



Former Trustees

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|-----------------------------|--------------|---------------------------------|--------------|
| James Bertram | 1911 -- 1934 | Morris Hadley | 1947 -- 1967 |
| Andrew Carnegie | 1911 -- 1919 | Charles Dollard | 1948 -- 1955 |
| Robert A. Franks | 1911-- 1935 | Leroy A. Wilson | 1948 -- 1951 |
| William N. Frew | 1911 -- 1914 | Charles Allen Thomas | 1951 -- 1965 |
| Henry S. Pritchett | 1911 -- 1930 | Gwilyn A. Price | 1953 -- 1967 |
| Elihu Root | 1911 -- 1937 | Charles M. Spofford | 1953 -- 1973 |
| Charles L. Taylor | 1911 -- 1922 | John W. Gardner | 1955 -- 1967 |
| Robert S. Woodward | 1911 -- 1920 | Caryl P. Haskins | 1955 -- 1979 |
| Samuel Harden Church | 1914 -- 1943 | Frederick Sheffield | 1956 -- 1971 |
| John A. Poynton | 1916 -- 1934 | C. Douglas Jackson | 1958 -- 1964 |
| Louise Whitfield Carnegie | 1919 -- 1929 | Robert F. Bacher | 1959 -- 1976 |
| James R. Angell | 1920 -- 1921 | Malcolm Ames MacIntyre | 1959 -- 1976 |
| John C. Merriam | 1921 -- 1938 | Fredrick M. Eaton | 1962 -- 1969 |
| William J. Holland | 1922 -- 1932 | David A. Shepard | 1962 -- 1975 |
| Frederick P. Keppel | 1922 -- 1941 | James A. Perkins | 1963 -- 1963 |
| John Joseph Carty | 1923 -- 1932 | Walter B. Wriston | 1964 -- 1972 |
| Russell Cornell Leffingwell | 1923 -- 1959 | Amyas Ames | 1965 -- 1975 |
| Nicholas Murray Butler | 1925 -- 1945 | Alan Pifer | 1965 -- 1982 |
| Henry James | 1928 -- 1947 | Harding F. Bancroft | 1966 -- 1978 |
| David F. Houston | 1929 -- 1934 | Frederick B. Adams | 1967 -- 1971 |
| Henry Suzzallo | 1930 -- 1933 | Louis W. Cabot | 1967 -- 1978 |
| Newton Diehl Baker | 1931 -- 1937 | Aiken W. Fisher | 1967 -- 1977 |
| Thomas S. Arbuthnot | 1933 -- 1952 | Phyllis Goodhart Gordan | 1970 -- 1979 |
| Walter A. Jessup | 1934 -- 1944 | Francis Keppel | 1970 -- 1979 |
| Margaret Carnegie Miller | 1934 -- 1973 | Franklin A. Thomas | 1970 -- 1977 |
| Arthur W. Page | 1934 -- 1958 | Philip R. Lee | 1971 -- 1979 |
| Lotus Delta Coffman | 1936 -- 1938 | Howard D. Samuel | 1971 -- 1977 |
| Nicholas Kelley | 1936 -- 1962 | Marta Y. Valle | 1971 -- 1975 |
| Frederick Osborn | 1936 -- 1963 | Jeanne Spurlock | 1973 -- 1980 |
| Elihu Root, Jr. | 1937 -- 1961 | Madeline H. McWhinney | 1974 -- 1981 |
| Vannevar Bush | 1939 -- 1955 | Carl M. Mueller | 1975 -- 1983 |
| Warren Randolph Burgess | 1940 -- 1957 | Candido A. deLeon | 1976 -- 1983 |
| William Frew | 1944 -- 1948 | Mary Louise Peterson | 1976 -- 1984 |
| Devereux Colt Josephs | 1944 -- 1966 | Anne Firor Scott | 1976 -- 1984 |
| Oliver Cromwell Carmichael | 1945 -- 1953 | John C. Taylor, 3 rd | 1976 -- 1984 |
| George C. Marshall | 1946 -- 1950 | Thomas R. Donahue | 1977 -- 1984 |



Former Trustees

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|--------------------------|--------------|------------------------|--------------|
| John G. Gloster | 1977 -- 1985 | James D. Watkins | 1993 -- 1998 |
| Judy P. Rosenstreich | 1978 -- 1985 | Vincent A. Mai | 1994 -- 2002 |
| Thomas A. Arciniega | 1979 -- 1987 | Condoleezza Rice | 1994 -- 1998 |
| Jack G. Clarke | 1979 -- 1986 | Wilma S. Tisch | 1994 -- 1998 |
| David A. Hamburg | 1979 -- 1997 | James J. Renier | 1996 -- 2000 |
| Helene L. Kaplan | 1979 -- 1990 | Marta Tienda | 1996 -- 2004 |
| John C. Whitehead | 1993 -- 2007 | Sam Nunn | 1997 -- 2005 |
| Margaret K. Rosenheim | 1979 -- 1993 | Martin L. Leibowitz | 1998 -- 2007 |
| Ruth Simms Hamilton | 1979 -- 1987 | Olara A. Otunnu | 1998 -- 2007 |
| Ann R. Leven | 1980 -- 1989 | William A. Owens | 1999 -- 2008 |
| Richard R. Fisher | 1980 -- 1989 | Raymond W. Smith | 1999 -- 2007 |
| James Lowell Gibbs | 1981 -- 1990 | Bruce M. Alberts | 2000 -- 2008 |
| Thomas A. Troyer | 1983 -- 1991 | James B. Hunt | 2000 -- 2008 |
| Fred M. Hechinger | 1983 -- 1992 | Geoffrey T. Boisi | 2000 -- 2008 |
| Joshua Lederberg | 1983 -- 1992 | Ruth J. Simmons | 2009 -- 2017 |
| Ray Marshall | 1984 -- 1991 | William J. McDonough | 2000 -- 2004 |
| Sheila E. Widnall | 1984 -- 1993 | Shirin R. Tahir--Kheli | 2002 -- 2003 |
| Bruce B. Dayton | 1984 -- 1993 | Thomas R. Pickering | 2002 -- 2003 |
| Mary Patterson McPherson | 1985 -- 1989 | Fiona Druckenmiller | 2003 -- 2011 |
| Laurence A. Tisch | 1985 -- 1994 | Richard W. Riley | 2004 -- 2008 |
| Newton N. Minow | 1985 -- 1994 | Richard H. Brodhead | 2004 -- 2012 |
| Richard Beattie | 1986 -- 1997 | Amy Gutmann | 2004 -- 2012 |
| Eugene H. Cota--Robles | 1987 -- 1996 | Ana Palacio | 2005 -- 2013 |
| Warren Christopher | 2008 -- 2016 | Norman Pearlstine | 2005 -- 2013 |
| James P. Comer | 1988 -- 1996 | Susan Hockfield | 2005 -- 2013 |
| Robert E. Rubin | 1989 -- 1993 | Kofi Annan | 2006 -- 2014 |
| Ellen V. Futter | 1990 -- 1998 | Kurt L. Schmoke | 2007 -- 2010 |
| James A. Johnson | 1990 -- 1993 | Ralph J. Cicerone | 2007 -- 2017 |
| Shirley M. Malcom | 1991 -- 1991 | James D. Wolfensohn | 2008 -- 2016 |
| Henry Muller | 1992 -- 2000 | John S. Hendricks | 2009 -- 2017 |
| Richard R. Celeste | 1992 -- 2000 | Jorge Sampaio | 2012 -- 2016 |
| Teresa Heinz | 1992 -- 2000 | Don M. Randel | 2012 -- 2018 |
| | 1993 -- 1998 | Stephen A. Oxman | 2010 -- 2018 |
| | 1993 -- 2001 | | 2011 -- 2019 |



Current Trustees

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|------------------------|---|
| Thomas H. Kean | 1991 -- 2002 2005 -- 2012 2013 -- |
| Vartan Gregorian | 1997 |
| Janet Robinson | 2004 -- 2013 2014 -- |
| Edward P. Djerejian | 2011 |
| Ann Claire Williams | 2012 |
| John J. DeGioia | 2012 |
| Louise Richardson | 2012 |
| Jared L. Cohon | 2013 |
| Judy Woodruff | 1995 -- 2003 2013 -- |
| Anne Tatlock | 2014 |
| Pedro Aspe | 2004 -- 2012 2014 -- |
| Lionel Barber | 2014 |
| Lloyd J. Austin III | 2016 |
| Marcia McNutt | 2016 |
| Caroline Kennedy | 2018 |
| Maria Elena Lagomasino | 2019 |
| Kevin Conway | 2019 |