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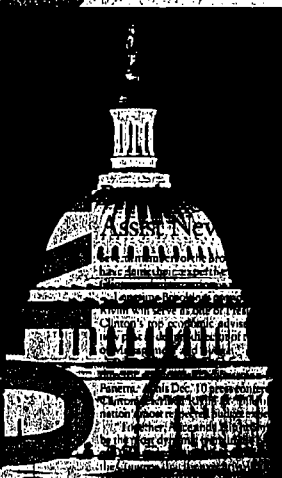
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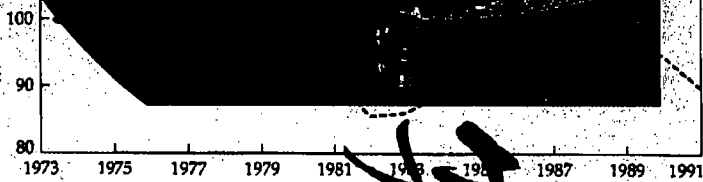
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1993-1994

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R.J. BATES

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and Cellular Oncology
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President
Zilkha and Sons, Inc.

John C. Whitehead is chairman of AEA Investors Inc. He has served on the Brookings Board of Trustees since 1989, and was elected chairman in 1991.

Mr. Whitehead received his B.A. from Haverford College. After service in the U.S. Navy during World War II, he received his M.B.A. with distinction from Harvard Business School. He is the recipient of honorary LL.D. degrees from Haverford College, Pace University, Rutgers University, and Amherst College.

He joined Goldman, Sachs and Company in 1947 as a junior statistician. He became a partner in 1956, senior partner and co-chairman in 1976, and retired in 1984. He then served as deputy secretary of state from 1985-89.

Mr. Whitehead is a former president of the board of overseers of Harvard University and former chairman of the board of managers of Haverford College.

He served as a director and chairman of the Securities Industry Association and as a director of the New York Stock Exchange.

He is now chairman of the United Nations Association of the U.S.A., the International Rescue Committee, the Andrew W. Mellon Foundation, the Asia Society, president of the Greater New York Council/Boys Scouts of America, and a trustee of the Lincoln Center Theater.

Mr. Whitehead and his wife, Nancy, live in New York City.

John C. Whitehead

Chairman

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Leonard Abramson is founder and chief executive officer of U.S. Healthcare Inc. He was elected to the Brookings Board of Trustees in 1993.

He holds a bachelor's degree in pharmacy and a master's degree in public administration. He is the recipient of an honorary doctor of laws degree from the Pennsylvania College of Optometry, and honorary doctor of science degrees from Gwynedd-Mercy College and Philadelphia College of Pharmacy and Science.

Mr. Abramson was formerly vice president of corporate development for RH Medical, a publicly-owned hospital management company and vice president for corporate development of Spectro Industries, a medical pharmaceutical company listed on the American Stock Exchange. He developed and owned Medical Unlimited which was sold to Spectro Industries in 1969.

Mr. Abramson serves on the Philadelphia Advisory Board of the United Negro College Fund and is a director of Beth Shalom Congregation. He has previously served on the boards of The Philadelphia Orchestra, First Peoples Financial Corporation of New Jersey, Moss Rehabilitation Hospital and the Philadelphia College of Pharmacy and Science. Mr. Abramson is the author of *Healing Our Health Care System*, recently published by Grove Weidenfeld.

Mr. Abramson and his wife, Madlyn, reside in Blue Bell, Pennsylvania.

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Ronald J. Arnault is an executive vice president, chief financial officer, and a member of the Board of Directors of ARCO. He is responsible for the Treasury & Corporate Services and Corporate Planning & Control organizations. He is also a director of ARCO Chemical Company. He has served on the Brookings Board of Trustees since 1989.

Mr. Arnault received a masters degree in Business Administration from the Wharton School at the University of Pennsylvania. Previously, he had earned a B.A. in economics from Amherst College.

He joined Atlantic Richfield in 1969 in the Corporate Controller's organization. He has held various assignments including assistant corporate controller, vice president of Corporate Planning, and president of ARCO Solar Industries.

Mr. Arnault was elected a corporate vice president in 1977 and a senior vice president in 1980. He was named ARCO's chief financial officer in June 1984. He was elected executive vice president and a director of ARCO in 1987.

Mr. Arnault is honorary chairman of the Board of Governors of the Music Center of Los Angeles County. He is also a member of the Board of Trustees of Occidental College, a member of the Wharton Graduate Executive Board, a member of the President's Council of the University of Pennsylvania, as well as a member of the Board of Directors of the French Foundation for Alzheimer Research, and Sun America, Inc.

Mr. Arnault and his family reside in San Marino, California.

Ronald J. Arnault

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and Chief Financial Officer
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Elizabeth E. Bailey is the John C. Hower Professor of Public Policy and Management at the Wharton School of the University of Pennsylvania. Previously, she served for seven years as dean of Carnegie Mellon University's Graduate School of Industrial Administration (1983-90). She has served on the Brookings Board of Trustees since 1988.

She received her bachelor's degree in economics from Radcliffe College, a master's from Stevens Institute of Technology, and a Ph.D. from Princeton. She also has an honorary degree from DePaul University, and was the recipient of an Alumni Recognition Award from Radcliffe College.

Dr. Bailey worked at Bell Laboratories where she became head of the Economic Research Department (1960-77) and as adjunct professor of economics at New York University (1973-77). In 1977, she became a commissioner of the Civil Aeronautics Board and served as vice chairman in 1981-82.

Dr. Bailey is currently a trustee of the College Retirement Equities Fund. She serves on the corporate boards of CSX Corporation, Honeywell, National Westminster Bancorp, and Philip Morris. She served on the boards of Kraft, Standard Oil (Ohio), and Pennsylvania Power and Light. Dr. Bailey is a former member of the board of Princeton University and the American Association of Collegiate Schools of Business, and a former vice president of the American Economic Association and head of its committee on the status of women.

She serves on various governmental and academic advisory committees and is the author of numerous books and articles focusing primarily on economic regulation and deregulation, market structure, and pricing policy. Her books include *Economic Theory of Regulatory Constraint* (1973), and *Deregulating the Airlines* with David Graham and Daniel Kaplan (1985).

Dr. Bailey lives in Haverford, Pennsylvania.

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Rex J. Bates is retired vice chairman of the board of directors of State Farm Mutual Automobile Insurance Company in Bloomington, Illinois. He has served on the Brookings Board of Trustees since 1985.

Mr. Bates attended Oregon State University in Corvallis, and received both bachelor's and master's degrees from the University of Chicago.

Mr. Bates was a partner in the Chicago investment counsel firm of Stein, Roe & Farnham before joining State Farm as financial vice president in 1972. He was elected vice chairman of the board in 1985 and retired from that position in 1991. He now manages private investments.

He is a director of Twentieth Century Industries and Ophidian Pharmaceuticals, Inc., a trustee of Illinois Wesleyan University, a member of the visiting committee of the University of Chicago, and of the administrative board of the Laboratory of Ornithology, Cornell University.

Mr. Bates and his wife, Reva, live in Bloomington, Illinois.

Rex J. Bates

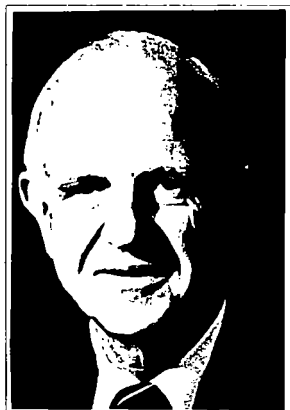
R.J. BATES

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(309) 828-8756 (afternoon)



A. W. Clausen is the retired chairman and chief executive officer of BankAmerica Corporation and its wholly-owned subsidiary, Bank of America N.T. & S.A and former president of The World Bank. Mr. Clausen has served on the Brookings Board of Trustees since 1980.

Mr. Clausen received his B.A. from Carthage College and his J.D. from the University of Minnesota. A graduate of the Advanced Management Program of the Harvard Business School, he is a recipient of the Harvard Business School Alumni Achievement Award, the Outstanding Achievement Award from the University of Minnesota, and the California Industrialist of the Year Award.

He is a member of the board of directors of the University of California San Francisco Foundation and Population Action International, the advisory boards of the Walter A. Haas School of Business at the University of California at Berkeley and the International Center for Settlement of Investment Disputes, and the advisory council of the Stanford University Graduate School of Business. He is a trustee of Carthage College and of The Asia Foundation, a member of the Bretton Woods Committee, vice chairman of the Committee for Economic Development, and the board of overseers of the International Center for Economic Growth.

Mr. Clausen holds honorary memberships in the Association of Reserve City Bankers and the Business Council. He also is an honorary member and former president of the International Monetary Conference. Formerly, he was a member of the Policy Committee of the Business Roundtable, vice chairman and director of SRI International, and vice chairman of the California Business Roundtable.

Mr. Clausen and his wife, Peggy, live in Hillsborough, California.

A. W. Clausen

Chairman and CEO (Retired)
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John L. Clendenin is chairman of the board, president, and chief executive officer of BellSouth, the largest of the Regional Bell telecommunications companies, and one of the twenty-five largest U.S. public companies. He was elected to the Brookings Board of Trustees in 1992.

A native of El Paso, Texas, Mr. Clendenin is a graduate of Northwestern University in Evanston, Illinois, and served as a pilot in the U.S. Air Force Strategic Air Command.

Mr. Clendenin began his telephone career with the Illinois Bell Telephone Company. He subsequently moved to the Pacific Northwest Bell Telephone Company in Seattle and to the American Telephone and Telegraph Company in New York.

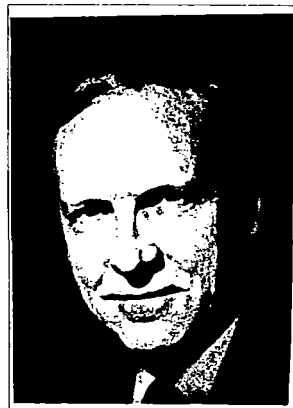
He was elected president of Southern Bell in 1981 and became chief executive officer of BellSouth in 1984. BellSouth owns Southern Bell, South Central Bell, and BellSouth Enterprises.

He is a member of several corporate boards including Capital Holding Corporation, the Kroger Company, Coca-Cola Enterprises Inc., Wachovia Corporation, and the New York Stock Exchange.

Mr. Clendenin is past chairman of both the U.S. Chamber of Commerce and the National Alliance of Business. He is the National President of the Boy Scouts of America. He is a trustee of the Conference Board, chairman of the Committee for Economic Development, and a member of the Policy Committee of the Business Roundtable. He has served as a board member and officer of a number of other civic, educational, and cultural organizations.

Mr. Clendenin and his wife, Ann, reside in Atlanta, Georgia.

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and Chief Executive Officer
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Kenneth W. Dam is Max Pam Professor of American & Foreign Law at the University of Chicago Law School. He also is of counsel to the law firm of Kirkland & Ellis. He has served on the Brookings Board of Trustees since 1988.

He has an undergraduate degree from the University of Kansas and a law degree from the University of Chicago. He is a member of the New York Bar.

Prior to joining the University of Chicago faculty, Mr. Dam served as vice president for law and external relations for IBM (1985-92), and as deputy secretary of state (1982-85). He was provost of the University of Chicago (1980-82), where he had served as a law professor since 1960.

In the early 1970's, he left the university temporarily to serve in the federal government as assistant director for national security and international affairs of the Office of Management and Budget (1971-72) and then as executive director of the cabinet-level Council on Economic Policy (1973). In 1992, he served on an interim basis for six months as president and CEO of The United Way of America.

Before teaching at the University of Chicago, Mr. Dam was an associate of Cravath, Swaine and Moore (1958-60) and a law clerk to U.S. Supreme Court Justice Charles E. Whittaker (1957-58).

He is a director of ALCOA and a member of the Advisory Board of BMW of North America. He serves on the boards of the American Council on Germany, the America-China Society, the Atlantic Council, and the Council on Foreign Relations.

Mr. Dam is a member of the American Academy of Arts and Sciences, the American Academy of Diplomacy, and the American Law Institute.

Mr. Dam has written a number of books including *The Rules of the Game: Reform and Evolution in the International Monetary System* (1982), *Economic Policy Beyond the Headlines* (coauthored with George P. Shultz) (1978), *Oil Resources* (1976), and *The GATT: Law and International Economic Organization* (1970).

Mr. Dam and his wife, Marcia, live in Chicago, Illinois.

Kenneth W. Dam

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D. Ronald Daniel is a director of McKinsey & Company, Inc., and was for 12 years the firm's managing director. He has been a management consultant for nearly 35 years, and has long-established relationships with the senior management of many leading corporations. He has served on the Brookings Board of Trustees since 1988.

Mr. Daniel graduated from Wesleyan University with a B.A. and received his M.B.A. from the Harvard Graduate School of Business Administration. He also holds an honorary doctor of humane letters degree from Wesleyan.

Much of Mr. Daniel's early experience was in the petroleum and chemical industries, although he has worked as well with consumer products companies, technology-based businesses, international trading and commodity enterprises, and commercial banks. For these clients, Mr. Daniel has directed a wide range of assignments with particular emphasis on issues of strategy and corporate development. Though based in New York, much of his experience has been on international assignments.

Mr. Daniel entered McKinsey & Company from the U. S. Navy after having managed one of the country's earliest, large-scale computer installations at the Navy's Aviation Supply Office in Philadelphia.

In addition to his McKinsey & Company responsibilities, Mr. Daniel serves as the Treasurer of Harvard University, as a member of that University's seven-person Corporation, as a member of the Board of Overseers, as chairman of the Harvard Management Company, and as chairman of the board of fellows of the Harvard Medical School.

Mr. Daniel is a member of the board of the Markle Foundation and Rockefeller University, the Executive Committee of the U. S. Golf Association, and the Council on Foreign Relations. He is also chairman emeritus of the Board of Trustees of Wesleyan University.

Mr. Daniel lives in New York City.

D. Ronald Daniel

Director

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Walter Y. Elisha is chairman and chief executive officer and a director of Springs Industries, Inc., a manufacturer of home furnishings, industrial, and specialty fabrics. He has served on the Brookings Board of Trustees since 1985.

A native of Gary, Indiana, he is a graduate of Wabash College and the Harvard Business School. He has received honorary degrees from Limestone College, the University of South Carolina, Philadelphia College of Textiles and Science, Wabash College, and Winthrop University.

Mr. Elisha is a director of AT&T and the Palmetto Seed Capital Corporation. He is a member of the Board of Directors of the Associates of the Harvard Business School, a trustee for the Committee for Economic Development, and is a member of the Business Council and the Business Roundtable, serving on its Education Committee, the International Trade Task Force, and Policy Committee. He is also a member of the President's Advisory Committee for Trade Policy and Negotiations. He has served as a trustee of Wabash College and as a member and chairman of the board of trustees of the North Shore Country Day School in Winnetka, Illinois.

He is a member of the Commercial Club of Chicago, the Chicago Club, and the Charlotte City Club. He is also a member of the Palmetto Business Forum in South Carolina, serving as chairman of its education committee, the Public and Private Partnership Foundation for Economic Development in South Carolina, and the Advisory Council for South Carolina Business and Industry Political Education Committee.

Mr. Elisha and his wife, Arlene, reside on their farm near Charlotte, North Carolina.

Walter Y. Elisha

Chairman and Chief Executive Officer
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Stephen Friedman is senior partner and chairman of Goldman, Sachs & Co. He joined the Brookings Board of Trustees in May 1990.

Mr. Friedman is a graduate of Cornell University and Columbia University Law School.

After law school, Mr. Friedman clerked for a Federal District Judge and then practiced law in New York City. He joined Goldman, Sachs & Co. in 1966 and became a partner in 1973. He has served as a member of the management committee and headed the Investment Banking and Fixed Income Divisions for various periods.

Mr. Friedman serves as a trustee of Columbia University and as chairman of its Investment Committee, and as a trustee of the New York Zoological Society. He is a member of the Trilateral Commission, Council on Foreign Relations, *Commentary Magazine* Publications Committee, and Advisory Council of Stanford University Graduate School of Business. He also serves as a director of the Securities Industry Association and Catalyst.

Mr. Friedman and his wife, Barbara, live in New York.

Stephen Friedman

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William H. Gray III is president and chief executive officer of the United Negro College Fund. He was elected to the Brookings Board of Trustees in 1992.

Mr. Gray attended Franklin and Marshall College, where he earned a B.A. He received a master's degree in divinity from Drew Theological Seminary, and a master's degree in theology from Princeton Theological Seminary.

Hailing from a family of ministers as well as educators, Mr. Gray has been pastor of the 5,000-member Bright Hope Baptist Church in Philadelphia for more than 20 years, as were his father and grandfather before him. He has been in the ministry since 1964, when he pastored his first church, Union Baptist Church of Montclair, New Jersey.

Mr. Gray's own background in education is extensive. He has been a faculty member and professor of history and religion at St. Peter's College, Jersey City State College, Montclair State College, Eastern Baptist Theological Seminary, and Temple University.

Mr. Gray has been a staunch supporter of education. He became the first black member of Congress to hold a position in the House leadership and was a leading advocate for historically black colleges through his support of set-aside programs at the Agency for International Development. He was also a co-sponsor of the Black College Act.

Elected to the House of Representatives in 1978, Mr. Gray left his mark on Congress in many other areas. He played a key role in implementing economic sanctions against South Africa as the author of the 1985 and 1986 sanction bills. In addition, as budget committee chairman for four years, Mr. Gray earned a reputation as a consensus builder and was chief point man in the budget negotiations between Congress and the Reagan Administration.

Mr. Gray and his wife, Andrea, reside in Reston, Virginia.

William H. Gray III
President and Chief Executive
Officer
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Teresa Heinz is chairman of the Heinz Family Philanthropies and vice chairman of the Environmental Defense Fund. She was elected to the Brookings Board of Trustees in 1992.

Born and raised in Mozambique, Mrs. Heinz received her degree from the University of Witwatersrand in South Africa. She completed graduate work at the Interpreters School of the University of Geneva, and later served as a full-time consultant to the United Nations Trusteeship Council in New York City. Mrs. Heinz has been awarded honorary doctorate degrees from Beloit College, Bank Street College of Education, and the Medical College of Pennsylvania.

As vice chairman of the Environmental Defense Fund, she was one of ten representatives from non-governmental organizations attached to the U.S. Delegation to the United Nations Conference on Environment and Development (Earth Summit) in Rio De Janeiro, Brazil in 1992. She is a member of the advisory board for the Earth Communications Office, the External Advisory Board of the Institute for Biospheric Studies at Yale University, and the Environmental Steering Committee for the John F. Kennedy School of Government at Harvard University. She is also a member of the board of directors of Second Nature and Green Seal. In October 1990, Mrs. Heinz helped found the Alliance to End Childhood Lead Poisoning.

She is a board member and trustee of schools in Pittsburgh, Washington and elsewhere, including Phillips Exeter Academy, St. Paul's School, and Georgetown University.

In 1977, Mrs. Heinz co-founded the National Council for Families and Television. She is an original member and later a co-chair of Congressional Wives for Soviet Jewry and co-founder of the Congressional Spouses Forum on Human Rights. She is also a trustee of the Yale Art Gallery's Governing Board, a member of the board of directors of the Carnegie Institute in Pittsburgh, and the Trustees' Council of the National Gallery of Art.

She married her late husband, U.S. Senator John Heinz, on February 5, 1966. Mrs. Heinz resides in Pittsburgh, Pennsylvania.

Teresa Heinz

Chairman

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Vice Chairman

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Samuel Hellman, M.D., is the A.N. Pritzker Distinguished Service Professor in the Department of Radiation and Cellular Oncology, University of Chicago. He was elected to the Brookings Board of Trustees in 1992.

Dr. Hellman assumed his duties at the University of Chicago in 1988. He was dean of the Division of the Biological Sciences and the Pritzker School of Medicine until 1993. Prior to that, he was physician-in-chief of the Memorial Sloan-Kettering Hospital for Cancer and Allied Diseases from 1983-1988. He concurrently held the Benno C. Schmidt Chair in Clinical Oncology at Memorial Sloan-Kettering Cancer Center. In addition, he was professor of Radiation Oncology at Cornell University Medical College from 1984-88. Before joining Sloan-Kettering, Dr. Hellman served as chairman of the Department of Radiation Therapy at the Harvard Medical School where he was the Alvin T. and Viola D. Fuller-American Cancer Society Professor.

He was director of the Joint Center for Radiation Therapy at the Harvard Medical School. During the same period, he served simultaneously as chief or director of radiation therapy at a number of major hospitals in Boston.

Dr. Hellman has been active in both clinical and laboratory investigation. He has been involved in studies of breast cancer and lymphoma. His laboratory investigations center on the cell kinetics of the hematopoietic system. He is the author or co-author of some 228 scientific articles in his field and co-editor of the standard textbook on cancer, *Cancer: Principles and Practice of Oncology*.

Dr. Hellman serves as chairman of the board of Allegheny College, where he received his B.S. degree magna cum laude in 1955. He is a fellow of the Institute of Medicine of the National Academy of Sciences and a fellow of the American Association for the Advancement of Science. Dr. Hellman received the 1980 Richard and Hinda Rosenthal Foundation Award for Clinical Research of the American Association for Cancer Research.

Dr. Hellman and his wife, Marcia, reside in Chicago, Illinois.

Samuel Hellman, M.D.

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Warren Hellman is general partner for Hellman and Friedman. He was elected to the Brookings Board of Trustees in 1992.

He graduated from the University of California in Berkeley, and Harvard Business School.

From 1962-1977, he was a partner of Lehman Brothers in New York, where he served as head of Lehman's Investment Banking Division, president and director of Lehman Brothers, Inc., and chairman of Lehman Corporation (a closed-end investment company). From 1977-89, he was general partner of Hellman, Ferri Investment Associates in Boston. Since 1982, he has been a general partner of Matrix Partners, with offices in Menlo Park, California and in Boston, Massachusetts.

In 1981, Mr. Hellman renewed his relationship with Lehman Brothers Kuhn Loeb as a managing director, while maintaining his activities with Matrix Partners.

In 1984, he left Lehman Brothers and, with Tully Friedman, formerly a managing director of Salomon Brothers Inc., formed Hellman and Friedman, a firm to be engaged primarily in the investment of its own capital.

Mr. Hellman is currently a director of American President Companies, Ltd., Il Fornaio (America) Corporation, Levi Strauss Associates Inc., Matrix Partners, Osterweis Capital Management Inc., D.N. & E. Walter & Co., Williams-Sonoma Inc., and Great American Management & Investment Inc.

Mr. Hellman's civic activities include trustee of the University of California Berkeley Foundation, life trustee of Mills College, and director, UCSF Foundation.

Mr. Hellman and his wife, Chris, reside in San Francisco, California.

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James A. Johnson is chairman of the board and chief executive officer of the Federal National Mortgage Association (Fannie Mae) headquartered in Washington, D.C. He became chairman and chief executive officer in 1991. Johnson joined Fannie Mae in 1990 as vice chairman. He was elected to the Brookings Board of Trustees in 1992.

Mr. Johnson received a B.A. in political science from the University of Minnesota and an M.P.A. in public affairs from the Woodrow Wilson School at Princeton.

Prior to joining Fannie Mae, he was a managing director in corporate finance at Lehman Brothers. Before joining Lehman, he was the president of Public Strategies, a Washington-based consulting firm he founded to advise corporations on strategic issues.

From 1977-81, he served as executive assistant to Vice President Walter F. Mondale, where he advised the Vice President on domestic and foreign policy and political matters. Earlier, he was employed by the Dayton Hudson Corporation, worked as a staff member in the U.S. Senate, and was on the faculty at Princeton University.

Mr. Johnson serves on the boards of the Alliance To Save Energy, Carnegie Corporation of New York, Carnegie Endowment for International Peace, Committee for Economic Development, Enterprise Foundation, Hubert H. Humphrey Institute of Public Affairs Advisory Committee, National Housing Endowment, National Alliance to End Homelessness, Kaufman and Broad Home Corporation, Federal City Council, and WETA, Washington's public broadcasting station.

Mr. Johnson and his wife, Maxine, reside in Washington, D.C.

James A. Johnson
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Chief Executive Officer
Federal National Mortgage Association
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Thomas W. Jones is president and chief operating officer of Teachers Insurance and Annuity Association, College Retirement Equities Fund (TIAA-CREF), the nation's largest pension system. He was elected to the Brookings Board of Trustees in 1992.

A graduate of Cornell University, Mr. Jones also holds master's degrees from Cornell and Boston University, and is a Certified Public Accountant.

Prior to joining TIAA-CREF, Mr. Jones was senior vice president and treasurer of the John Hancock Mutual Life Insurance Company in Boston. Prior to his seven years with John Hancock, Mr. Jones spent 11 years in public accounting and management consulting, primarily with the Boston office of Arthur Young & Co.

He is a director of Eastern Enterprises, Thomas & Betts Corporation, and the New England Educational Loan Marketing Association (Nellie Mae), and a member of the board of overseers of Cornell University Medical College.

Mr. Jones and his wife, Addie, reside in New Canaan, Connecticut.

Thomas W. Jones
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Chief Operating Officer
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College Retirement Equities Fund
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Vernon E. Jordan, Jr. is a senior partner in the law firm of Akin, Gump, Strauss, Hauer & Feld, L.L.P., with offices in Washington, Dallas, Houston, Austin, San Antonio, New York, and Brussels. He has served on the Brookings Board of Trustees since 1986.

Mr. Jordan received his B.A. from DePauw University and his J.D. from Howard University Law School. He was a fellow at the Institute of Politics, John F. Kennedy School of Government, Harvard University.

Mr. Jordan has served as president of the National Urban League, Inc., executive director of the United Negro College Fund, and director of the Voter Education Project, Southern Regional Council. He was an attorney-consultant to the U.S. Office of Economic Opportunity, Georgia field director of the NAACP, and in private legal practice in Georgia and Arkansas. He has accepted numerous federal appointments including membership on the Council of the White House Conference, "To Fulfill These Rights" (1966), National Advisory Commission on Selective Service (1966-67), American Revolution Bicentennial Commission (1972), Presidential Clemency Board (1974), the Advisory Council on Social Security (1974), the Secretary of State's Advisory Committee on South Africa (1986), and the President's Advisory Committee, Points of Light Initiative Foundation (1989).

He is on the board of directors of American Express Company, Bankers Trust Company, Bankers Trust New York Corporation, Corning Incorporated, Dow Jones & Company, Inc., Ford Foundation, J. C. Penney Company, Inc., RJR Nabisco, Ryder System, Inc., Sara Lee Corporation, Xerox Corporation, Union Carbide Corp., Revlon Group, Inc., LBJ Foundation, Joint Center for Political & Economic Studies, National Academy Foundation, and the Roy Wilkins Foundation.

He is a member of the Arkansas, District of Columbia, and Georgia Bars, the U.S. Supreme Court Bar, the American Bar Association, the National Bar Association, the University Club, the Century Association, the Board Room, the Council on Foreign Relations, The Bilderberg Meetings, and the Trilateral Commission.

Mr. Jordan and his wife, Ann, live in Washington, D.C.

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James A. Joseph is president and chief executive officer of the Council on Foundations, an international membership association of more than 1200 foundations and corporate giving programs. He has served on the Brookings Board of Trustees since 1986, was elected an honorary Trustee in 1992, and returned to active status in 1993.

Mr. Joseph received degrees from Southern University and Yale before serving as commanding officer of a medical detachment in the U.S. Army, and later as executive director of the Irwin-Sweeney Miller Foundation.

Mr. Joseph came to the Council on Foundations in 1982. Previously, he was undersecretary of the Interior (1977-81), vice president of Cummins Engine Company (1972-76) and chaplain of the Claremont Colleges in Claremont, California (1969-70). He has taught at Yale University, Claremont, and Stillman Colleges, and served as a visiting fellow at Nuffield College, Oxford University.

Mr. Joseph often represents the United States abroad, having served as chairman of both official U.S. government delegations and groups of foundation executives visiting Europe, Asia, Latin America, and Africa. He is a member of the Council on Foreign Relations and the Hague Club. In addition, he serves on the board of directors of the National Endowment for Democracy, the Colonial Williamsburg Foundation, the Cummins Engine Foundation, and Africare.

Mr. Joseph has had a wide variety of presidential appointments, including chairman of the Commission on the Northern Mariana Islands under President Carter, a member of the President's Advisory Commission on Historically Black Colleges, and incorporating director of the Points of Light Foundation under President Bush. He has also served on advisory committees to the Agency for International Development and the National Academy of Sciences.

Mr. Joseph is the recipient of numerous honorary degrees and the author of *The Charitable Impulse*, a book which examines philanthropy in a global context.

Mr. Joseph lives in Falls Church, Virginia.

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Martin J. Koldyke is chairman of Frontenac Company, a venture capital firm which he founded in 1971. He was elected to the Brookings Board of Trustees in 1990.

He graduated from Purdue University, after which he served as a 1st Lieutenant in the U.S. Army Counter Intelligence Corps.

Mr. Koldyke serves on the boards of Rand McNally & Company, American Healthcorp, Inc., Corporate Child Care, Inc., Pediatric Nursing Specialists, Inc., Gen Derm Corporation, and Newtrend Group, Inc.

His civic and professional activities include serving as chairman of the Chicago School Finance Authority, jointly appointed by Mayor Daley and Governor Edgar. He is the founder, former chairperson and a trustee of the board of the Golden Apple Foundation for Excellence in Teaching. He serves as a trustee of Northwestern University, Ravinia Festival Association, and of Chicago Education Television Association. He is a member of the Commercial Club of Chicago. He formerly served as an officer and director of the Economic Club of Chicago and as a trustee of Choate Rosemary Hall and Common Cause.

Mr. Koldyke served as a director of the National Venture Capital Association (NVCA) and chaired the NVCA's Education Committee. Together with his Frontenac partners, he teaches a course on venture capital and entrepreneurship at the J.L. Kellogg Graduate School of Management at Northwestern University.

Mr. Koldyke and his wife, Patricia, live in Kenilworth, Illinois.

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Thomas G. Labrecque is chairman and chief executive officer of The Chase Manhattan Corporation and its principal subsidiary, The Chase Manhattan Bank, N.A. He was elected to the Brookings Board of Trustees in 1988.

He received a B.A. from Villanova University and attended the Graduate School of Business at the American University and the New York University Graduate School of Business Administration. He has received honorary doctorates from Villanova University, University of Charleston, Drexel University, and Marymount College.

He joined the bank as a member of the Special Development Program (1964), and was assigned to the Corporate Portfolio Advisory Group in the Portfolio and Investment Banking Department (1965). He has also held positions as assistant treasurer (1966), second vice president (1967), and vice president and manager of Correspondent Bank Portfolio Advisory (1969).

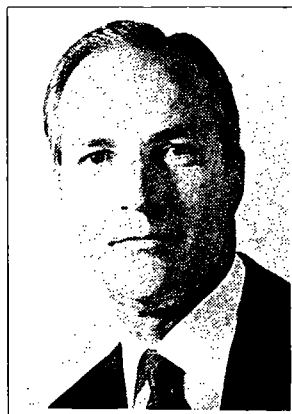
Mr. Labrecque became associate secretary (planning) to the executive office in 1970. He then returned to the investment area where he served as senior vice president in charge of Bank Portfolio Group (1971), executive vice president in charge of the Treasury Department (1974), treasurer of the Chase Manhattan Corporation, and joined the Management Committee (1976).

He was named vice chairman and chief operating officer of The Chase Manhattan Corporation and The Chase Manhattan Bank, N.A. in 1980. From 1981-90, Mr. Labrecque served as president of both the Corporation and the Bank. He assumed his current responsibilities in 1990.

Mr. Labrecque is a director of the Federal Reserve Bank of New York and a member of the board of directors of AMAX, Inc. and of Pfizer, Inc. In addition, he serves on numerous boards and committees, including the Business Roundtable, Business Council, President's Advisory Committee on Trade Policy and Negotiations, Council on Competitiveness, Council on Foreign Relations, United Negro College Fund, Board of Visitors of Duke University's Fuqua School of Business, United Way of New York City, the International Monetary Conference and others.

Mr. Labrecque and his wife, Sheila, live in New Jersey.

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Bruce K. MacLaury is president of The Brookings Institution and has served in that capacity since 1977. As president, he is *ex officio* a member of the Board of Trustees.

After receiving degrees from Princeton and Harvard, Mr. MacLaury joined the Federal Reserve Bank of New York. Following successive assignments in that bank's research department, at the U.S. Treasury, and as a staff member of the Organization for Economic Cooperation and Development, he returned to the New York Federal Bank as an officer in foreign operations.

In 1969, Mr. MacLaury became deputy undersecretary of the Treasury for monetary affairs, with special responsibilities in the areas of debt management and international financial markets. He was appointed president of the Minneapolis Federal Reserve Bank in July 1971 and continued in that position until he assumed the presidency at Brookings.

Mr. MacLaury is a member of the board of trustees of the Joint Council on Economic Education, the Committee for Economic Development, and Scott Paper Company. He is a member of the Council on Foreign Relations, director of American Express Bank Ltd., the St. Paul Companies, Inc., and the Vanguard Funds. He also serves as a consultant to the U.S. General Accounting Office.

Mr. MacLaury and his wife, Virginia, live in Washington, D.C.

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Donald F. McHenry is University Research Professor of Diplomacy and International Affairs at Georgetown University, and president of the IRC Group, an international consulting firm. He has served on the Brookings Board of Trustees since 1983.

He graduated from Illinois State University and later received a master's degree from Southern Illinois University. He has done postgraduate work at Georgetown University.

Ambassador McHenry served as U.S. Permanent Representative to the United Nations and was a member of President Carter's Cabinet from 1979-81. At the time of his appointment, Ambassador McHenry was the U.S. deputy representative to the United Nations Security Council.

He joined the U.S. Department of State in 1963 and served eight years in various positions related to U.S. foreign policy. In 1966, he received the Department's Superior Honor Award. In 1973, he joined the Carnegie Endowment for International Peace in Washington, D.C. as a project director in Humanitarian Policy Studies. In 1976, he served as a member of President Carter's transition staff at the State Department before joining the U.S. Mission to the United Nations.

During his career, Ambassador McHenry represented the United States in a number of international fora and as the U.S. representative on the U.N. Western Five Contact Group. He was the chief U.S. negotiator on the question of Namibia.

Ambassador McHenry has taught at Southern Illinois, Howard, American, and Georgetown Universities. He is the author of *Micronesia: Trust Betrayed* (1975), and of numerous articles.

Ambassador McHenry is a director of AT&T, International Paper Company, Coca-Cola Company, First National Bank of Boston, Bank of Boston Corporation, SmithKline Beecham, Institute for International Economics, American Ditchley Foundation, and the Council on Foreign Relations. He serves as a trustee of the Mayo Foundation and Ford Foundation, and as chairman of the board of Africare.

Ambassador McHenry lives in Washington, D.C.

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Constance Berry Newman is undersecretary of the Smithsonian Institution. She was elected to the Board of Trustees in 1992.

She received an A.B. from Bates College and a B.S. in Law from the University of Minnesota Law School. She was a Woodrow Wilson Visiting Fellow and a member of the Adjunct Faculty at the Kennedy School, Harvard University. She has received Honorary Doctor of Laws from Bates College, Amherst College, and Central State University.

Before joining the Smithsonian, she was director of the Office of Personnel Management from 1989-92. For more than 20 years, she managed public and private organizations. Among her major management positions were: assistant secretary of the United States Department of Housing and Urban Development, director of VISTA, and president of the Newman & Hermanson Company. She was also commissioner and vice-chairman of the Consumer Product Safety Commission.

From 1987-88, Ms. Newman worked for the Government of Lesotho as a cooperative housing foundation consultant to a committee established for the purpose of advising the Ministry of Interior regarding the establishment of a housing corporation to receive World Bank funding.

In 1985, she received the Secretary of Defense Medal for Outstanding Public Service. She is a life member of the National Association for the Advancement of Colored People and has served on numerous civic boards and committees.

Ms. Newman resides in Washington, D.C.

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Maconda Brown O'Connor is vice president of the board of The Brown Foundation, Inc. of Houston, Texas. She joined the Brookings Board of Trustees in May 1991, having previously served from 1986-89.

She received her A.A. degree from Pine Manor College, her B.A. degree from the University of St. Thomas, and an M.S.W. degree from Smith College. She is presently studying for her Ph.D. at Smith College.

Ms. O'Connor is currently a trustee of Baylor College of Medicine and Texas Children's Hospital. She is on the board of directors of Harris County Children's Protective Services, the Mental Health Association of Houston and Harris County, Inc., and the Child Abuse Prevention Network. Ms. O'Connor has been appointed by the Governor to serve on the newly created board of the Texas Department of Protective and Regulatory Services. She is a member of the Child Advocates Inc. Advisory Board. She is also a member of the University of St. Thomas President's Advisory Council, and the Mental Health & Mental Retardation of Harris County Child and Adolescent Advisory Council. She is the current chair of Advisory Board for The Rice University Center for Education.

Ms. O'Connor has also served as vice chairman of the Texas Democratic Executive Committee.

Ms. O'Connor lives in Houston, Texas.

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Samuel Pizar is an international lawyer and a member of the New York, Paris and London Bars. He was elected to the Brookings Board of Trustees in 1990.

He received a B.A. from Melbourne University, an LL.M and doctorate of juridical science from Harvard, a doctorate of law and economics from the Sorbonne, and honorary degrees from Pepperdine and several other universities. He was a Graduate Fellow of Harvard's Russian Research Center, and is a distinguished Fellow of Carnegie-Mellon.

Born in Poland, a survivor of Auschwitz and other Nazi death camps, he was made a U.S. citizen pursuant to a special Act of Congress.

Dr. Pizar has served as counsel to governments, corporations and banks, U.N. agencies and the International Olympic Committee. He has also served as a member of President John F. Kennedy's Task Force on Foreign Economic Policy and as advisor to the State Department, the Senate Committee on Foreign Commerce, and the Joint Economic Committee of Congress.

He presided over the World Colloquium of Nobel Prize Laureates on "Science and Peace" (Paris, 1983) and the International Conferences on East-West Trade and Cooperation of the Management Center (Brussels, 1971-75).

Currently, Dr. Pizar serves on the boards of several American and European corporations and charitable organizations. He is a Knight of the French Legion of Honor, a Commander of the Order of Arts and Letters, and the recipient of the 1988 Elie Wiesel Prize.

His books include *Coexistence and Commerce*, *Of Blood and Hope*, and *La Ressource Humaine*.

Dr. Pizar and his wife, Judith, live in Paris, France.

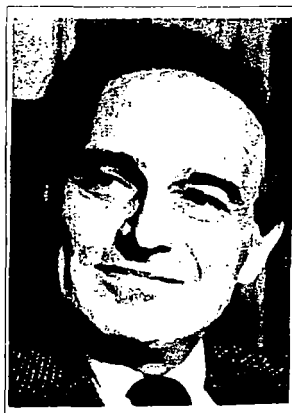
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David Rockefeller, Jr. is chairman of Rockefeller Financial Services, Inc., and immediate past chairman of the Rockefeller Brothers Fund. He was elected to the Brookings Board of Trustees in 1990.

Mr. Rockefeller earned a B.A. from Harvard College, a J.D. from Harvard Law School, and studied economics at Cambridge University.

He is chairman of Recruiting New Teachers, Inc., and is a trustee of the Rockefeller Brothers Fund, the National Center on Education and the Economy, and of the Museum of Modern Art in New York City, where he also chairs the Trustee Committee on Education.

He is a fellow of the American Academy of Arts and Sciences, a member of the Boston Foundation and chair of its Investment Committee, a trustee of the Committee for Economic Development and of the Alaska Conservation Foundation, and a member of Harvard University's Committee on University Resources. He is a member of the Council on Foreign Relations and of the National Committee on U.S.-China Relations.

In the mid-70's, he chaired The Arts, Education and Americans Panel, which produced the book, *Coming to Our Senses: The Significance of the Arts for American Education*. He chairs the North American Nominating Committee for the Praemium Imperiale (Japanese prize for excellence in the arts), is a trustee of the Cantata Singers in Boston, and is a member of the Boston Symphony Orchestra's Tanglewood Committee.

Mr. Rockefeller and his wife, Diana, live in Cambridge, Massachusetts.

David Rockefeller, Jr.

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Howard D. Samuel retired from his position as president of the Industrial Union Department (I.U.D.), a semi-autonomous organization associated with the AFL-CIO, on December 1, 1992. He presently serves as a senior fellow of the Council on Competitiveness and vice president of the Economic Strategy Institute. He has served on the Brookings Board of Trustees since 1988.

He graduated Phi Beta Kappa from Dartmouth College and served in the U.S. Army from 1943-45.

Mr. Samuel began working as an organizer of the Amalgamated Clothing Workers of America (a predecessor of the Amalgamated Clothing and Textile Workers Union) in 1949, and later became vice president. He left the union to serve as deputy undersecretary of labor for International Affairs (1977). He held this position until his election to the I.U.D. (1979).

He has been a member of several government commissions, including the National Manpower Advisory Council, the Commission on Population Growth and the American Future, and the President's Commission on Industrial Competitiveness. He is currently a member of the Defense Science Board.

Mr. Samuel has also served as a trustee or board member of the Carnegie Corporation, Common Cause, and the American Civil Liberties Union.

Mr. Samuel has co-authored (with Professor Stephen K. Bailey) *Congress at Work* and *Government in America*, and was editor of *Toward a Better America*.

Mr. Samuel and his wife, Ruth, live in Chevy Chase, Maryland.

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Ralph S. Saul is former chairman of the CIGNA Corporation. He has served on the Brookings Board of Trustees since 1982 and served as vice chairman from 1985-91.

He is a graduate of the University of Chicago (B.A.) and Yale Law School (LL.B.), and the recipient of numerous honorary degrees.

Mr. Saul joined INA Corporation as vice chairman in 1974, and was elected chief executive officer in 1975, serving in that capacity until 1982, when INA merged with Connecticut General to form CIGNA Corporation. Mr. Saul became chairman and co-chief executive of the merged company. Prior to joining INA, he was chairman of the Management Committee of the First Boston Corporation, a post he assumed in 1971.

He began his career as a foreign service officer with the U.S. Embassy in Prague, Czechoslovakia (1947-48). Following his association with the firm of Lyeth & Voorhees in New York City, Mr. Saul became assistant counsel to the governor of New York State from 1952-54. He then joined RCA as staff attorney. In 1958 Mr. Saul served on the Securities and Exchange Commission and was later named director of the Division of Trading and Markets. In 1965 he became vice president of Investors Diversified Services, Inc. and the following year was elected president of the American Stock Exchange.

Mr. Saul is a director of Sun Company, Inc., Saint Gobain Corporation, Commonwealth Ventures, and New Street Capital Corporation. He is on the board of trustees of the Committee for Economic Development. Mr. Saul is a member of the Regulatory Advisory Committee of the New York Stock Exchange, the American Bar Association, and the Council on Foreign Relations.

Mr. Saul and his wife, Bette, live in Haverford, Pennsylvania.

Ralph S. Saul

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Robert H. Smith is president of Charles E. Smith Construction, Inc. and Charles E. Smith Insurance Agency. He has served on the Brookings Board of Trustees since 1988.

Mr. Smith received his bachelor's degree in accounting from the University of Maryland and a doctor of philosophy, honoris causa, from the Hebrew University of Jerusalem.

He is a trustee of George Washington University and the National Gallery of Art, and is a director of the National Realty Committee, Inc. He is also a life member and former president of the Greater Washington Jewish Community Foundation and a member of the National Executive Committee of the State of Israel Bonds.

Mr. Smith is former chairman of the Board of Governors of the Hebrew University of Jerusalem and also of the State of Israel Bonds, Washington, D.C.

Mr. Smith and his wife, Clarice, live in Crystal City, Virginia.

Robert H. Smith

President

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John D. Zeglis is senior vice president, general counsel and governmental affairs to American Telephone and Telegraph Co. He also is responsible for the company's government and regulatory matters. He was elected to the Brookings Board of Trustees in 1992.

A magna cum laude graduate of Harvard Law School, he served as a senior editor of the Harvard Law Review in his senior year and won a Knox Memorial Fellowship at Harvard for a year of postgraduate study in law and economics in Europe. He spent his undergraduate years at the University of Illinois, where he was valedictorian of his class at the College of Commerce and Business.

He began his career in law in 1973 as an associate with the Sidley & Austin law firm in Chicago. He became a partner in 1978 and served in that capacity until 1984, when he joined AT&T as a corporate vice president and general attorney.

Later in 1984, Mr. Zeglis was named vice president and general counsel for AT&T Technologies, a corporate subsidiary. In 1985, he moved to AT&T Communications, another subsidiary, as vice president and general counsel. He became the company's senior vice president and general counsel in 1986.

He is a member of the American Bar Association and state and local bar associations and professional groups, and he is active in local, cultural and youth affairs. He is a trustee and vice chairman of the George Washington University in Washington, D.C., and also serves on the boards of the National Legal Center for the Public Interest in Washington, the Council for Aid to Education, Inc. in New York City, the Colonial Symphony in Madison, New Jersey, and the American Arbitration Association. He is a director of the Helmerich & Payne Corporation in Tulsa, Oklahoma.

Mr. Zeglis and his wife, Carol, reside in Madison, New Jersey.

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Ezra K. Zilkha is president of Zilkha & Sons, Inc., a private investment company in New York. He has served on the Brookings Board of Trustees since 1984.

He attended the Lycee Francais in Beirut, Lebanon, the English School in Cairo, Egypt, and the Hill School in Pottstown, Pennsylvania. He is a graduate of Wesleyan University.

Mr. Zilkha started his career at Banque Zilkha S.A.E. (Cairo, Egypt), working at the Far East Commodities Corporation and Zilkha & Sons, Inc. In 1968, Mr. Zilkha formed the Fidelity International Bank.

He is a director of CIGNA Corporation, Fortune Bancorp, the Newhall Land and Farming Company, Chicago Milwaukee Corporation, and Cambridge Associates.

Mr. Zilkha is chairman of the International Center for the Disabled, chairman of Union Holdings, Inc., and a trustee of the French Institute and Lycee Francais de New York. He also serves as trustee emeritus of Wesleyan University and as a member of the Council on Foreign Relations.

Mr. Zilkha is a Decorated Chevalier Legion d'Honneur, Officier Ordre National du Merite (France), and was the recipient of an honorary doctor of laws degree from Wesleyan University in 1987. He is also the recipient of the Freedom of the Human Spirit Award of ICD-International Center for the Disabled.

Mr. Zilkha and his wife, Cecile, live in New York City.

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1993**

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President and CEO
James D. Wolfensohn, Inc.

Vincent M. Barnett, Jr., is the James P. Baxter III Professor of History and Public Affairs Emeritus at Williams College. He has served on the Brookings Board of Trustees since 1967 and was elected an honorary Trustee in 1984.

Dr. Barnett holds A.B. and M.A. degrees from UCLA and a Ph.D. from Harvard University. He has received numerous honorary degrees.

Formerly, Dr. Barnett was a resident tutor at the Leverett House and an instructor of history, government, and economics at Harvard University (1937-39). His association with Williams College began in 1939 when he became an instructor of political science. In 1948, Dr. Barnett was appointed professor and chairman of the Political Science Department, and in 1950, he became a David A. Wells Professor of Political Science. From 1952-63, Dr. Barnett served as an A. Barton Hepburn Professor of Government and chairman of the Political Science Department. He served as dean of the college in 1957 and in 1960 was named chairman of the Graduate Center for Development Economics. He was appointed president of Colgate University in 1963, a position he held until 1969 when he became the James P. Baxter III Professor of History and Public Affairs at Williams College.

Among his past affiliations, Dr. Barnett was a special assistant to the director of the Retail Trade Division of O.P.A. (1942-43), vice chairman of the Requirements Committee of the W.P.B. (1943-45), and a visiting professor at UCLA (1948) and Stanford University (1954). He was chief of the program division of a special mission to Italy, E.C.A. (1948-50) and chief of economic affairs at the American Embassy in Rome (1951-53).

He was a technical director of the Ninth American Assembly at Columbia (1956), executive director of Williams College Institute of American Studies (1956-58), a U.S. member of FAO of the U.N. Council (1959-60), and a U.S. liaison officer (1958-60). He served as counselor for economic affairs at the American Embassy in Rome (1958-60), and director of Harvard University, Developmental Advisory Service, Malaysia Project, Kuala Lumpur (1971-72). He was also head of a Ford Foundation advisory team working with the Ministry of Economy, Cairo, Egypt (1976-77).

Dr. Barnett and his wife, Barbara, live in Williamstown, Massachusetts.

Vincent M. Barnett, Jr.

James Phinney Baxter III

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Barton M. Biggs is chairman of Morgan Stanley Asset Management, Inc. He has served on the Brookings Board of Trustees since 1975 and was elected an honorary Trustee in 1984.

Mr. Biggs graduated with distinction from Yale University and the New York University Graduate Business School. He served three years as an officer in the U.S. Marine Corps.

He began his career on Wall Street as an analyst at E.F. Hutton & Company in 1960, and became a partner in 1964. In 1965, he was one of the founders of Fairfield Partners, an investment management firm. He joined Morgan Stanley as a general partner and managing director in 1973, and implemented the firm's entry into the investment research and investment management business. He was director of U.S. research from 1973-1979, and is presently director of Global Research and Strategy. The *Institutional Investor* magazine named him as a strategist to its All American Team ten times.

He is a member of the Management Committee and Executive Committee of the Morgan Stanley Group and serves on its board of directors. He is the chairman of the India Magnum Fund, is a director of the Rand McNally Company, and serves on the Yale Development Board.

He has had articles published in numerous publications, including *Barron's*, *Esquire*, *Harpers*, *Institutional Investor*, and the *Financial Analysts Journal*.

Mr. Biggs and his wife, Judith, live in Greenwich, Connecticut.

Barton M. Biggs

Chairman

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Louis W. Cabot is chairman emeritus of the Cabot Corporation. He has served on the Brookings Board of Trustees since 1962, as chairman from 1986-1992, and is now chairman emeritus.

Mr. Cabot attended Harvard University from which he received his A.B. and M.B.A. degrees. He also received an honorary degree from Norwich University. During World War II, he served as a lieutenant in the U.S. Navy.

Mr. Cabot joined the Cabot Corporation in 1948, was elected president in 1960, and served as chairman from 1969 to 1986. He was a director of Owens-Corning Fiberglas Corporation, R.R. Donnelley & Sons, and Wang Laboratories, Inc. He served as a director (1970-78) and chairman (1975-78) of the Federal Reserve Bank of Boston. He was also a director of the New England Telephone and Telegraph Company (1965-82).

Mr. Cabot is a trustee of Northeastern University and the Boston Museum of Science, and a director of the Foundation for Management Education in Central America. He is a member of the Business Council, the Council on Foreign Relations, and the Corporation of the Massachusetts Institute of Technology. He is a fellow of the American Academy of Arts and Sciences, co-chairman of the President's Circle of the National Academy of Sciences, and a member of Phi Beta Kappa and Sigma Xi.

Mr. Cabot was a member of the Defense Secretary's Base Realignment and Closure Commission (1988) and the President's Blue Ribbon Commission on Defense Management (1985-86). He was chairman of the Committee for the Corporate Support of Private Universities (1977-83), director of the Chamber of Commerce of the United States (1978-83), and the National Council for U.S.-China Trade (1978-82).

He was U.S. Representative for the 15th plenary session of the United Nations Economic Commission for Europe (1960), a member of the Business Ethics Advisory Council of the Department of Commerce (1961-63), and New England chairman of the National Alliance of Businessmen (1968-72). He was a trustee of the Carnegie Corporation of New York (1966-78) and president of the Beverly Hospital (1958-61).

Mr. Cabot and his wife, Maryellen, live in Boston, Massachusetts, and Washington, D.C.

Louis W. Cabot
Chairman Emeritus
The Cabot Corporation
75 State Street
Boston, Massachusetts 02109
(617) 342-6006



Edward W. Carter is chairman of the board emeritus of Carter Hawley Hale Stores, Inc. He has served on the Brookings Board of Trustees since 1961 and was elected an honorary Trustee in 1981.

He received his A.B. degree from the University of California, Los Angeles, his M.B.A. from the Harvard University Graduate School of Business, and his LL.D. from Occidental College.

Mr. Carter is a director emeritus of the Los Angeles Philharmonic Association, SRI International, and the Music Center Opera Association. He is also an honorary director of Southern California Edison Co.

Some of his other affiliations include life trustee of the Los Angeles County Museum of Art, trustee emeritus of Occidental College, and the National Humanities Center. Mr. Carter is a member of the visiting committee of the UCLA Graduate School of Management, the UCLA School of Medicine, and the Rockefeller University Council. He is on the board of advisors of the Council for Financial Aid to Education and the Council of the Woodrow Wilson International Center for Scholars.

Mr. Carter is a member of the Visiting Committee for Art Museums, the Business Council, the Conference Board and the Council on Foreign Relations. He also serves as a director emeritus of the James Irvine Foundation, the Santa Anita Foundation, trustee for the Committee for Economic Development, and chairman emeritus of Rand Corporation and UCLA.

Mr. Carter and his wife, Hannah, live in Los Angeles, California.

Edward W. Carter

Chairman of the Board Emeritus
Carter Hawley Hale Stores, Inc.
12233 West Olympic Boulevard
Suite 320
Los Angeles, California 90064
(310) 826-8929



Frank T. Cary is former chairman of the board and chief executive officer of International Business Machines Corporation. He has served on the Brookings Board of Trustees since 1978 and was elected an honorary Trustee in 1987.

Mr. Cary received a B.S. degree from the University of California, Los Angeles, and an M.B.A. from Stanford University.

He joined IBM as a marketing representative (1948) and subsequently was named to a number of management positions including president of the Data Processing Division (1964), general manager of the Data Processing Group and board of directors (1968), president (1971), chief executive officer (1973-81) and chairman of the board (1973-83).

He is a director of Capital Cities/ABC Inc., Celgene Corporation, DNA Plant Technology, Cygnus Therapeutic Systems Inc., ICOS Corporation, Lexmark International Inc., SPS Transaction Services, Inc., and Lincare Inc. He serves as a member of the Corporation of the Massachusetts Institute of Technology and the Business Council.

Mr. Cary and his wife, Anne, live in Darien, Connecticut.

Frank T. Cary

Retired Chairman of the Board
and Chief Executive Officer
International Business Machines
Corporation
208 Harbor Drive
Stamford, Connecticut 06904
203/352-7676



William T. Coleman, Jr. is a senior partner in the law firm of O'Melveny & Myers. He has served on the Brookings Board of Trustees since 1972 and was elected an honorary Trustee in 1992

Mr. Coleman graduated summa cum laude from the University of Pennsylvania, and magna cum laude from Harvard Law School, where he was a member of the board of editors of the Harvard Law Review and recipient of the Joseph E. Beale Prize. He began his career in 1947 as law secretary to Judge Herbert F. Goodrich of the U.S. Court of Appeals for the Third Circuit. The next year, he became a law clerk to the late U.S. Supreme Court Justice Felix Frankfurter. In 1949, he joined the New York law firm of Paul, Weiss, Rifkind, Wharton & Garrison, and in 1952 returned to his native Philadelphia and joined Dilworth, Paxson, Kalish, Levy & Coleman. Mr. Coleman was one of the authors of the legal brief that persuaded the Supreme Court in 1954 to outlaw segregation in public schools.

Mr. Coleman has held several public service positions including secretary of Transportation under President Ford, member of the U.S. delegation to the 24th session of the United Nations General Assembly in 1969, member of the National Commission on Productivity (1971-72) and member of the Price Commission (1971-73). He was consultant to the U.S. Arms Control and Disarmament Agency (1963-75), senior consultant and counsel to the President's Commission on the Assassination of President Kennedy (1964), and a member of President Eisenhower's Committee on Government Employment Policy (1959-61).

Mr. Coleman presently serves as chairman of the board of the NAACP Legal Defense and Educational Fund. He also serves on the board of directors of New American Holdings and the advisory board of directors of IBM.

He is a member of the American College of Trial Lawyers, the Council on Foreign Relations, the American Law Institute, the American Bar Association, and the Executive Committee of the Trilateral Commission.

Mr. Coleman is a member of the Pennsylvania and District of Columbia Bars. In 1979, the President of France nominated Mr. Coleman as an officer of the National Order of the Legion of Honor.

Mr. Coleman and his wife, Lovida, live in McLean, Virginia.

William T. Coleman, Jr.

Senior Partner

O'Melveny & Myers

555 13th Street, N.W.

Suite 500 West

Washington, D.C. 20004

(202) 383-5325



Lloyd N. Cutler has been a member of the law firm of Wilmer, Cutler & Pickering in Washington, D.C. since 1962. He has served on the Brookings Board of Trustees since 1977 and was elected an honorary Trustee in 1987. He has also served as Chairman of The Brookings Council since 1983.

He received his B.A., LL.B., and an honorary LL.D. from Yale University.

Mr. Cutler has been a member of the Executive Committee of the Lawyers' Committee for Civil Rights Under Law since 1963, and served as co-chairman in 1970-71. He is a member of the Council of the American Law Institute, the American Society of International Law, American Judicature Society, the District of Columbia Bar, the American Bar Association, and the Association of the Bar of the City of New York. He is also one of four State Department appointees to the United States Group of the Permanent Court of Arbitration, The Hague.

He was counsel to the President on ratification of the SALT II Treaty (1979-80), the President's special representative for maritime resource and boundary negotiations with Canada (1977-79), and senior consultant to the President's Commission on Strategic Forces (1983-84). He served as a presidentially-appointed member of the 1985 Quadrennial Commission on Legislative, Executive, and Judicial Salaries, and as chairman of the 1989 commission. He also served as a member of President Bush's Commission on Federal Ethics Law Reform.

He was chairman of the Campaign for Yale (1978-79), director of the American Academy of Political and Social Science (1975-84), and a member of the Yale University Council. Mr. Cutler has also been elected a member of the American Academy of Arts and Sciences and as an Honorary Bencher of the Middle Temple in London.

Mr. Cutler is a member and former director of the Council on Foreign Relations, chairman of the board of the Salzburg Seminar, and co-chairman of the Committee on the Constitutional System. He is currently a director of the National Housing Partnership, the National Corporation for Housing Partnerships, the Baltimore Orioles, and Passamaquoddy Technology.

Mr. Cutler and his wife, Polly, live in Washington, D.C.

Lloyd N. Cutler

Counsel

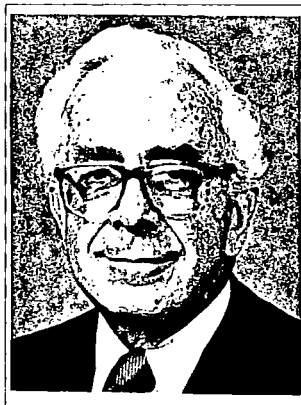
Wilmer, Cutler & Pickering

8th Floor

2445 M Street, N.W.

Washington, D.C. 20037

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Bruce B. Dayton is active in the Minneapolis community. He has served on the Brookings Board of Trustees since 1977 and was elected an honorary Trustee in 1982.

Mr. Dayton received his B.A. degree from Yale University. From 1940-77, Mr. Dayton was associated with the Dayton Company and was a partner of the Dayton Hudson Corporation, a national retail company. From 1965-70, he was president and chief executive officer, at which time he became chairman of the board.

Formerly, Mr. Dayton was chairman of the Federal Reserve Bank of Minneapolis and a director of Honeywell, Inc., First National Bank of Minneapolis, First Bank System, the New York Stock Exchange, Northwestern National Life Insurance Company, and Carnegie Corporation of New York.

He is a trustee of the Minneapolis Institute of Arts.

Mr. Dayton and his wife, Ruth, live in Wayzata, Minnesota.

Bruce B. Dayton

990 Old Long Lake Road
Wayzata, Minnesota 55391
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Douglas Dillon is retired, having served for many years as chairman of the United States and Foreign Securities Corp. and in various capacities, including chairman of Dillon, Read & Co., Inc. He has served on the Brookings Board of Trustees since 1965 and as its chairman from 1968-75. He was elected an honorary Trustee in 1975.

He graduated from Harvard University magna cum laude and has been awarded numerous honorary degrees.

Mr. Dillon served as secretary of the Treasury (1961-65), undersecretary of state (1959-61), undersecretary for economic affairs (1957-59), and ambassador to France (1953-57). In addition, he served as a member, and later as chairman, of the National Museum Services Board and as a member of the National Council on the Arts.

Prior to entering government service, Mr. Dillon was an investment banker and a member of the New York Stock Exchange (1931-1936). During World War II, he served in the U.S. Navy for four years, rising to the rank of lieutenant commander. He is a recipient of the Legion of Merit, the Air Medal, and the Presidential Medal of Freedom.

He has served as president and chairman of the Metropolitan Museum of Art, vice chairman of the Council on Foreign Relations, chairman of the Rockefeller Foundation, and president of the board of overseers of Harvard University.

Mr. Dillon and his wife, Susan, live in Florida.

Douglas Dillon

27th Floor
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New York, New York 10019
(212) 315-8353



Charles W. Duncan, Jr., is primarily engaged in investments. A graduate of Rice University with a chemical engineering degree, he also completed two years of graduate study in management at the University of Texas. He has served on the Brookings Board of Trustees since 1982 and was elected an honorary Trustee in 1992.

Following graduation from Rice University, Mr. Duncan worked as a roustabout and chemical engineer for Humble Oil & Refining Company (Exxon). He served in the U.S. Army Air Force in World War II.

He joined Duncan Foods Company, a coffee roasting firm, in 1947 and was elected president of the company in 1958. Duncan Foods merged with the Coca-Cola Company in 1964, and he was elected to the board of directors at that time. In 1970, he was elected executive vice president of the Coca-Cola Company and, in 1971, became president.

From 1974-76, Mr. Duncan was chairman and director of Rotan Mosle Financial Corp., as well as chairman and director of Robertson Distribution Systems.

He served as deputy secretary of the Department of Defense from 1977-79, and as secretary of the Department of Energy from 1979-81.

He currently serves as a director of American Express Company, Chemical Banking Corporation, the Coca-Cola Company, Panhandle Eastern Corp., Texas Commerce Bancshares, Inc., and United Technologies Corporation. He is chairman of the board of governors at Rice University, and is actively involved with other civic, charitable, and corporate organizations.

Mr. Duncan and his wife, Anne, live in Houston, Texas.

Charles W. Duncan, Jr.
Private Investor
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(713) 226-5020



Robert F. Erburu is chairman and chief executive officer of The Times Mirror Company. He has served on the Brookings Board of Trustees since 1982 and was elected an honorary Trustee in 1991.

He received his bachelor's degree in journalism from the University of Southern California and his J.D. from Harvard Law School. He has received honorary degrees from Loyola Marymount University, University of Southern California, and Hebrew Union College-Jewish Institute of Religion. In 1991, he was elected a fellow of the American Academy of Arts and Sciences.

Mr. Erburu is a director or member of a number of organizations including the Tejon Ranch Company, Business Council, Business Roundtable, California Business Roundtable, Tomas Rivera Center, Council on Foreign Relations, Independent Colleges of Southern California, and Villa I Tatti Council (Harvard University Center for Italian Renaissance Studies in Florence, Italy).

He is vice chairman of the board of trustees of the J.Paul Getty Trust and chairman of the board of trustees of the Huntington Library, Art Collections and Botanical Gardens, having served as a Huntington Trustee since 1981. He serves on the trustee's council of the National Gallery of Art and is a vice chairman of the board of the Los Angeles World Affairs Council. He also serves on the Archdiocesan Finance Council of the Catholic Archdiocese of Los Angeles. His professional memberships include the American Bar Association, the State Bar of California, and the Society of Professional Journalists. He is also a member of the board of seven charitable foundations.

Mr. Erburu has been awarded the American Jewish Committee's Human Relations Award, Brotherhood Award from the National Conference of Christians and Jews, Southern California Region, Bill of Rights Award by the Constitutional Rights Foundation, Asa V. Call Achievement Award from the University of Southern California, Albert Schweitzer Leadership Award from the Hugh O'Brian Youth Foundation, Spirit of Los Angeles Award from the city's Headquarters Association, Isaiah Thomas Award in Newspaper Management from the Rochester Institute of Technology, and Doheny Vision Award from the Luminaires of the Doheny Eye Institute.

Mr. Erburu and his wife, Lois, live in Los Angeles, California.

Robert F. Erburu

Chairman and Chief Executive Officer
The Times Mirror Company
Times Mirror Square
Los Angeles, California 90053
(213) 237-3814



Robert D. Haas is chairman and chief executive officer of Levi Strauss & Company. He served as president and chief executive officer from 1984-89. He has been on the Brookings Board of Trustees since 1982, and was elected an honorary Trustee in 1992.

He is a graduate of the University of California, Berkeley, and received his M.B.A. from the Harvard Graduate School of Business. He served in the Peace Corps on the Ivory Coast from 1964-66 and was a White House Fellow with the Department of Housing and Urban Development from 1968-69.

He is a director of Levi Strauss Associates, Inc., which acquired Levi Strauss & Co. in a leverage buyout in 1985. Prior to joining Levi Strauss & Co. in 1973, he was an associate of the management consulting firm of McKinsey and Company.

Mr. Haas is a member of the Trilateral Commission, the Conference Board, the Council on Foreign Relations, the Bay Area Council, and the California Business Roundtable. He is also a director of the American Manufacturers Association and a trustee of The Ford Foundation.

Mr. Haas and his wife, Colleen, live in Sausalito, California.

Robert D. Haas

Chairman and Chief Executive Officer
Levi Strauss & Company
P.O. Box 7215
San Francisco, California 94120
(415) 544-6133



Andrew Heiskell retired as chairman of the board and chief executive officer of Time, Inc. 1980. He has served on the Brookings Board of Trustees since 1980 and was elected an honorary Trustee in 1985.

Mr. Heiskell is the recipient of numerous honorary degrees. He was educated in Germany, Switzerland, and France. Following his graduation from the University of Paris, he taught science at l'Ecole du Montcel. He attended the Harvard Graduate School of Business and worked as a reporter for the *New York Herald Tribune* before joining Time, Inc.

Mr. Heiskell has held numerous positions with *LIFE*, including assistant general manager, general manager, and publisher. He was elected a vice president of Time, Inc. and later became a member of the board of directors, chairman of the board, and chief executive officer.

Mr. Heiskell was founder and co-chairperson of the National Urban Coalition (1967-79) and a member of the board of directors of the New York Urban Coalition (1967-82). He served as a fellow of Harvard College (1979-89) and was awarded an honorary degree of doctor of laws in 1989. He is chairman emeritus of the New York Public Library and a member of the board of the Bryant Park Restoration Corporation. He is also trustee of the Trust for Cultural Resources of the City of New York and the Enterprise Foundation. He also serves as director and member of the executive committee of People for the American Way and vice chairman of the Vivian Beaumont Theater at Lincoln Center. He is chairman of the executive committee for the American Academy in Rome. He is a member of the board of visitors of the Graduate School and University Center of the City University of New York. In 1982, Mr. Heiskell was appointed chairman of the President's Committee on the Arts and Humanities and served until 1990.

Mr. Heiskell has received such accolades as the Gold Medal Award of Merit from the Wharton School Alumni Society, University of Pennsylvania, "Publisher of the Year" by the executive committee of the Magazine Publishers Association, and the John W. Gardner Leadership Award from Independent Sector. In 1992, the Andrew Heiskell Library for the Blind and Physically Handicapped was named in his honor.

Mr. Heiskell and his wife, Marian, live in New York City.

Andrew Heiskell

Time & Life Building
1271 Avenue of the Americas
Room 4345
New York, New York 10020
(212) 522-3495



Roger W. Heyns retired from his position as president of the William and Flora Hewlett Foundation in Menlo Park, California, on December 31, 1993. He has served on the Brookings Board of Trustees since 1972 and was elected an honorary Trustee in 1983.

Dr. Heyns attended Hope College in Michigan, received his A.B. from Calvin College (Michigan), his M.A. and Ph.D. in social psychology from the University of Michigan. He served in the U.S. Army Air Force from 1942-46.

His academic positions have included instructor, assistant professor, associate professor, and professor of psychology at the University of Michigan (1947-65). While at the university, he was appointed dean of the College of Literature, Science and Arts (1958), and vice president for academic affairs (1962). Dr. Heyns also served as chancellor and professor of psychology at the University of California, Berkeley (1965-71). In 1972, he became president of the American Council on Education and served as such until 1977 when he assumed the presidency of the William and Flora Hewlett Foundation.

Dr. Heyns is a fellow of the American Psychological Association, the American Academy of Arts and Sciences, and a member of the board of directors of the James Irvine Foundation. He is also a member of Phi Beta Kappa, Sigma Xi, and Phi Kappa Phi.

Dr. Heyns and his wife, Esther, live in Atherton, California.

Roger W. Heyns
Retired President
The William and Flora Hewlett Foundation
84 Clay Drive
Atherton, California 94025
(415) 322-9449



Roy M. Huffington has recently returned to Houston, having served from 1990 to 1993 as U.S. Ambassador to Austria. He has now resumed the position of Chairman of the Board and Chief Executive Officer of Roy M. Huffington, Inc., an independent, international oil company. He was re-elected as an Honorary Trustee in 1993, having served previously from 1984 to 1990.

He received a B.S. degree from Southern Methodist University and M.A. and Ph.D. degrees in geology from Harvard University. He subsequently served from Ensign to Lt. Commander with the United States Navy from 1942 to 1945, receiving a Bronze Star with Combat V, and Presidential Unit Citation for his participation with Task Force 58 in the Pacific.

In 1946, he joined Humble Oil and Refining Company as a field geologist, leaving in 1956 to set up his own oil and gas exploration company.

Roy M. Huffington, as an independent, worked mostly in Texas and Louisiana until 1968, when Ambassador Huffington secured a production-sharing contract with the Government of Indonesia. Discoveries in east Kalimantan led to the development of a major, multi-billion dollar LNG export project between Indonesia and Japan. In 1990, all properties of the company were sold to the Chinese Petroleum Corporation of Taiwan.

He has published geologic articles in various professional journals and has received many awards, including the gold Medallion Oil Pioneer Award from the government of the Republic of Indonesia for meritorious services to the oil and gas industry in that country. In 1992, he received the Ambassador the Year award from The Diplomatic Club of Vienna, Austria.

Mr. Huffington, and his wife, Phyllis, reside in Houston, Texas.

Roy M. Huffington

Chairman of the Board and

Chief Executive Officer

Roy M. Huffington, Inc.

6700 First Interstate Bank Plaza

P.O. Box 4337

Houston, Texas 77210

(713)-753-1001



Nannerl O. Keohane is president of Duke University, having joined their faculty in 1993. She has served on the Brookings Board of Trustees since 1990 and was elected an Honorary Trustee in 1993.

Dr. Keohane received a B.A. from Wellesley College, graduating Phi Beta Kappa with honors in political science. She attended Oxford University on a Marshall Scholarship, receiving a B.A.-M.A. with first class honors in philosophy, politics, and economics. She earned her Ph.D. in political science from Yale University. She has also been awarded honorary degrees by Swarthmore, Smith, Babson and Lafayette Colleges, and by Lehigh, Wesleyan and Harvard Universities.

An eminent scholar, author, and political philosopher, Dr. Keohane was inaugurated as president of Wellesley College in 1981, returning to her alma mater after two decades of academic service at Stanford and Swarthmore. She has written extensively in the fields of political philosophy, feminism, and education. She accepted the position of president of Duke University in 1993.

Dr. Keohane sits on the boards of International Business Machines Corporation, the Colonial Williamsburg Foundation, the Massachusetts Institute of Technology Corporation and the Center for Advanced Study in the Behavioral Sciences. She is also a member of the Council on Foreign Relations, the advisory committee to the director of NIH, and a fellow of the American Academy of Arts and Sciences.

Dr. Keohane and her husband, Robert, live in Durham, North Carolina.

Nannerl O. Keohane

President

Duke University

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Durham, North Carolina 27708-0001

(919) 684-2424



James T. Lynn is senior advisor to Lazard Freres & Co., an association which began in November 1992. Earlier that year, he had retired as chairman and chief executive officer of Aetna Life and Casualty Company. He has served on the Brookings Board of Trustees since 1982 and was elected an honorary Trustee in 1988.

Mr. Lynn graduated from Adelbert College of Western Reserve University with a B.A. degree in economics and political science. He received his bachelor of laws degree from the Harvard Law School.

Mr. Lynn started practice with the law firm of Jones, Day, Cockley & Reavis, now called Jones, Day, Reavis & Pogue. He became a partner in 1960. After his government service, he returned to the firm's Washington, D.C. office in 1977. In August 1984, he left to join Aetna.

He served as general counsel of the Department of Commerce in 1969, and became undersecretary in 1971. From 1973-75, he was secretary of the Department of Housing and Urban Development.

During the Ford administration, he was director of the Office of Management and Budget (OMB), an assistant to the president, and a member of his Cabinet.

Mr. Lynn is a director of Pfizer, Inc., and the Committee for a Responsible Federal Budget. He is a member of the Business Council, the Council on Foreign Relations, and the National Research Council's Board on Science, Technology and Economic Policy.

Mr. Lynn and his wife, Joan, live in Bethesda, Maryland.

James T. Lynn
Senior Advisor
Lazard Freres & Co.
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William McChesney Martin, Jr., is the former chairman of the board of governors of the Federal Reserve System. He has served on the Brookings Board of Trustees since 1970 and was elected an honorary Trustee in 1976.

Mr. Martin received his B.A. from Yale University. He was a student at Benton College of Law, St. Louis, and a graduate student at Columbia University. He has received numerous honorary degrees.

Mr. Martin served in the bank examination department of the Federal Reserve Bank of St. Louis (1928-29), then joined A.G. Edwards & Sons as head of the statistics department (1929), and as a partner (1931-38). He was a member of the New York Stock Exchange (1931-38), governor (1935-38), chairman of the Committee on the Constitution, and the secretary of the Conway Committee to Reorganize the Exchange (1937-38). He was named chairman of the board and president pro tem in 1938 and served as president (1938-41).

In 1941 Mr. Martin was drafted under the Selective Service Act as a private in the U.S. Army and rose to the rank of colonel. In 1945, he became a member of the board of directors of the Export-Import Bank. He served as chairman and president of the bank (1945-49), until his appointment as assistant secretary of the Treasury (1949-51) and executive director of the International Bank for Reconstruction and Development (1949-52).

In 1951, Mr. Martin was appointed a member and designated chairman of the board of governors of the Federal Reserve System. He served a 14-year term, beginning in 1956, and was redesignated chairman in 1955, 1959, 1963, and 1967. As chairman, he served on the National Advisory Council on International Monetary and Financial Problems.

Mr. Martin was treasurer of the American National Red Cross, associate trustee of the Battelle Memorial Institute, trustee emeritus of the Berry Schools, as well as trustee and member of the executive and finance committees of the Carnegie Institution of Washington. He is a councillor of the Conference Board, trustee emeritus of International Business Machines Corporation and the National Geographic Society, and former trustee and chairman of the Investment Committee of the Kate Macy Ladd Fund. He also serves as director emeritus of the Atlantic Council of the U.S.

Mr. Martin and his wife, Cynthia, live in Washington, D.C.

William McC. Martin, Jr.
2861 Woodland Drive, N.W.
Washington, D.C. 20008
(202) 234-2323



Robert S. McNamara is a former president of the World Bank Group of Institutions. He has served on the Brookings Board of Trustees since 1968 and was elected an honorary Trustee in 1986.

Mr. McNamara graduated from the University of California where he was elected to Phi Beta Kappa at the end of his sophomore year. He received an M.B.A. degree from the Harvard Graduate School of Business Administration and has received numerous honorary degrees.

In 1939, Mr. McNamara joined the San Francisco office of the accounting firm of Price, Waterhouse and Company. A year later, he returned to Harvard to become assistant professor of business administration. In 1943, he took a leave of absence from Harvard and went to the United Kingdom as a civilian consultant for the U.S. Air Force. Later, he was commissioned a captain in the Air Force while stationed in the United Kingdom and subsequently served in India, China, and the Pacific. He was awarded the Legion of Merit and promoted to lieutenant colonel before going on inactive duty in 1946.

Upon his discharge from the Air Force, Mr. McNamara joined the Ford Motor Company to manage the planning and financial analysis offices. In 1949, he was promoted to comptroller, and in subsequent promotions became assistant general manager, general manager, and vice president of the Ford division. He later became vice president and group executive of the car and truck divisions. In 1957, he was elected a director, and in 1960 he was elected president. Shortly thereafter, he agreed to serve as secretary of Defense for President John F. Kennedy. He served in that capacity until 1968.

Mr. McNamara is a recipient of the Presidential Medal of Freedom with Distinction. He is the author of *The Essence of Security; One Hundred Countries, Two Billion People; The McNamara Years at the World Bank; Blundering Into Disaster: First Century of the Nuclear Age*, and *Out of the Cold*.

Mr. McNamara has served on the boards of Royal Dutch Petroleum, the Bank of America, the Washington Post Company, and Corning Incorporated, among others. In addition, he is associated with a number of non-profit organizations, including the Ford Foundation, World Resources Institute, the Trilateral Commission and the Overseas Development Council.

Mr. McNamara lives in Washington, D.C.

Robert S. McNamara

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Washington, D.C. 20004
(202) 347-2273



Mary Patterson McPherson is president of Bryn Mawr College. She has served on the Brookings Board of Trustees since 1984 and was elected an honorary Trustee in 1990.

She received her A.B. and LL.D. from Smith College, an M.A. from the University of Delaware, and a Ph.D. from Bryn Mawr College. Dr. McPherson holds numerous honorary degrees and is a recipient of the Margareta Anspach Willing Award from the Agnes Irwin School.

Before joining Bryn Mawr College in 1961 as an assistant and fellow in the Department of Philosophy, Dr. McPherson was an instructor in philosophy at the University of Delaware (1959-61). She served as warden of Pembroke East, a graduate student residence hall (1963-66), assistant dean of the college (1964-68), associate dean and lecturer in philosophy (1969-70), dean of the undergraduate college, deputy to the president, and associate professor of philosophy (1970-78). Dr. McPherson was made acting president of Bryn Mawr College in 1976, and became its president in 1978.

Dr. McPherson serves on the board of directors of the Josiah Macy, Jr. Foundation, Bell Telephone Company of Pennsylvania, the Philadelphia Contributorship, The Spencer Foundation, and the Dayton Hudson Corporation. She is on the board of trustees of Amherst College and the Carnegie Corporation of New York. She also serves on the Committee to Support Philadelphia Public Schools.

She is former chairman of the Middle States Accreditation Teams (1973-83), director of the Provident National Corporation (1979-83), the University Museum (1977-79), and the American Council on Education (1979-82). She has previously served on the board of directors of the Phillips Exeter Academy (1973-76), Wilson College (1976-79), International House of Philadelphia (1974-76), Greater Philadelphia Movement (1973-77), the Judicial Inquiry and Review Board of Pennsylvania (1977-79), the University City Science Center (1979-85), the Carnegie Foundation for the Advancement of Teaching (1978-86), the National Humanities Center (1986-91), and Provident National Bank of Philadelphia (1972-1993).

Dr. McPherson lives in Bryn Mawr, Pennsylvania.

Mary Patterson McPherson

President

Bryn Mawr College

Taylor Hall

Bryn Mawr, Pennsylvania 19010

(215) 526-5156



Arjay Miller is dean emeritus of the Graduate School of Business, Stanford University, Stanford, California. He has served on the Brookings Board of Trustees since 1964 and was elected an honorary Trustee in 1985.

Following graduation from the University of California (Los Angeles), Mr. Miller spent three years at the University of California (Berkeley) as a graduate student and teaching fellow. He holds honorary LL.D. degrees from UCLA, University of Nebraska, Washington University (St. Louis), Whitman College, and Ripon College. During World War II, he served in the U.S. Army Air Force.

Following the war, he spent 23 years with the Ford Motor Company, including five years as president beginning in 1963. He served as dean and professor of Management of the Stanford Graduate School of Business (1969-79).

He is a member of the board of directors of the William and Flora Hewlett Foundation and the Bay Area Council. He is also a fellow of the American Academy of Arts and Sciences, councillor of the Conference Board, a life trustee of the Urban Institute, and director emeritus of SRI International. He is a retired board member of Ford Motor Company, the Washington Post Company, Santa Fe Southern Pacific Company, Litton Industries, Inc., Levi Strauss and Company, Trans World Corporation, Trans World Airline., Inc., Utah International Company, Chronical Publishing Company, and Wells Fargo Bank.

Mr. Miller and his wife, Fran, live in Woodside, California.

Arjay Miller
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Woodside, California 94062
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Donald S. Perkins is former chairman of Jewel Companies. He has served on the Brookings Board of Trustees since 1978 and was elected an honorary Trustee in 1990.

Mr. Perkins graduated from Yale University and the Harvard Business School. He served in the U.S. Merchant Marines in the mid-1940's and the U.S. Air Force in the early 1950's.

Mr. Perkins started as a trainee with the Jewel Tea Company in 1953. He was elected vice president in 1960, executive vice president three years later, president in 1965, and chairman and chief executive officer in 1970. He retired from Jewel Companies, Inc. management in 1980 and its Board in 1983.

Mr. Perkins is a director of the American Telephone & Telegraph Company, Aon Corporation, Cummins Engine Company, Illinois Power Company, Inland Steel Industries, Inc., K-Mart Corporation, LaSalle Street Fund, The Putnam Funds, Springs Industries, TBG, Inc., and Time Warner Incorporated.

Mr. Perkins is a member of the board of directors of Associates of Harvard Business School, the Business Council, the Civic Committee of the Commercial Club of Chicago, the Golden Apple Foundation, and Leadership for Quality Education. He is a member of the Spencer Stuart Advisory Board.

He is a trustee and vice chairman of Northwestern University, and is chairman of the National Advisory Council to Northwestern University School of Speech, and the Hospital Research and Educational Trust, and honorary chairman of the Illinois Coalition. In 1990, he recieved the honor of Executive of the Year from the Training Alliance of Chicago, and in 1989, received Citizen of the Year from the City Club of Chicago.

Mr. Perkins and his wife, Jane, live in Winnetka, Illinois.

Donald S. Perkins
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J. Woodward Redmond is president of J.W. Redmond & Company, an investment counseling firm in Washington, D.C. He founded the company in 1960. He has served on the Brookings Board of Trustees since 1964 and was elected an honorary Trustee in 1989.

Mr. Redmond attended Harvard College. From 1942-45, he was in the U.S. Army Air Corps where he attained the rank of captain in 1945. He received the Distinguished Flying Cross and Air Medal with Four Oak Leaf Clusters.

Mr. Redmond spent five years with the Westinghouse Electric Corporation as budget administrator for the Atomic Power Division. In 1953, he joined the investment banking firm of Goodwyn & Olds in Washington, D.C. In 1956, Goodwyn & Olds merged with Mackall & Coe where Mr. Redmond served as general partner until 1958. From 1958-60, he was manager of the Washington office of deVegh & Company.

Recently, J.W. Redmond and Co. has become associated with the Fiduciary Trust Company International of New York.

Mr. Redmond is a member of the Metropolitan Club, the Chevy Chase Club, the River Club, and the Burning Tree Club.

Mr. Redmond and his wife, Elizabeth, reside in Washington, D.C.

J. Woodward Redmond

President

J. W. Redmond & Company

1750 Pennsylvania Avenue, N.W.

Suite 300

Washington, D.C. 20006

(202) 393-7900



Charles W. Robinson is chairman of Energy Transition Corporation. He has served on the Brookings Board of Trustees since 1977 and was elected an honorary Trustee in 1984.

He studied international economics at the University of California (Berkeley) where he graduated cum laude. He served in the U.S. Navy from 1941-46. He received his M.B.A. from Stanford University Graduate School of Business.

Mr. Robinson's career spans industry, government service, and investment banking. In private industry, he has had more than 25 years of experience in the areas of natural resources, energy, and foreign trade. He was president of Marcona Corporation in San Francisco from 1964-74.

In 1974, Mr. Robinson was appointed under secretary of state for economic affairs and in 1976 became deputy secretary of state. He negotiated the Soviet Grain Agreement, headed the U.S. delegation to international economic conferences in Paris and Nairobi, participated in the development of international energy and nuclear proliferation policies, and urged more effective coordination of economic programs among the industrialized nations. He also encouraged multinational companies to adopt suitable codes of ethics, a position he first advanced in 1960 as chairman of the Pacific Basin Economic Council.

He is founding chairman of the ASEAN-U.S. Business Council. He was a member of the Trilateral Commission at its founding in 1973, rejoined the commission following the completion of his career in government service in 1977, and retired in 1991. He joined Kuhn Loeb & Co., Inc. as senior managing director, and in 1978 became vice chairman of the Board of Blyth Eastman Dillon & Co., Inc. In 1979, Mr. Robinson became chairman of Energy Transition Corporation.

He serves on the boards of Northrop Corporation, NIKE, Inc., the Allen Group, and is a member of the Council on Foreign Relations.

He has also served on the boards of the Inter-American Foundation, the Council on U.S.-China Trade, Japan Society, Inc., and as chairman of the Pacific Basin Economic Council and the Business Council for International Understanding. He was vice chairman of the Advisory Council on U.S.-Japan Economic Relations and a member of the board of the Overseas Development Council.

Mr. Robinson and his wife, Mara, live in Santa Fe, New Mexico.

Charles W. Robinson
Chairman
Energy Transition Corporation
P. O. Box 2224
Santa Fe, New Mexico 87504
(505) 988-5589



James D. Robinson III, former chairman of the board and chief executive officer of American Express Company, is president of J.D. ROBINSON INC. He has served on the Brookings Board of Trustees since 1978. He was elected an honorary Trustee in 1993.

He is a graduate of the Georgia Institute of Technology, and received his M.B.A. from Harvard Graduate School of Business Administration. Mr. Robinson also served as an officer in the U.S. Naval Supply Corps (1957-59).

Mr. Robinson was an officer in various departments at Morgan Guaranty Trust Company (1961-66) and became assistant vice president and staff assistant to the chairman and the president in 1967. In 1968 he became a general partner in the Corporate Finance Department of White, Weld & Co., and in 1970, he joined the American Express Company. Mr. Robinson was executive vice president of American Express Company and president and chief executive officer of American Express International Banking Corporation from 1971-73. He served as executive vice president with responsibilities for travel-related services, director of American Express Bank Ltd., and chairman of the American Express Credit Corporation (1973-75). In 1975, he was elected president of American Express Company. In 1977, he was elected chairman and chief executive officer, and served as such until 1993.

Mr. Robinson is a director of Bristol-Myers Squibb Company, Union Pacific Corporation, Coca-Cola Company, First Data Corporation, and SCI Television, Inc. He is director and former chairman of the New York City Partnership and the New York Chamber of Commerce and Industry. He is chairman of the board of overseers and board of managers for the Memorial Sloan-Kettering Cancer Center. He is a member of the Council on Foreign Relations, the Economic Club of New York, the Governor's Council on Fiscal and Economic Priorities, and the Business Council. He is chairman of the Advisory Committee for Trade Policy and Negotiations. He served as co-chairman of the Business Roundtable and vice chairman of the board of governors for the United Way of America. He was a director of American Express Company, American Express Bank Ltd., Shearson Lehman Brothers Holdings Inc., and various other subsidiaries of American Express Company.

Mr. Robinson and his wife, Linda, live in New York.

James D. Robinson III
President
J.D. ROBINSON INC.
126 East 56th Street
26th Floor
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(212) 909-0809



Robert V. Roosa retired from the private banking firm of Brown Brothers Harriman & Co. at the end of 1991. From 1975-86, he served as chairman of the board at the Brookings Institution. He has served on the Brookings Board of Trustees since 1975 and was elected an honorary Trustee in 1988.

He received his bachelor's, master's, and Ph.D. from the University of Michigan. He also received an honorary D.Sc. (business administration) from the University of Michigan, and honorary LL.D.'s from Wesleyan University and Williams College.

During World War II, Mr. Roosa served in the U.S. Army for three years, including one year on General Bradley's staff, and ending as captain in the Office of Strategic Services. Before entering the service, he taught various courses in economics at the University of Michigan, Harvard, and M.I.T. (1939-43).

Prior to joining Brown Brothers Harriman & Co. in 1965, he was undersecretary of the Treasury for monetary affairs (1961-64). Preceding that, he was with the Federal Reserve Bank of New York for 15 years, having become a vice president in 1956.

In 1984, Mr. Roosa received the First Class Order of the Sacred Treasure from the Emperor of Japan.

Mr. Roosa lives in Harrison, New York.

Robert V. Roosa

59 Wall Street

New York, New York 10005

(212) 493-7844



B. Francis Saul II is the president and chairman of B. F. Saul Company, a Chevy Chase-based real estate company, and chairman, chief executive officer, and founder of Chevy Chase Savings Bank, FSB. He has served on the Brookings Board of Trustees since 1987. He was elected an honorary Trustee in 1993.

He is a graduate of Villanova University (B.S.), and the University of Virginia Law School. He was admitted to the District of Columbia Bar in 1959. In 1989, he was awarded an honoris causa doctor of commercial science degree from Villanova University.

He is former chairman of First American Bankshares, Inc., and past president of both the Mortgage Bankers Association of Metropolitan Washington and the National Association of Real Estate Investment Trusts.

Mr. Saul is a trustee of the National Geographic Society. He serves as a director of Colonial Williamsburg Hotel Properties, Inc., the District of Columbia Chapter of the American Red Cross, and the Wadsworth Preservation Trust. He is Chairman of the Folger Library Committee, and a member of the Visiting Committee to the School of Architecture of the University of Virginia. He also serves as a member of the Finance Committee for the Archdiocese of Washington.

He is a former trustee of the Corcoran Gallery of Art and past director of the Madeira School, Montgomery County Historical Society, United World College of the American West, and Portsmouth Abbey School

Mr. Saul and his wife, Elizabeth Patricia, live in Chevy Chase, Maryland.

B. Francis Saul II
President and Chairman
B. F. Saul Company
8401 Connecticut Avenue
Chevy Chase, Maryland 20815
(301) 986-6351



Henry B. Schacht is chairman of the board and chief executive officer of Cummins Engine Company, Inc. He has served on the Brookings Board of Trustees since 1979 and was elected an honorary Trustee in 1991.

He received his bachelor's degree from Yale University and an M.B.A. from Harvard Business School.

Mr. Schacht was with the American Brake Shoe Company (1956), served in the U.S. Navy (1957-60), and in 1962 joined Irwin Management Company. In 1964, Mr. Schacht was appointed vice president-finance at Cummins Engine Company, Inc. He became vice president and central area manager-international (1966), group vice president-international and subsidiaries (1967), president (1969), president and chief executive officer (1973), and chairman and chief executive officer (1977).

Mr. Schacht is a director of the Chase Manhattan Bank, N.A., the Chase Manhattan Corporation, American Telephone and Telegraph Company, and CBS, Inc. He is a trustee of the Yale Corporation, the Committee for Economic Development, and the Business Enterprise Trust. He is chairman of trustees for The Ford Foundation and a member of the Council on Foreign Relations, the Harvard Business School Associates, the Business Council, the Business Roundtable, and a senior member of the Conference Board.

Mr. Schacht and his wife, Nancy, live in Columbus, Indiana.

Henry B. Schacht

Chairman of the Board and
Chief Executive Officer
Cummins Engine Company, Inc.
Box 3005
Columbus, Indiana 47202-3005
(812) 377-3164



Gerard C. Smith is former president of the Consultants International Group, Inc., and former chairman of the board of the Arms Control Association. He has served on the Brookings Board of Trustees since 1973 and was elected an honorary Trustee in 1984.

He is a graduate of Yale University (B.A., LL.B) and the recipient of numerous honorary degrees.

Ambassador Smith published *Interplay Magazine* (1963-67) and has held several government positions including assistant secretary of state, director of the policy planning staff, and special assistant for atomic energy affairs for Secretary of State John Foster Dulles. He served as director of the Arms Control and Disarmament Agency and chief of the SALT I delegation (1970-73). In 1973, he received the Medal of Merit from Yale University Law School.

He was ambassador-at-large and presidential special representative for nonproliferation (1977-80). His book, *Doubletalk: The Story of SALT I*, was published in 1980. In 1981 he was awarded the Presidential Medal of Freedom, the nation's highest civilian award.

He was a trustee of Catholic University, a member of the advisory boards to Johns Hopkins University School for Advanced International Studies, the General Advisory Committee on Arms Control and Disarmament, as well as a director of the American Security Bank.

Ambassador Smith lives in Easton, Maryland.

Gerard C. Smith
Ratcliffe Manor
P.O. Box 357
Easton, Maryland 21601
(410) 820-7658



Robert Brookings Smith is a private investor in St. Louis, Missouri, and managing partner of Common Bond Associates, a research and development partnership. He has served on the Brookings Board of Trustees since 1951 and served as vice chairman from 1955-67. He was elected an honorary Trustee in 1973.

Mr. Smith attended Princeton University. He was a commander in the U.S. Naval Reserve.

He was with the investment banking firm of Smith, Moore & Co. (St. Louis) from 1925-56, and became a partner specializing in formation of new enterprises in 1928, and a limited partner from 1952-56. Mr. Smith was vice chairman of the board of Mercantile Trust Company (St. Louis) from 1956-68. In 1953, he was a special consultant in the liquidation of the Reconstruction Finance Corporation (Washington).

Mr. Smith is trustee emeritus of Washington University (St. Louis) and the Missouri Botanical Gardens (St. Louis).

Mr. Smith has memberships in the following clubs: St. Louis Country, University, Noonday (St. Louis), and Nantucket Yacht (Massachusetts).

Mr. Smith and his wife, Nancy, live in St. Louis, Missouri.

Robert Brookings Smith

1034 S. Brentwood Boulevard

Suite 1900

St. Louis, Missouri 63117

(314) 862-1150



Morris Tanenbaum is the retired vice chairman and chief financial officer of AT&T. He has served on the Brookings Board of Trustees since 1982 and was elected an honorary Trustee in 1991.

Mr. Tanenbaum earned a B.A. in chemistry from Johns Hopkins University, and a Ph.D. in physical chemistry from Princeton University. In 1952, he became a member of the technical staff of Bell Telephone Laboratories, became department head of the research division in 1955, and director of the Solid State Device Laboratory in 1962.

In 1964, he became director of research and development for the Western Electric Company, where he held a number of positions.

Mr. Tanenbaum was appointed vice president of engineering and network services for AT&T in 1976. In 1978, he was named president of New Jersey Bell Telephone Company. He returned to AT&T in 1980 as executive vice president—corporate affairs and planning, and in 1984, became the first chairman and chief executive officer of AT&T Communications. He also served as executive vice president of AT&T and became the chief financial officer in 1988.

The holder of seven patents and a contributor to numerous books and technical journals, Mr. Tanenbaum developed the first silicon diffused base transistors and pnpn diodes, and served as the leader of the group that discovered practical materials for superconducting magnets.

He is vice chairman of the board of trustees of Johns Hopkins University, a trustee of Massachusetts Institute of Technology, Battelle Memorial Institute, the Educational Broadcasting Corporation, the Philharmonic Symphony Society of New York, and the New Jersey Center for the Performing Arts Corporation. He serves on the board of directors of American Cyanamid Company, American Electric Power Co., and the Cabot Corporation. He is a trustee emeritus of Tufts University. Mr. Tanenbaum is a fellow of the Institute of Electrical and Electronics Engineers, American Physical Society, American Academy of Arts and Sciences, and American Association for the Advancement of Science. He is vice president of the National Academy of Engineering. He is also a member of the American Chemical Society, the Metallurgical Society of AIME, Phi Beta Kappa, Sigma Xi, Phi Lambda Upsilon, and Omicron Delta Kappa.

Mr. Tanenbaum and his wife, Charlotte, live in Short Hills, New Jersey.

Morris Tanenbaum

Retired Vice Chairman and Chief

Financial Officer

AT&T

74 Falmouth Street

Short Hills, New Jersey 07078

(201) 376-5393



James D. Wolfensohn is president and chief executive of The John F. Kennedy Center for the Performing Arts, having been elected to the position by the Center's Board on March 23, 1990. He has been on the Brookings Board of Trustees since 1983 and was elected an honorary Trustee in 1990.

Mr. Wolfensohn holds B.A. and LL.B. degrees from the University of Sydney and an M.B.A. degree from the Harvard Graduate School of Business.

Before attending Harvard, he was an attorney in the Australian law firm of Allen Allen & Hemsley. He served as a Royal Australian Air Force Flying Officer, and in 1956, was a member of the Australian Olympic Fencing Team.

Mr. Wolfensohn, who is an investment banker, has a long and distinguished record of public service, particularly in his support of the arts. He serves as chairman of the Institute for Advanced Study at Princeton. He is past president of the International Federation of Multiple Sclerosis Societies, and a trustee of the Howard Hughes Medical Institute and Rockefeller University. He is a chairman emeritus of the board of Carnegie Hall and formerly a member of the board and chairman of the Finance Committee of the Rockefeller Foundation.

Mr. Wolfensohn is president and chief executive officer of James D. Wolfensohn Incorporated, and has extensive professional experience in investment banking and corporate finance, both domestic and international. He was previously an executive partner of Salomon Brothers, New York, and head of its Corporate Finance Group. He served as executive deputy chairman and principal executive officer of Schroders Limited, London, president and chief executive officer of J. Henry Schroder Banking Corporation and Schroder Trust Company, New York, and managing director of Darling & Company, Australia. Mr. Wolfensohn is a director of CBS Inc. and of Continental Grain Company. He is a member of the Australian Club in Sydney, the Council on Foreign Relations, and the Century Association in New York. Mr. Wolfensohn is also a cellist.

Mr. Wolfensohn and his wife, Elaine, live in New York City.

James D. Wolfensohn
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Officers of The Brookings Institution

John M. Hills is vice president - External Affairs for The Brookings Institution.

Mr. Hills earned a B.B.A. from Nichols College in Dudley, Massachusetts and now serves on their board of trustees.

Before coming to Brookings in 1986, Mr. Hills served as vice president, resource development, at Roanoke College in Salem, Virginia. From 1974-77, he worked at the University of Maryland, College Park, as director of development and major resources. Mr. Hills served as regional director, Washington metropolitan region, for Georgetown University, from 1972-74, and as director of alumni relations and assistant director of admissions at Nichols College from 1969-72.

Mr. Hills is a member of the Council for Advancement and Support of Education, the Metropolitan Club of Washington, the National Society of Fund Raising Executives, the Higher Education Roundtable, and the Lamplighters. He is also on the board of advisors for the Phoenix Society, Georgetown University Law Center. He is a former board member for the Mill Mountain Theatre, the Roanoke Valley Chamber of Commerce, and the Roanoke Valley American Red Cross.

Mr. Hills and his wife, Irene, reside in Alexandria, Virginia.

John M. Hills

Vice President, External Affairs
The Brookings Institution
1775 Massachusetts Avenue, N.W.
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Kathryn Grunz Verba was appointed assistant corporate secretary for The Brookings Institution in July 1992.

She is a graduate of the University of Missouri-St. Louis where she earned a B.A. She also attended Cleveland State University. Mrs. Verba has a life certification to teach social studies and has attended numerous management seminars.

Ms. Verba started her career at Brookings in 1981 in the External Affairs Department. In 1983, she began working with the Board of Trustees as assistant to the corporate secretary. From 1984 to 1986, she was the manager of donor relations in the development office of the Washington Cathedral, and returned to Brookings as the administrative associate in External Affairs in 1986.

She is a member of Council for Advancement and Support of Education.

Ms. Verba lives in Falls Church, Virginia.

Kathryn Grunz Verba

Assistant Corporate Secretary
The Brookings Institution
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Julie Englund is treasurer and director of Finance and Administration for The Brookings Institution, having joined the staff in 1993.

She earned a bachelor's degree from Briarcliff College, graduating magna cum laude. At Harvard University, she earned a master's degree in city planning and a doctoral degree in education administration, planning, and social policy.

Before coming to Brookings, Ms. Englund served as senior vice president for Finance, Administration, and Membership for the Council for Advancement and Support of Education (CASE) in Washington, D.C. from 1989-1993. From 1985-1989, she served as associate vice president and faculty member, teaching graduate courses in public administration and management, at Hood College in Frederick, Maryland.

She has also served in the former U.S. Department of Health, Education, and Welfare in the Office of the Secretary and as special assistant to the U.S. Commissioner of Education from 1971-1974. In addition, she served as a program director and in other management positions in the U.S. Department of Education from 1974-1985.

She is a founding member of the Harvard Graduate School of Education D.C. Alumni Association, served as an elected member of the Harvard Graduate School of Education Alumni Council, and is an active volunteer.

Ms. Englund and her husband, Brian Fitzgerald, reside in Silver Spring, Maryland.

Julie Englund

Treasurer and Director of Finance
and Administration
The Brookings Institution
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March 1
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Ken Flamm
(Principal Deputy Assistant Secretary of Defense for Economic Security)

Senior Fellow in Foreign Policy Studies

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(Ass't Secretary of Defense for Personnel and Readiness)

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REMARKS: ☐ Urgent ☐ For your review ☐ Reply ASAP ☐ Please comment

Meeghan ~~De~~ asked me
to send you this -