsement campaign around the report findings at the release event in New York. Several prominent CEOs have stepped up to endorse CED's report, including **Dominic Barton**, Global Managing Director, McKinsey & Company; CED Co-Chair **Roger W. Ferguson**, **Jr.**, President and CEO, TIAA-CREF; and **James S. Turley**, Chairman and CEO, Ernst & Young.

In 2011, women occupied just 16 percent of Fortune 500 board seats. That is far below the percentages of women in the labor force, enrolled in higher education, and graduating with advanced degrees. Without a serious commitment to bringing more women onto boards, U.S. corporations will find

themselves falling behind international competitors. By setting targets for women on corporate boards, European countries and Australia are attracting highly talented women not only from within their own countries but also from the United States. Through this endorsement campaign, CED will draw greater attention and commitment from CEOs to prioritize gender diversity in leadership roles within their firms.

News of CED's report was carried on *Bloomberg Businessweek*, *Diversity Inc.*, and *Directors & Boards Magazine*.

CED Launches Endorsement Campaign for Greater Gender Diversity on Corporate Boards



Fiscal Health



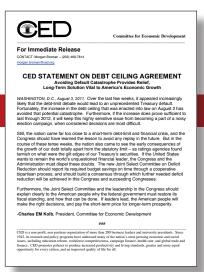
David M. Cote, Chairman and CEO, Honeywell

In 2011, the United States twice faced the specter of a default on our national debt. Then the unthinkable became headlines. Throughout this drama and the fiscal cliff brinkmanship that followed, CED engaged business leaders and the media in an effort to find solutions to the nation's long-term debt problems.

During 2011 and into the 2012 election season, CED provided in-depth, non-partisan analysis and outreach to policymakers, the media, and the American public. CED made the case for principled compromise in the U.S. Congress through events, webcasts, satellite radio tours, and business roundtables.

CED Fiscal Health Endorsement Campaign

CED led three major endorsement campaigns focused on the debt ceiling debate, the Joint Select Committee on Deficit Reduction, and the long-term debt burden. Each statement conveyed the clear, nonpartisan voice of the business community and the public at large. The signers urged every member of Congress to level with the American public, present realistic solutions, and support bipartisan negotiations without preconditions. Most importantly, these leaders in the business community recognized that they would share the effects of reductions in public programs or increases in taxes. They did not seek sacrifice for its own sake; they—like all Americans—are prepared to contribute their fair share to make our country sound, secure, and strong again.





Charles Kolb, Trustee and former President, CED

"The men and women who have endorsed these standards have pledged to support and defend the members of Congress who help devise and enact a comprehensive deficit-reduction plan that goes way beyond what the law requires. Their endorsement is even more impressive when you realize that they have agreed that spending programs and tax provisions that primarily benefit business should be included in the deficit-reduction discussions." — Charles Kolb

Fiscal Health – Engaging Business Leaders

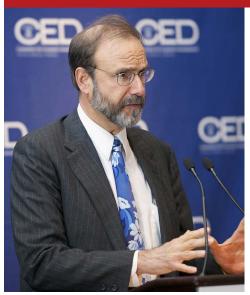


Debra Perry, Director, Korn/Ferry International, Inc.



Joseph Kasputys, Founder, IHS Global Insight

Third Annual CED Economic Summit: Restoring Fiscal Heath in the United States



Joseph Minarik, Senior Vice President and Director of Research, CED



Byron Auguste, Global Leader of the Social Sector Office, McKinsey & Company; **Todd E. Petzel**, Chief Investment Officer, Offit Capital Advisors LLC; **Mark N. Greene**, Chief Executive Officer, FICO

On October 25, 2011, CED convened the Third Annual Economic Summit focused on restoring the nation's fiscal health amidst record debt levels and economic uncertainty. CED Trustee and former President Charles Kolb announced the release of CED's Six Standards for the Joint Select Committee, which has received support from major national business leaders including: Peter G. Peterson, former Commerce Secretary and Founder and Chairman, the Peter G. Peterson Foundation; David M. Cote, Chairman and CEO, Honeywell; Mohamed El-Erian, CEO and co-CIO, PIMCO; Laurence D. Fink, Chairman and CEO, BlackRock; Frank Keating, President and CEO, American Bankers Association; Michael B. McCallister, Chairman of the Board and CEO, Humana;

Thomas J. Quinlan, President and CEO, RR Donnelley & Sons Company; and **Jerre Stead**, Chairman & CEO, IHS.

David M. Cote, Chairman and CEO, Honeywell, introduced a new "Competitiveness Agenda" proposal to improve the nation's economic performance.

Jonathan Alter, columnist, *Bloomberg News*, moderated a panel including: **Byron Auguste**, Global Leader of the Social Sector Office, McKinsey & Company; **Mark N. Greene**, Chief Executive Officer, FICO; **Todd E. Petzel**, Chief Investment Officer, Offit Capital Advisors LLC; and **Edouard Tetreau**, Managing Partner, Mediafin.

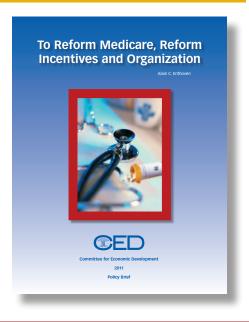


Jonathan Alter, columnist, Bloomberg News; Byron Auguste, Global Leader of the Social Sector Office, McKinsey & Company; Todd E. Petzel, Chief Investment Officer, Offit Capital Advisors LLC; Mark N. Greene, Chief Executive Officer, FICO; and Edouard Tetreau, Managing Partner, Mediafin

CED Releases New Report: To Reform Medicare, Reform Incentives and Organization

On November 4, 2011, CED released *To Reform Medicare, Reform Incentives and Organization*, a report written by Stanford University healthcare expert **Alain C. Enthoven**. The paper explains how the principles of cost-responsible consumer choice among competing health insurance plans, sometimes called "managed competition," can both improve quality and reduce cost in the federal government's Medicare program.

Medicare is both the essential "insurer of insurance" for the U.S. elderly population and by far the most important cause of the long-term crisis in the federal budget. Its role as a cost driver in the budget is linked to rising costs throughout the U.S. healthcare industry. While Medicare's essential function of providing health care coverage to senior citizens must be fulfilled, its cost growth must be slowed—or else both coverage and national financial stability will be threatened.



Kansas City, MO - Debt-Reduction Forum



On November 17, 2011, CED presented an update on the nation's fiscal crisis to approximately 60 members of the Kansas City Civic Council in Kansas City, MO. Speakers included CED Trustee Michael Chesser, Chairman and Chief Executive Officer, Great Plains Energy and KCP&L; Stan Collender, columnist, Roll Call, and National Director of Financial Communications, Qorvis; Mark Jorgenson, President and CEO, Kansas City Market U.S. Bank; Joseph Minarik, Senior Vice President and Director of Research, CED; Michael Petro, Executive Vice President, CED; and CED Trustee Landon Rowland, Chairman, Ever Glades Financial. Members of the Civic Council expressed concern over the depth of the budget crisis and the political deadlock in Washington.

CED Launches Fiscal Blog: Back in the Black

http://backintheblackblog.org/

In early 2012, CED launched its blog site, *Back in the Black*, with a welcoming post from Erskine Bowles, co-chair of President Obama's National Commission on Fiscal Responsibility and Reform. *Back in the Black* provides a forum for business leaders and CED staff to initiate a dialog with the public about the best ways to achieve sustainable economic growth and a restructured federal budget. Discussion topics are regularly updated and the blog features original commentary from *Joe Minarik*, CED's Senior Vice President and Director of Research, CED Trustees, and other experts on America's fiscal health.





Money in Politics: Demanding Disclosure and Transparency in Campaign Finance

CED is deeply concerned about the changes taking place in political finance. Current fundraising practices promote a pay-to-play mentality that encourages political giving as a means of influencing legislative decision-making. Prospective donors, particularly members of the business community, are encouraged to pursue influence through contributions. Increased political spending diverts corporate resources away from job creation, and can result in an increased focus on short-term gains over the long-term public interest. CED has long stated that a vibrant and strong economy results from business competition in the marketplace, not in the political arena.



Judicial elections show similar, alarming trends. In a growing number of states, judicial races are evidencing an "arms race mentality" of rising expenditures, heightened partisan competition, and growing interest group activity. Consequently, significant portions of the American electorate believe that campaign donors and political supporters are buying the influence of the nation's judges.

In 2010, CED combined its Campaign Finance Reform and Judicial Selection Subcommittees into the Money in Politics Subcommittee, led by Trustees **Edward Kangas**, Retired Global Chairman & Chief Executive Officer, Deloitte Touche Tohmatsu, and **Landon Rowland**, Chairman Emeritus, Janus Capital Group.

CED Releases New Reports on Money in Politics

CED released three new reports outlining the major effects of *Citizens United* on the private sector, and urged meaningful voluntary action to resist the "pay-to-play" environment of political finance. The three reports, *After Citizens United: Improving Accountability in Political Finance; Hidden Money: The Need for Transparency in Political Finance;* and *Partial Justice: The Peril of Judicial Elections*, make several recommendations:

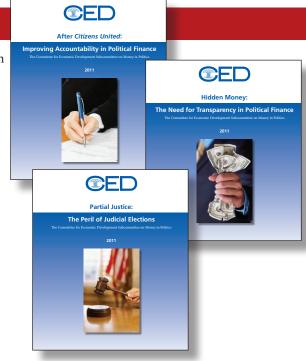
Don't Give—But if You Do, Disclose: Simply put, corporations should not contribute to third party groups. If they do, they should make contributions public and subject to board approval and oversight.

Return Democracy to the People: A robust public financing system that provides a multiple dollar public match on low-dollar donations would restore faith in democracy.

Ensure Transparency: Congress should reform laws to include disclosure of electioneering activities, including non-broadcast communications, voter registration, and voter turnout expenditures that are not covered by existing regulations.

Judicial Integrity: States should end the election of judges and adopt a non-partisan, independent, commission-based system for recruiting, reviewing, and recommending appointees for judgeships.

On September 26, 2011, CED hosted a release event featuring three new reports. CED Money in Politics Subcommittee Co-Chairs **Ed Kangas**, Retired Chairman and Chief Executive Officer, Deloitte Touche Tohmatsu, and **Landon Rowland**, Chairman Emeritus, Janus Capital Group, and Chairman, Ever Glades Financial, discussed the reports' recommendations and urged fellow business leaders not to spend corporate resources on "independent" political organizations—but if they do, to disclose fully that information to shareholders and the public.





Landon Rowland, Chairman Emeritus, Janus Capital Group, and Chairman, Ever Glades Financial; and **Ed Kangas**, Retired Global Chairman and Chief Executive Officer, Deloitte Touche Tohmatsu

(I-r) CED Trustee Landon Rowland,
Chairman Emeritus, Janus Capital Group,
and Chairman, Ever Glades Financial;
Barbara Bonfiglio, Senior Corporate
Counsel, Pfizer Inc.; Fred Wertheimer,
Founder and President, Democracy 21;
Charles Grezlak, Vice President, Government
Affairs and Policy, Merck; Tony Kavanagh,
Senior Vice President, Governmental Affairs,
American Electric Power (AEP); and
The Honorable James S. Moody Jr., United
States District Court Judge



A panel of business and policy experts discussed the report findings. Speakers included: **Jeanne Cummings**, Political Reporter and Deputy Government Editor, *Bloomberg News*; **Barbara Bonfiglio**, Senior Corporate Counsel, Pfizer; **Charles Grezlak**, Vice President, Government Affairs and Policy, Merck; **Tony Kavanagh**, Senior Vice President, Governmental Affairs, American Electric Power (AEP); and **Fred Wertheimer**, Founder and President, Democracy 21.

CED and the Brennan Center for Justice Dinner with NY LEAD



Jane Sherburne, General Counsel and Corporate Secretary, BNY Mellon

On April 19, 2012, CED and the Brennan Center for Justice hosted a dinner with NY LEAD, a new coalition of business, academic, and philanthropic leaders supporting campaign finance reform in New York. CED and NY LEAD advocate the statewide adoption of public matching for low-dollar contributions. This reform mirrors CED's policy recommendations made in 1999 and recently restated in our report, *After Citizens United: Improving Accountability in Political Finance*. Dinner speakers included **Sean Eldridge**, President, Hudson River Ventures; CED Trustee and former President **Charles Kolb**; **Jane Sherburne**, General Counsel and Corporate Secretary, BNY Mellon; and **Michael Waldman**, President, the Brennan Center for Justice.

On April 19, 2012, CED endorsed NY LEAD's campaign finance reform initiative. In a statement to the press, CED Trustee and former President **Charles Kolb** stated, "Competitive elections are vital to the health of our political system and our democracy. Regardless of your party affiliation, competitive elections are needed to make sure government leaders are held accountable and that pay-to-play politics doesn't control the people's legislature. NY LEAD's approach of small-dollar contributions, matched by public funding, offers a way to reform the current system and to avoid the scandal and embarrassment that will no doubt occur absent reform."





Sean Eldridge, President, Hudson River Ventures, addresses dinner guests.

CED Executive Vice President **Michael Petro**; CED Trustee and former President **Charles Kolb**; **Jane Sherburne**, General Counsel and Corporate Secretary, BNY Mellon; and **Michael Waldman**, President, the Brennan Center for Justice.

United Citizens: How We Revive Our Democracy

On March 2, 2012, CED Trustee and former President **Charles Kolb** spoke at the forum "United Citizens: How We Revive Our Democracy," hosted by New York University's John Brademas Center for the Study of Congress. Mr. Kolb cited CED's recent reports from the Money in Politics Subcommittee expressing increasing concern for the corrosive effect of undisclosed money in the American political system and growing distrust of politics in society.

Emerging Practices in Corporate Political Spending for the 2012 Proxy and Election Seasons

On November 22, 2011, CED Executive Vice President **Michael Petro** addressed the Conference Board's Political Finance Subcommittee on CED's research on money on politics.

Solving Our Fiscal Crisis: What's Wrong with Washington? A New Hampshire Republican Presidential Primary Forum

On October 13, 2011, CED co-hosted a NH Republican Primary forum with Americans for Campaign Reform (ACR), No Labels, and Americans for Prosperity-NH entitled, "Solving Our Fiscal Crisis: What's Wrong with Washington?" at Saint Anselm's Institute of Politics.

The event was moderated by Jonathan Capehart, Washington Post Editorial Board, and featured Robert Bixby, Executive Director, Concord Coalition; Mickey Edwards, former Republican congressman from Oklahoma: Jon Huntsman, Republican presidential candidate and former governor of Utah; Fred Karger, Republican presidential candidate; CED Trustee and former President, Charles Kolb; Corey Lewandowski, State Director, Americans for Prosperity-NH; Trevor Potter, President, the Campaign Legal Center, and General Counsel to McCain for President 2000 and 2008; Buddy Roemer, Republican presidential candidate and former governor of Louisiana; David Walker, former U.S. Comptroller General; and Christine Todd Whitman, former Administrator, the U.S. Environmental Protection Agency, and former governor of New Jersey.

CED and ACR released a new poll of likely NH Republican primary voters conducted by the University of New Hampshire Survey Center. The poll finds that about two thirds (61%) of likely Republican primary voters "strongly disagree" with the *Citizens United* Supreme Court decision that asserts that political spending by corporations and unions is a form of free speech protected under the First Amendment. The poll finds that 70% of GOP primary voters in New Hampshire would be more likely to vote for a candidate for president or congress in 2012 who supported legislation to require disclosure of campaign spending by corporations, unions, and nonprofit groups.

Money in Politics Chicago Forum: The Role of Corporations in the Political Process

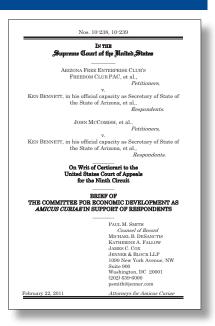
On April 19, 2011 at the Union League Club of Chicago, CED, Justice at Stake, and the Illinois Campaign for Political Reform (ICPR) hosted a discussion on *Money in Politics: The Role of Corporations in the Political Process.* **Cindi Canary**, Director of ICPR, and CED Trustee and former President **Charles Kolb** welcomed more than 100 members of the business, academic, and policy communities.

Bert Brandenburg, Executive Director, the Justice at Stake Campaign, warned of the growing number of high dollar judicial election races and the effect on the impartiality of our nation's courts. Hugh Caperton, President of Harman Mining Company and plaintiff in the U.S. Supreme Court case Caperton v. Massey, spoke of his 13-year-old court battle against a "superspender" who contributed to the judicial election campaign of a West Virginia judge, and the refusal of that judge to recuse himself from hearing the case involving the donor and Caperton. Caperton urged states to adopt policies that restore the public's confidence in the courts.

CED Trustee Landon Rowland, Director Emeritus, Janus Capital Group, and Chairman, Everglades Financial, warned that a system without constraints brings us perilously close to the "crony capitalism" and "kleptocracy" that haunts some other countries' judicial systems. Tony Kavanagh, Senior Vice President, Government Affairs, American Electric Power, spoke about the board-driven criteria for corporate political giving and the checks and balances within corporate giving strategy. William A. Von Hoene, Jr., Senior Executive Vice President and Chief Strategy Officer, Exelon Corporation, shared the importance of equitable access to policymakers as a means of meeting the fiduciary responsibilities the company has to the shareholders. Thomas Gottschalk, Of Counsel, Kirkland & Ellis LLP, stressed that corporations strongly prefer depoliticizing judicial selection, yet at times regard the engaging in the judicial campaign process as a matter of self protection.

CED Files Amicus Brief in McComish v. Bennett

On February 22, 2011, CED submitted an amicus brief in the pending Supreme Court case McComish v. Bennett. The case concerns "trigger matching funds" issued to participating candidates in the Arizona system of public financing who face high-spending, nonparticipating opponents or outside groups. Trigger matching funds enable states such as Arizona to provide publicly funded candidates with enough money to run in competitive races while avoiding



CED submitted an amicus brief in the Supreme Court case McComish v. Bennett on February 22, 2011.

the waste of public funds on uncompetitive races. This case is the first time in 35 years that the Supreme Court will rule on a public finance case since the court upheld the presidential public financing system in *Buckley v.Valeo*.

CED Gala Annual Awards Dinner - New York City

On October 25, 2011, the Committee for Economic Development hosted its Annual Distinguished Performance Awards Dinner at the Waldorf=Astoria Hotel in New York City. This year, CED honored five leading individuals and companies for their outstanding work on major policy issues facing corporations and society.



David M. Cote
Chairman and Chief Executive Officer
Honeywell
Peter G. Peterson Award for
Business Statesmanship



Beth A. Brooke
Global Vice Chair – Public Policy
Ernst & Young
Corporate Citizenship Award



Edward A. Kangas Retired Global Chairman and Chief Executive Officer Deloitte Touche Tohmatsu Trustee Leadership Award



Kees Kruythoff President, North America Unilever Global Leadership Award



Andrew N. Liveris
President, Chairman and
Chief Executive Officer
The Dow Chemical Company
Excellence in Public Policy Award



Landon H. Rowland Chairman Emeritus Janus Capital Group Trustee Leadership Award





CED Gala Annual Awards Dinner - New York City

In his remarks accepting the Peter G. Peterson Award, **David Cote** spoke of the need for CED and business leaders to make debt reduction a high priority. "The first step is to do this in a thoughtful and proactive way and not wait until the bond market forces us to do it, like Greece did," Mr. Cote said. "The faster we act, the less painful it will be for everyone."

David Cote, Chairman and Chief Executive Officer, Honeywell (c), accepts the Peter G. Peterson Award for Business Statesmanship from CED Trustee **Peter G. Peterson,** Chairman and Founder, Peter G. Peterson Foundation (I) and CED Trustee and former President **Charles Kolb** (r)





"I believe business can and should lead on environmental, economic, and social issues that impact our world. It's part of Unilever's DNA," began **Kees Kruythoff** in his remarks accepting the CED Global Leadership Award. Mr. Kruythoff outlined the main goal of the Unilever Sustainable Living Plan: to double the size of the company while reducing the environmental impact.

Kees Kruythoff, President, North America, Unilever (c), accepts the CED Global Leadership Award from CED Co-Chair **Roger W. Ferguson, Jr**. (l) and CED Trustee and former President **Charles Kolb** (r)



Landon H. Rowland, Chairman Emeritus, Janus Capital Group; Daniel Rose, Chairman, Rose Associates

Donald Peterson, Chairman and CEO (retired), Avaya Inc.; Andrew Liveris, President, Chairman and CEO, Dow Chemical; Charles Kolb, Trustee and former President, CED



Andrew Liveris, in his remarks accepting the CED Excellence in Public Policy Award, spoke of the vital need for the United States to remain a strong manufacturing nation. "Manufacturing matters. It matters a great deal, because not all sectors are created equal. Certain sectors have a greater potential than others to create jobs on a meaningful scale. Indeed, manufacturing has more power to create jobs than any other sector, jobs in the plant, and jobs outside it, along an extensive supply chain. If we lose manufacturing for good, we will have high unemployment for good. It is as simple as that."



In her remarks accepting the CED Corporate Citizenship Award for Ernst & Young, CED Trustee Beth Brooke noted that she was recruited to join CED by former CED Co-Chair Roderick Hills, former Chairman of the U.S. Securities and Exchange Commission. Ms. Brooke spoke about what makes CED unique among policy organizations, "In most organizations you see so much self-interest. With CED you see nothing but public interest. You see statesmen coming together, using their platforms to champion issues—whether it's fiscal health, or campaign finance reform, or healthcare, or whatever it is they have chosen to focus on—and really standing up and doing the right thing in the public interest."

CED Monthly Policy Luncheon Series

Campaign Finance Reform: Likely Changes in the 2012 Presidential Election

On June 23, 2011, Dr. **Anthony Corrado**, Professor of Government, Colby College, and Project Director of CED's Money in Politics Subcommittee, discussed emerging trends in campaign finance reform and issued predictions for the next presidential election in the post-*Citizens United* era. Dr. Corrado spoke about four major trends that have emerged following two key court decisions: the Supreme Court's *Citizens United* decision, which overturned elements of the Bipartisan Campaign Reform Act, and a Federal District Court's *SpeechNow.org v. Federal Election Commission* decision. First, public financing in presidential elections has ended; second, there is an increase in the use of fundraising "bundlers" to raise private funds as quickly as possible; third, we see the emergence of "Super PACs," or nonprofit 501(c)(4) organizations that can raise and spend unlimited funds and are exempt from some requirements to disclose their donors; and, fourth, there is a narrow interpretation of the law and a lack of enforcement of disclosure requirements by the Federal Elections Commission.



Skilling Up: Why Business Must Champion Higher Education Reforms for a Secure Economic Future

On September 15, 2011, CED hosted a discussion with **Jamie Merisotis**, President and CEO, Lumina Foundation. Mr. Merisotis contends that our nation's economic and social well-being will be increasingly defined by the skills and knowledge of our citizens. A recent report from Georgetown University finds that our economy will be short 3 million college graduates by 2018. With the cost of higher education escalating rapidly—twice as fast as health care and four times faster than inflation—and a dearth of workers with needed skills, college attainment is now becoming a core issue for economic growth and is an increasing concern among American businesses. Mr. Merisotis encouraged business to take an active role in advocating postsecondary reforms from an economic development perspective.

A Hard Look at American Postsecondary Education: How We Can Improve Higher Education

On January 20, 2012, CED hosted a policy discussion with Kaplan CEO Andrew Rosen. Mr. Rosen is the author of *Change.edu*, a book that takes a hard look at the current state of American postsecondary education and how we can improve higher education and better prepare students for the workplace.



Don Graham CEO of the Washington Post; **Charles Kolb**, Trustee and Former President, CED; **Andrew Rosen**, CEO, Kaplan

The Future of Public Access to Taxpayer-Funded Research: A discussion with Elliot E. Maxwell, Author and Digital Economy Expert

On February 9, 2012, CED released a new report, *The Future of Public Access to Taxpayer-Funded Research*, which analyzes the effects of government policies that open federally funded research to the public. At present, federal law requires the National Institutes of Health (NIH) to have the results of all NIH-funded research made publicly available in electronic form no later than 12 months after "publication" in a journal. A debate over whether to extend this policy to all federally funded research or to overturn it has highlighted the different views among large numbers of individuals and organizations in the sciences and scientific publishing communities. This report finds that the net benefits of increased public access to federally funded research for the long-term development and dissemination of high-quality scientific, technical, and medical research and for innovation and economic growth far outweigh any negative impact on traditional subscription-supported publishers who now serve as the "gateway" to most peer-reviewed journal articles. The author of the report, author and digital economy expert Elliot Maxwell, presented the report's findings and recommendations to an audience of policy experts.



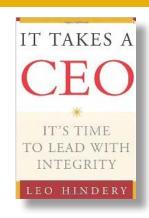
Rule and Ruin: The Downfall of Moderation and the Destruction of the Republican Party, From Eisenhower to the Tea Party



On March 17, 2012, CED hosted author **Geoffrey Kabaservice**. Mr. Kabaservice's new book, *Rule and Ruin: The Downfall of Moderation and the Destruction of the Republican Party, From Eisenhower to the Tea Party*, examines the declining influence of moderates in the GOP. In *Rule and Ruin*, Mr. Kabaservice reveals that the moderate Republicans' downfall began not with the rise of the Tea Party, but around the time of President Eisenhower's farewell address. He argues that even in the 1960s, when left-wing radicalism and right-wing backlash commanded headlines, Republican moderates and progressives formed a powerful movement, supporting pro-civil rights politicians like Nelson Rockefeller and William Scranton, battling big-government liberals and conservative extremists alike. But the Republican civil war ended with the overthrow of the moderate ideas, heroes, and causes that had comprised the core of the GOP since its formation. He concludes, in hindsight, that it is today's conservatives who are "Republicans in Name Only."

It Takes a CEO: It's Time to Lead With Integrity

On April 27, 2012, CED hosted **Leo Hindery**, author and Managing Partner of InterMedia Partners VII, LP, a private equity investment fund focusing on the media industry. In *It Takes a CEO*, Hindery examined the role of the CEO both in today's economy and in society well before the 2008 recession. He posits that while economic conditions were a major factor in the economic downturn, the actions of CEOs at major companies also contributed to the recession in many ways. The book tackles the questions of morals and ethics that come with being the leader of a major company.



Gene Sperling Briefs CED Leaders on the Economy and Efforts to Control the National Debt

On June 15, 2012, **Gene Sperling,** Director of the National Economic Council and Assistant to the President for Economic Policy, addressed CED's Policy and Impact Committee on the Administration's efforts to slow the growth of our national debt. Mr. Sperling gave a comprehensive overview of the national and global economy. The discussion focused on budget options before Congress and the Administration, as well as the economic uncertainty in Europe.

The Links Between Global Health Programs and the Economies of Developing Countries

On May 26, 2011, CED hosted former Trustee **Lois Quam**, Executive Director, Global Health Initiative (GHI) at the U.S. Department of State. Ms. Quam discussed the links between global health programs and the economies of developing countries. President Obama created GHI to help countries save lives today, and strengthen health systems to build stronger nations tomorrow. GHI is representative of the way U.S. government agencies conduct global health activities, building on successful bipartisan leadership in global health and expanding the impact of programs for sustainable results.



CED Supporters

CED is grateful to its supporters for their generous contributions and grants which enable us to pursue a dynamic agenda focused on important economic and social issues. The list below represents CED's major supporters.

\$50,000 and over

Citi

Deloitte LLP

Ernst & Young LLP Roger W. Ferguson, Jr.

General Electric Company

Kelly Services, Inc.

McKinsey & Company, Inc.

Northrop Grumman Corporation

Peter G. Peterson

Daniel Rose

State Farm Insurance Companies

Wells Fargo & Co.

\$20,000 to \$49,999

American Electric Power Company

AT&T Corporation

The Boeing Company

The Chubb Corporation

The Dow Chemical Company

Edelman

FedEx Corporation

Grant Thornton

Great Plains Energy, Inc.

Leo Hindery

Holt Family Foundation

Honeywell International Inc.

IBM Corporation

IHS Global Insight

J.P. Morgan Chase & Co.

Joseph Kasputys

LEGO Group

ManpowerGroup

Lenny Mendonca

PepsiCo, Inc.

PNC Financial Services Group, Inc.

Prudential Financial

Landon Rowland

Team Detroit

TIAA-CREF

Jacob Worenklein

\$10,000 to \$19,999

American Express Company

Roy Bostock

CGI

Chevron Corporation

Citizens Financial Group, Inc.

Consolidated Edison Co. of NY, Inc.

W. Bowman Cutter

Dakkota Integrated Systems LLC

Davis Polk & Wardwell

DLA Piper Rudnick Gray Cary US LLP

Educational Testing Service

Expert Global Solutions, Inc.

Ford Motor Company

Goldman Sachs Group Inc.

Alfred Goldstein

Patrick Gross

Roderick M. Hills

Johnson & Johnson

Johnson Controls, Inc.

Kaiser Foundation Health Plan, Inc

Korn/Ferry International, Inc.

Eugene Ludwig

MasterCard Incorporated

mcgarrybowen

Morgan Stanley

NASCAR

Steffen Palko

Donald Peterson

PricewaterhouseCoopers LLP

Raytheon Company

- - -

RSR Partners salesforce.com

The Segal Company

Société Générale

Society for Human Resource

Management

Sony Corporation

Tenet Healthcare Corporation

United Technologies Corporation

Xerox Corporation

Ronald Zarrella

\$5,000 to 9,999

Adobe Systems Inc.

American Asset Corporation

Ian Arnof

Avon Products, Inc.

Bernard Bailey

Colgate-Palmolive Company

Cross Atlantic Capital Partners

William Donaldson

Duke University

Edmund Fitzgerald

Joseph Gantz

William Helman

David Langstaff

The Lowenstein Foundations

William McDonough

The McGraw-Hill Companies

Deborah Midanek

Harvey Miller

Nektar Therapeutics

Frank Nicolai

Norfolk Southern Corporation

Debra Perry

Gregg Petersmeyer

Rockwell Automation, Inc.

Roger Stone

S.C. Johnson & Son, Inc.

Frederick Telling

Davia Temin

Tenneco, Inc.

WilmerHale

CED Supporters

\$2,500 to \$4,999

Airbus Americas, Inc. Atlantic Health System

Alan Belzer

Claremont McKenna College Ferdinand Colloredo-Mansfeld

Edward Cox Stephen Crane Irwin Dorros Robert Dugger Howard Fluhr Guardsmark, LLC Barbara Grogan Judith Hamilton Ben Heineman

Himalaya Management LLC

Philip Howard Lloyd Howell HRI Properties R. Glenn Hubbard Edward Kangas

John Hillen

The Lanier Law Firm P.C.

William Lewis Robert Lundeen Bruce MacLaury Robert Mercer

Alfred Mockett The Ohio State University

Todd Petzel

Ronald Rittenmeyer James E. Rohr Patricia Russo

Edward B. Rust Scarbroughs

Shure Incorporated Alan Spoon Jon Stellmacher

Washington & Lee University Western Governors University

John Wilcox

\$2,499 and under

Ackman Management LLC

Ariel Investments

Avenir Investment Corp.

Peter Benoliel John Brademas Neri Bukspan Gerhard Casper

Carl H. Pforzheimer & Co. LLC

Central Bancompany Martin Cohen COUNTRY Financial

Kenneth Dam

The Dickson Foundation
Renato DiPentima
Linda Distlerath
T. J. Dermott Dunphy
Ervin|Hill Strategy
Barbara Franklin
Richard Hanselman
Holborn Corporation

The Hubbard Broadcasting Foundation

Huntington Ingalls Industries

IGA, Inc. Robert Joss

Kildare Enterprises, LLC

Leviton Manufacturing Company, Inc.

LKM Ventures, LLC
The Martin Agency
Microsoft Corporation

Nicholas Moore Carol Parry

Lawrence Prendergast

Quaker Chemical Corporation

Ned Regan James Riordan Vincent Rossy Rti Intl Metals Inc. Robert Scott

Donna Shalala

Southwest Georgia Technical College

Paula Stern Mark Tercek Edouard Tetreau Larry Thompson Stephen Trachtenberg Harold Williams

Wisconsin Energy Corporation

Project Funders

Bill & Melinda Gates Foundation Birth to Five Policy Alliance MacArthur Foundation Omidyar Network Open Society Foundation Rockefeller Brothers Fund, Inc.

The Ford Foundation W.K. Kellogg Foundation

Endowments

The Roy L. Ash Program in American Governance (given by Mr. Ash)

The Owen B. Butler Program in Education Studies (given by Daiwa Securities Co., Ltd.)

The Edmund B. Fitzgerald Program in International Studies (given by Northern Telecom)

The Philip M. Klutznick Program in Urban Studies (given by Mr. Klutznick)

The Philip D. Reed Program in Energy and the Environment (given by the Philip D. Reed Foundation)

CED New Trustee Profiles



Ellen Alemany is Head of RBS Americas and Chairman and Chief Executive Officer of RBS Citizens Financial Group, Inc. She is also a member of the Royal Bank of Scotland Group's Executive Committee, which is the RBS Group's nine-member executive leadership team.

In September 2011, Ellen was listed 5th on American Banker Magazine's list of the 25 Most Powerful Women in Banking. Forbes magazine has also named her one of the World's 100 Most Powerful Women, and the Foreign Policy Association awarded her their Corporate Social Responsibility Award for her leadership and commitment to community service and social responsibility.

Ellen joined RBS Americas in June 2007 from Citigroup, where she had been CEO for Global Transaction Services (GTS), one of Citi's 12 publicly reported product lines. She joined Citibank in 1987 and held various positions including Executive Vice President for the Commercial Business Group and President and CEO of CitiCapital. Her banking career began at Chase Manhattan, where she worked from 1977 until 1987.

Ellen earned her MBA with a specialization in finance from Fordham University in 1980. She also received an honorary Doctor of Business Administration degree from Bryant University for her industry leadership and exemplifying "what being excellent in the world of commerce means." She is chairman of the boards of directors of Citizens Financial Group and RBS Citizens, NA, and a member of the boards of directors of Automatic Data Processing (ADP), The Financial Services Roundtable and The Clearing House Payments Company. From 2008 through 2010, she was the First District Representative on the Federal Advisory Council, directly consulting with and advising the Board of Governors of the Federal Reserve System.

Committed to the community and corporate social responsibility, Ellen serves on the boards of the Center for Discovery the National Constitution Center and Harvard Undergraduate Women in Business, and she is a member of the Providence College Business Advisory Council.

Ellen brings a unique perspective to CED's programs in corporate governance and women's economic advancement, particularly our recent project addressing gender diversity on corporate boards. Her expertise also informs CED's Business Statesmanship initiative, and we are proud to be working with her.



Dominic Barton is the Global Managing Director of McKinsey & Co. In his 26 years with the firm, Dominic has advised clients in a range of industries including banking, consumer goods, high tech and industrial. He leads the firm's work on long-term capitalism and the role of business in society.

Dominic was previously McKinsey's chairman in Asia from 2004-2009, based in Shanghai, and he led McKinsey's office in South Korea from 2000-2004.

In addition to his service as a Trustee of the Board of the Committee for Economic Development, he is also a Trustee of the Brookings Institution, Chairman of the International Advisory Committee to the President of South Korea on National Future and Vision, a member of the Singapore Economic Development Board's International Advisory Council, an advisor to the Asia Development Bank and a Board Member of the Asia Pacific Foundation of Canada. Dominic is an active participant in many international groups including Davos, the St. Petersburg International Economic Forum, Les Rencontres Économiques d'Aix-en-Provence, the Asia Business Council and the China Development Forum.



Dominic has received multiple awards for his business leadership and contributions to the communities in which he has lived. He is a Rhodes Trustee and an Honorary Fellow at Brasenose College, Oxford.

CED is delighted to welcome Dominic to our Board of Trustees. Dominic and his team at McKinsey have greatly informed CED's dialogue on our women's economic empowerment project with their own research that culminated in *Unlocking the full potential of women at work*. Dominic is a passionate champion of advancing women in the workplace because it is important to companies and global competitiveness. He is also engaged in CED's Business Statesmanship initiative, given his passion for working with business, financial, and public sector leaders on balancing short-term thinking with a long-term focus on creating economic and social value.

McKinsey&Company

Development Report

CED led strong development campaigns in 2011/2012, gaining new and renewed support from major foundations, corporations, and individuals.

CED is proud to count several of the country's leading philanthropic organizations as its supporters, including: the Peter G. Peterson Foundation; the Bill and Melinda Gates Foundation; the Open Society Foundation; and the W.K. Kellogg Foundation.

As a result of the economic recession that has affected all non-profit organizations, however, corporate and individual sponsorships saw only modest increases. In response, CED's Executive Committee launched a Strategic Development Campaign focused on three key initiatives: Trustee leadership contributions—both corporate and personal; recruitment of corporate CEOs to the Board of Trustees; and special appeal contributions designated for specific CED research projects and outreach initiatives.

A major focus has been on recruitment efforts and their importance to securing new revenue. We also recruited two new Co-Chairs for the Membership & Nominating Committee who began their tenures in early 2012. Carl Camden, President and CEO, Kelly Services, and Beth Brooke, Global Vice Chair – Public Policy, Ernst & Young, are leading CED's efforts to identify and recruit new Trustees and business champions for our various programs, in particular our postsecondary education work. In their role as Co-Chairs, Mr. Camden and Ms. Brooke are focused on recruitment to CED's policy programs, engaging local business leaders through CED forums and events, and outreach to Fortune 500 companies.

The Annual Awards Dinner remained strong in 2011, and CED was proud to surpass its revenue goal by more than \$100,000—which represents the most revenue ever raised at a CED Annual Dinner. This was due in large part to the efforts of the Trustee-led Dinner Committee. In addition, the 2011 slate of Awardees was exceptional and included: **Dave Cote**, Chairman and CEO, Honeywell, who was presented with the *Peter G. Peterson Award for Business Statesmanship*; **Beth Brooke**, Global Vice Chair – Public Policy, Ernst & Young, who received the

Distinguished Performance Award for Corporate Citizenship; Paul Polman, Chairman and CEO, Unilever, who was presented with the Distinguished Performance Award for Global Leadership; Andrew Liveris, Chairman and CEO, Dow, who received the Distinguished Performance Award for Excellence in Public Policy; and Landon Rowland, Chairman Emeritus, Janus Capital Group, and Ed Kangas, Retired Global Chairman and Chief Executive Officer, Deloitte Touche Tohmatsu, who both received Distinguished Performance Awards for Trustee Leadership.

In July 2011, CED welcomed **Roger W. Ferguson, Jr.**, President and CEO, TIAA-CREF, as its new Co-Chairman to serve along with **Don Peterson**, Former Chairman, Avaya Inc. Mr. Peterson will remain as CED's Co-Chair until January 2013 when Mr. Camden, President and CEO, Kelly Services Inc., will assume the Co-Chairmanship of CED with Mr. Ferguson.

Mr. Ferguson has been a CED Trustee since 2008 and is a leading business voice on economic policy. He served as Vice-Chairman of the Board of Governors of the U.S. Federal Reserve System, and as a member of President Obama's Council on Jobs and Competitiveness. He was an Associate and Partner at McKinsey & Company. His strong experience in finance, governance, and public policy is a real asset to our work.

Carl Camden, whose tenure as Co-Chair begins in January 2013, is also one of CED's most active Trustees. In addition to working closely with us on our early childhood and postsecondary education programs, Mr. Camden has been a champion of CED's fiscal health initiative and our work on health care reform and corporate governance. We look forward to having him join Mr. Ferguson as our Co-Chair.

In 2012, CED commemorates its 70th Anniversary. The celebration will be launched in the fall, at the time of our Distinguished Performance Awards Program. We look forward to working with our Trustees, Honorary Trustees, former Trustees, and members on undertaking new projects and leading policy and program activities with the business community in the nation's best long-term interests.

Trustees Elected in 2011 - 2012

ELLEN ALEMANY

Chief Executive Officer and Chairman Citizens Financial Group, Inc.

BERNARD C. BAILEY

President and CEO Paraquis Solutions, LLC

DOMINIC BARTON

Managing Director McKinsey & Company, Inc.

NERI BUKSPAN

Executive Managing Director & Chief Quality Officer Standard & Poor's Corp.

LEO HINDERY

Managing Director InterMedia Partners

LLOYD HOWELL

Executive Vice President Booz Allen Hamilton Inc.

ANDREA JUNG

Chairman and Chief Executive Officer Avon Products, Inc.

ROBERT KUEPPERS

Deputy CEO - Regulatory & Public Policy and Vice Chairman Deloitte LLP

FRANK NICOLAI

Former Director and Chief Financial Officer American Management Systems

RONALD A. RITTENMEYER

Chairman, President and Chief Executive Officer Expert Global Solutions, Inc.

PATRICIA F. RUSSO

Former CEO and Director, Alcatel-Lucent; Chairman, The Partnership at Drugfree.org Alcatel-Lucent Technologies, Inc.

GEORGE SCHINDLER

President, United States CGI

Members of the Board of Trustees

Co-Chairmen

ROGER W. FERGUSON, JR.

President and Chief Executive Officer TIAA-CREF

DONALD K. PETERSON

Chairman and Chief Executive Officer (Retired) Avaya Inc.

Executive Committee

BETH A. BROOKE

Global Vice Chair, Public Policy Ernst & Young LLP

CARL T. CAMDEN

President and Chief Executive Officer Kelly Services, Inc.

MICHAEL CHESSER

Chairman & CEO Great Plains Energy, Inc.

MARTIN COHEN

Managing Director and Corporate Secretary Morgan Stanley

ROBERT H. COLSON

Partner - Institutional Acceptance (Retired) Grant Thornton

W. BOWMAN CUTTER

Senior Fellow and Director, Economic Policy Initiative

The Roosevelt Institute

JOSEPH GANTZ

Managing Director & COO Pine Brook Road Partners, LLC

PATRICK W. GROSS

Chairman The Lovell Group

HOLLIS W. HART

Head of International Franchise Management Citi

EDWARD A. KANGAS

Chairman and Chief Executive Officer (Retired)
Deloitte Touche Tohmatsu

JOSEPH E. KASPUTYS

Chairman

China Monitor, Inc.

Founder,

IHS Global Insight

WILLIAM W. LEWIS

Director Emeritus, McKinsey Global Institute McKinsey & Company, Inc.

BRUCE K. MACLAURY

President Emeritus
The Brookings Institution

LENNY MENDONCA

Director

McKinsey & Company, Inc.

DEBORAH HICKS MIDANEK

Chairman and CEO Solon Group, Inc.

DEBRA PERRY

Non-Executive Director Korn/Ferry International, Inc.

FREDERICK W. TELLING

Vice President, Corporate Policy & Strategic Management (Retired) Pfizer Inc

JACOB J. WORENKLEIN

Chaiman & CEO (Retired), US Power Generating Company; Partner & Co-Head of Global Projects, Akin Gum

Akin Gump Strauss Hauer & Feld LLP

CED Trustees

ELLEN ALEMANY

Chief Executive Officer and Chairman RBS Citizens Financial Group, Inc.

MARIA BEATRICE ARCO

Chair

American Asset Corporation

IAN ARNOF

Chairman

Arnof Family Foundation

MORTEN ARNTZEN

President and Chief Executive Officer Overseas Shipholding Group, Inc.

BERNARD C. BAILEY

President and CEO
Paraguis Solutions, LLC

ANTHONY A. BARRUETA

Senior Vice President, Government Relations Kaiser Foundation Health Plan, Inc

DOMINIC BARTON

Managing Director McKinsey & Company, Inc.

ALAN BELZER

President & Chief Operating Officer (Retired) Allied Signal

PETER A. BENOLIEL

Chairman Emeritus

Quaker Chemical Corporation

LEE C. BOLLINGER

President

Columbia University

STEPHEN W. BOSWORTH

Dean, Fletcher School of Law and Diplomacy Tufts University

JOHN BRADEMAS

President Emeritus New York University ROBERT H. BRUININKS

President

University of Minnesota

NERI BUKSPAN

Executive Managing Director & Chief Quality Officer

Standard & Poor's Corp.

DONALD R. CALDWELL

Chairman & Chief Executive Officer Cross Atlantic Capital Partners

GERHARD CASPER

President Emeritus and Professor Stanford University

ROBERT B. CHESS

Chairman

Nektar Therapeutics

FERDINAND COLLOREDO-MANSFELD

Partner

Cabot Properties, LLC

GEORGE H. CONRADES

Executive Chairman Akamai Technologies Inc.

EDWARD F. COX

Of Counsel

Patterson Belknap Webb & Tyler

STEPHEN A. CRANE

Chairman

Insurance and Reinsurance Strategies

KENNETH W. DAM

Max Pam Professor Emeritus of American & Foreign Law & Senior Lecturer The University of Chicago

PAUL DANOS

Dean, The Amos Tuck School of Business Dartmouth College

RICHARD H. DAVIS

Partner

Davis Manafort, Inc.

RICHARD J. DAVIS

Senior Partner

Weil, Gotshal & Manges LLP

JOHN J. DEGIOIA

President

Georgetown University

MICHELLE FINNERAN DENNEDY

Vice President & Chief Privacy Officer McAfee, Inc.

RENATO A. DIPENTIMA

President and CEO (Retired) SRA International, Inc.

LINDA M. DISTLERATH

Senior Vice President APCO Worldwide

Members of the Board of Trustees

WILLIAM H. DONALDSON

Chairman

Donaldson Enterprises

IRWIN DORROS

President

Dorros Associates

FRANK P. DOYLE

Executive Vice President (Retired) General Electric Company

ROBERT H. DUGGER

Managing Partner

Hanover Investment Group LLC

T. J. DERMOT DUNPHY

Chairman

Kildare Enterprises, LLC

WILLIAM F. EZZELL

National Managing Partner - Legislative & Regulatory Relations

Deloitte LLP

TREVOR FETTER

President and CEO

Tenet Healthcare Corporation

EDMUND B. FITZGERALD

Managing Director

Woodmont Associates

HOWARD FLUHR

Chairman

The Segal Company

MARGARET FORAN

Vice President, Chief Governance Officer and

Secretary

Prudential Financial

BARBARA HACKMAN FRANKLIN

President & CEO and Former US Secretary of

Commerce

Barbara Franklin Enterprises

PAMELA B. GANN

President

Claremont McKenna College

E. GORDON GEE

President

The Ohio State University

THOMAS P. GERRITY

Joseph J. Aresty Professor of Management

The Wharton School of the University of

Pennsylvania

STUART M. GERSON

Partner

Epstein Becker & Green, PC

ALFRED G. GOLDSTEIN

President and CEO

AG Associates

MARK N. GREENE

Chief Executive Officer (Retired); Chair, Advisory Council

FICO

GERALD GREENWALD

Managing Partner

Greenbriar Equity Group

BARBARA B. GROGAN

Chairman Emeritus

Western Industrial Contractors

RONALD GRZYWINSKI

Chairman Emeritus

ShoreBank Corporation

JUDITH H. HAMILTON

President and Chief Executive Officer (Retired)

Classroom Connect

BEN W. HEINEMAN

Senior Fellow, Schools of Law & Government

Harvard University

HEATHER R. HIGGINS

President

Randolph Foundation

JOHN HILLEN

President & Chief Executive Officer

Sotera Defense Solutions, Inc.

RODERICK M. HILLS

Chairman

Hills Stern & Morley LLP

LEO HINDERY

Managing Director

InterMedia Partners

PAUL M. HORN

Senior Vice Provost of Research

New York University

PHILIP K. HOWARD

Partner

Covington & Burling LLP

LLOYD HOWELL

Executive Vice President

Booz Allen Hamilton Inc.

R. GLENN HUBBARD

Dean and Russell L. Carson Professor of Finance

and Economics

Columbia University

JEFFREY A. JOERRES

Chairman and CEO

ManpowerGroup

ROBERT L. JOSS

Dean, Graduate School of Business (Retired)

Stanford University

ANDREA JUNG

Chairman and Chief Executive Officer

Avon Products, Inc.

PRES KABACOFF

Co-Chairman of the Board of Directors & Chief

Executive Officer

HRI Properties

WILLIAM E. "BRIT" KIRWAN

Chancellor

University System of Maryland

CHARLES E.M. KOLB

CED Trustee and former President

Committee for Economic Development

ROBERT KUEPPERS

Deputy CEO - Regulatory & Public Policy and Vice

Chairman

Deloitte LLP

THOMAS F. LAMB

Senior Vice President, Government Affairs

PNC Financial Services Group, Inc.

KURT M. LANDGRAF

President & CEO

Educational Testing Service

DAVID H. LANGSTAFF

President and Chief Executive Officer

TASC, Inc.

W. MARK LANIER

Partner

The Lanier Law Firm P.C.

DIONY LEBOT

Chief Executive Officer - Western Europe

Societe Generale

IRA A. LIPMAN

Founder and Chairman

Guardsmark, LLC

JOHN C. LOOMIS

Vice President, Human Resources General Electric Company

Chairman

Himalaya Management LLC

EUGENE A. LUDWIG Founder & Chief Executive Officer

Promontory Financial Group

ELLEN R. MARRAM

President

Barnegat Group LLC

T. ALLAN MCARTOR

Chairman

Airbus Americas, Inc.

ALONZO L. MCDONALD

Chairman and Chief Executive Officer

Avenir Investment Corp.

WILLIAM J. MCDONOUGH

Former President Federal Reserve Bank of New York

MICHAEL MCGUIRE

National Managing Partner - Industry and Market

Development Grant Thornton

Members of the Board of Trustees

ROBERT W. MENDENHALL

President

Western Governors University

ALAN G. MERTEN

President

George Mason University

HARVEY R. MILLER

Partner

Weil, Gotshal & Manges LLP

ALFRED T. MOCKETT

Chief Executive Officer

Dex One

AVID MODJTABAI

Executive Vice President, Technology and Operations Wells Fargo & Co.

NICHOLAS G. MOORE

Director

Bechtel Group, Inc.

MICHAEL G. MORRIS

Chairman

American Electric Power Company

DIANA S. NATALICIO

President

The University of Texas at El Paso

FRANK NICOLAI

Former Director and Chief Financial Officer American Management Systems

NELS OLSON

Vice Chairman and Co-Leader, Board and CEO Practices

Korn/Ferry International, Inc.

STEFFEN E. PALKO

President and Vice Chairman (Retired)

XTO Energy Inc.

CAROL J. PARRY

Corporate Social Responsibility Associates

GREGG PETERSMEYER

Chairman and CEO

Personal Pathways, LLC

PETER G. PETERSON

Founder and Chairman

Peter G. Peterson Foundation

TODD E. PETZEL

Managing Director and Chief Investment Officer

Offit Capital Advisors LLC

DOUG PRICE

President and CEO

Rocky Mountain PBS

NED REGAN

Professor

The City University of New York

RONALD A. RITTENMEYER

Chairman, President and Chief Executive Officer Expert Global Solutions, Inc.

JAMES E. ROHR

Chairman and CEO

PNC Financial Services Group, Inc.

DANIEL ROSE

Chairman

Rose Associates, Inc.

LANDON H. ROWLAND

Chairman

Lead Bank

KENNETH P. RUSCIO

President

Washington & Lee University

PATRICIA F. RUSSO

Former CEO and Director, Alcatel-Lucent; Chairman, The Partnership at Drugfree.org

Alcatel-Lucent Technologies, Inc.

EDWARD B. RUST

Chairman and CEO

State Farm Insurance Companies

GEORGE SCHINDLER

President, United States

CGI

ROBERT A. SCOTT

President

Adelphi University

JOHN E. SEXTON

. President

New York University

DONNA E. SHALALA

President

University of Miami

FREDERICK W. SMITH

Chairman, President and CEO

FedEx Corporation

PETER P. SMITH

Senior Vice President, Academic Strategies and Development

Kaplan, Inc.

ALAN G. SPOON

Managing General Partner

Polaris Venture Partners

JON STELLMACHER

Senior Vice President (Retired) Thrivent Financial for Lutherans

PAULA STERN

Chairwoman

The Stern Group, Inc.

ROGER W. STONE

Chairman and CEO

KapStone Paper and Packaging Corp.

DAVIA B. TEMIN

President and Chief Executive Officer Temin and Company Incorporated

EDOUARD TETREAU

Partner Mediafin

G. RICHARD THOMAN

Chairman

Corporate Acquirers, Inc.

LARRY D. THOMPSON

EVP Government Affairs, General Counsel &

Corporate Secretary

PepsiĈo, Inc.

JAMES A. THOMSON

President and Chief Executive Officer, Retired

RAND

PATRICK TOOLE

General Manager, Maintenance & Technical Support Services, IBM Global Technology Services

IBM Corporation

STEPHEN JOEL TRACHTENBERG

President Emeritus & University Professor of Public

Service George Washington University

TALLMAN TRASK

Executive Vice President

Duke University

JORGEN VIG KNUDSTORP

Chief Executive Officer

LEGO Group

JOSH S. WESTON

Honorary Chairman

Automatic Data Processing, Inc.

IOHN P. WHITE

Former Robert & Renee Belfer Lecturer, Kennedy

School of Government

Harvard University

JOHN C. WILCOX

Chairman Sodali Ltd.

HAROLD M. WILLIAMS

President Emeritus

Getty Trust

H. LAKE WISE

Deputy President, Chief Legal Officer Daiwa Capital Markets America Inc.

NANCY WYNNE

General Counsel

HAVAS Worldwide

KURT E. YEAGER
President Emeritus

Electric Power Research Institute

CED Honorary Trustees

RAY C. ADAM

Retired Chairman

NL Industries Inc.

PAUL A. ALLAIRE

Chairman (Retired)

Xerox Corporation

ROY L. ASH

Chairman (Retired)

Litton Industries, Inc.

ROBERT H. BALDWIN

Retired Chairman

Morgan Stanley

GEORGE F. BENNETT

Chairman Emeritus

State Street Investment Trust

HOWARD W. BLAUVELT

Retired President & CEO

ConocoPhillips

DEREK C. BOK

Professor of Law & President Emeritus

Harvard University

ALAN S. BOYD

Retired Vice Chairman

Airbus Americas, Inc.

ANDREW F. BRIMMER

President

Brimmer & Company, Inc.

PHILIP CALDWELL

Retired Chairman

Ford Motor Company

E. H. CLARK

Chairman and Chief Executive Officer

The Friendship Group

A. W. CLAUSEN

Retired Chairman and Chief Executive Officer

Bank of America Corporation

JOHN L. CLENDENIN

Chairman (Retired)

BellSouth Corporation

DOUGLAS D. DANFORTH

Executive Associates

JOHN H. DANIELS

Retired Chairman and CEO

Archer Daniels Midland Company

RONALD R. DAVENPORT

Chairman Emeritus

Sheridan Broadcasting Corporation

RALPH P. DAVIDSON

Retired Chairman

Time Inc.

ALFRED C. DECRANE

Retired Chairman

Texaco Corporation

ROBERT R. DOCKSON

Chairman Emeritus

CalFed, Inc.

LYLE J. EVERINGHAM

Retired Chairman

The Kroger Co.

DON C. FRISBEE

Chairman Emeritus

PacifiCorp

MITCHELL S. FROMSTEIN

Chairman Emeritus

ManpowerGroup

WALTER B. GERKEN

Vice Chairman and Chief Investment Officer

Global Financial Group

CAROL R. GOLDBERG

Trustee

The Goldberg Family Foundation

JOSEPH T. GORMAN

Chairman and CEO

Moxahela Enterprises LLC

EARL G. GRAVES

Chairman and Publisher

Earl G. Graves Publishing Co., Inc.

JOHN R. HALL

Former Chairman

Ashland Inc.

RICHARD W. HANSELMAN

Former Chairman

Health Net Inc.

PHILIP M. HAWLEY

Retired Chairman of the Board

Carter Hawley Hale Stores, Inc.

ROBERT C. HOLLAND

Senior Fellow

The Wharton School of the University of

Pennsylvania

LEON C. HOLT

Vice Chairman and Chief Admin. Officer (Retired),

Air Products and Chemicals, Inc.

Holt Family Foundation

SOL HURWITZ

Retired President

Committee for Economic Development

SIDNEY HYMAN

The University of Chicago

YOTARO KOBAYASHI

Former Chief Corporate Advisor

Fuji Xerox Co., Ltd.

FRANKLIN A. LINDSAY

Retired Chairman

Itek Corporation

ROBERT W. LUNDEEN

Retired Chairman

The Dow Chemical Company

RICHARD B. MADDEN

Retired Chairman and Chief Executive Officer

Potlatch Corporation

COLETTE MAHONEY

President Emeritus

Marymount Manhattan College

JAMES W. MCKEE

Retired Chairman

CPC International Inc.

DAVID E. MCKINNEY

Vice Chair

Thomas J. Watson Foundation

J. W. MCSWINEY

Retired Chairman of the Board

MeadWestvaco Corporation

ROBERT E. MERCER

Retired Chairman

The Goodyear Tire & Rubber Company

JAMES P. MOODY

Senior Financial Advisor & Assistant Vice President,

Global Wealth Management

Bank of America Merrill Lynch

ROBERT R. NATHAN

Chairman

Nathan Associates

JAMES J. O'CONNOR

Retired Chairman and Chief Executive Officer

Exelon Corporation

DEAN R. O'HARE

Chairman and CEO (Retired)

The Chubb Corporation

LEIF H. OLSEN Chairman

LHO Group

CHARLES W. PARRY

Retired Chairman

Alcoa Inc.

WILLIAM R. PEARCE

Director

American Express Mutual Funds

DEAN P. PHYPERS

Former Chief Financial Officer

IBM Corporation

CED Honorary Trustees

ROBERT M. PRICE

Retired Chairman & Chief Executive Officer Control Data Corporation

JAMES J. RENIER

Retired Chairman & CEO Honeywell International Inc.

JAMES Q. RIORDAN

Chairman

Quentin Partners Co.

IAN M. ROLLAND

Chairman

NiSource Inc.

ROY ROMER

Senior Advisor The College Board

WILLIAM M. ROTH

Former United States Trade Representative

NEIL L. RUDENSTINE

Chair, ArtStor Advisory Board Andrew W. Mellon Foundation

WILLIAM RUDER

Former US Assistant Secretary of Commerce

GEORGE E. RUPP

President

International Rescue Committee

RALPH S. SAUL

Former Chairman of the Board CIGNA Corporation

HENRY B. SCHACHT

Managing Director & Senior Advisor Warburg Pincus LLC

GEORGE A. SCHAEFER

Retired Chairman of the Board Caterpillar Inc.

ROBERT G. SCHWARTZ

GEORGE P. SHULTZ

Thomas W. and Susan B. Ford Distinguished Fellow Hoover Institution

ROCCO C. SICILIANO

Chairman, Dwight D. Eisenhower Memorial

ELMER B. STAATS

Former Comptroller General of the United States

HENRY TANG

Managing Partner Committee of 100

WAYNE E. THOMPSON

Retired Chairman Merritt Peralta Medical Center THOMAS A. VANDERSLICE

Retired President and Chief Operating Officer GTE Corporation

IAMES L. VINCENT

Chairman (Retired)

Biogen Idec Inc.

JERRY D. WEAST

Founder and President
Partnership for Deliberate Excellence, LLC

Former Superintendent

Montgomery County Public Schools

CLIFTON R. WHARTON

Former Chairman and CEO

TIAA-CREF

DOLORES D. WHARTON

Former Chariman and CEO
The Fund for Corporate Initiatives

ROBERT C. WINTERS

Chairman Emeritus Prudential Financial

RICHARD D. WOOD

Retired Chief Executive Officer Eli Lilly and Company

CHARLES J. ZWICK

Retired Chairman

Southeast Banking Corporation

CED Research Advisory Board

Chairman

JOHN L. PALMER

University Professor and Dean Emeritus
The Maxwell School of Citizenship & Public
Affairs, Syracuse University

Members

ANTHONY J. CORRADO, JR.

Professor of Government Colby College

ALAIN C. ENTHOVEN

Marriner S. Eccles Professor of Public & Private Management Stanford University BENJAMIN M. FRIEDMAN

William J. Maier Professor of Political Economy Harvard University

ROBERT W. HAHN

Director of Economics, Smith School at Oxford University

Georgetown University

DOUGLAS HOLTZ-EAKIN

President

American Action Forum

HELEN F. LADD

Edgar Thompson Professor of Public Policy Studies and Professor of Economics

Duke University

ROBERT E. LITAN

Director of Research, Bloomberg-Gov Bloomberg, Inc.

ZANNY MINTON-BEDDOES

Economics Editor
The Economist

RUDOLPH G. PENNER

Arjay and Frances Miller Chair in Public Policy The Urban Institute

CED Staff

MATT COGLIANESE

Development Associate

WILLIAM KNUDSEN

Education Program Director

LAURA LEE

Chief Financial Officer and

Vice President, Finance and Administration

JOSEPH MINARIK

Vice President and Director of Research

JILL MITOKO

Office Manager

AMY MORSE

Associate Director of Programs

ROB NAPOLITANO

Outreach Associate

FRANCES NICHOLAS

Research Associate

MICHAEL PETRO

Executive Vice President

RICHARD RODERO

Vice President of Development

ELLIOT SCHWARTZ

Vice President and Director of Economic Studies

SARABETH STONE

Deputy Director of Communications

HARRY SURJADIREDJA

Director, Database Operations and Business Analysis

AMANDA TURNER

Executive Assistant to the President

MARTINA WILLIAMS

Accounting Manager

CALEB HOLLIFIELD

Development

KRISTEN CALIFRA

Outreach



CED President Charles Kolb Retires. CED Executive Vice President Named Acting President.

In 2012, CED President Charles Kolb left the organization to take a position as President of the French America Foundation. Mr. Kolb had served as CED President since 1997.

Upon Mr. Kolb's departure, the board named Michael Petro to be CED's Acting President. Mr. Petro joined CED in 1998 and serves as the organization's Executive Vice President, managing CED's daily activities and connecting CED's policy projects and activities to the business community, government officials, and members of the media. In recent years, Mr. Petro has been successful in helping build new business constituencies around such issues as early childhood education, trade and globalization, and campaign finance reform. Of particular note was CED's effort to engage and mobilize business leaders around the economic benefits of investing in early education.

The CED Board of Trustees is currently undergoing a search for the organization's next president.

CED Counterpart Organizations

The Committee for Economic Development maintains close relations with independent, nonpolitical research organizations in other countries. This International Network of Private Business Organizations includes groups of business executives and scholars with objectives similar to those of CED, which they pursue by similarly objective methods. CED cooperates with these organizations on research and study projects of common interest to the various countries concerned. This program has resulted in a number of joint policy statements involving such international matters as energy, assistance to developing countries, and the reduction of nontariff barriers to trade.

CE Circulo de Empresarios Madrid, Spain CEAL Consejo Empresario da America Latina São Paulo, Brazil CEDA Committee for Economic Development of Australia Melbourne, Australia CIRD China Institute for Reform and Development Hainan, People's Republic of China EVA The Finnish Business and Policy Forum Helsinki, Finland FAE Forum de Administradores de Empresas Lisbon, Portugal IDEP Institut de l'Entreprise Paris, France 経済同友会 Keizai Doyukai Tokyo, Japan **NBI National Business Initiative** Johannesburg, South Africa

SMO Stichting Maatschappij en Onderneming

The Netherlands



Committee for **Economic Development**

2000 L Street N.W. Suite 700 Washington, D.C. 20036 202-296-5860 Main Number 202-223-0776 Fax 1-800-676-7353

www.ced.org