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BOARD OF GOVERNORS
OF THE
FEDERAL RESERVE SYSTEM
WASHINGTON, D. C. 20551

ADDRESS OFFICIAL CORRESPONDENCE
TO THE BOARD

February 15, 2017

Mr. John Greenewald
The Black Vault

[REDACTED]
[REDACTED]

Re: Freedom of Information Act Request Nos. 2016-0265 and 0266

Dear Mr. Greenewald:

This is in response to your email messages dated July 23, 2016, and received by the Board's Freedom of Information Office July 25. Pursuant to the Freedom of Information Act ("FOIA"), 5 U.S.C. § 552, you request the following documents for the entire time that Chair Yellen has served as chair of the Federal Reserve:

records, electronic or otherwise, of all e-mails sent to or from, Chair of the Federal Reserve Janet Yellen, which contain the word "CLINTON"[]; and]

records, electronic or otherwise, of all e-mails sent to or from, Chair of the Federal Reserve Janet Yellen, which contain the word "TRUMP."

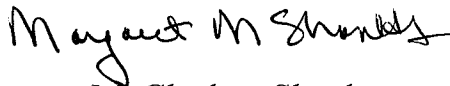
Staff searched Board records and located documents responsive to your request.¹ I have determined, however, that the responsive documents contain the following kinds of exempt information: (1) confidential proprietary information (such as an unofficial hearing transcript obtained from a commercial vendor and a draft article/book); (2) predecisional staff communications (such as a staff briefing and staff recommendations); and (3) nonpublic personal information (such as nonpublic personal communications, a personal email address, and a user name and password) the release of which would not shed any further light on the agency's performance of its statutory duties. Such information is exempt from disclosure and

¹ Please be advised that Board staff considered responsive emails to be those that contained references to Hillary Clinton, Bill Clinton, and/or Donald Trump. Board staff did not consider emails to be responsive if they contained references to other individuals with the first or last name Clinton; to Clinton, New Jersey; or to various forms of the word trump that are unrelated to Donald Trump. Additionally, Board staff did not consider the routine circulation of daily news stories to be responsive.

will be withheld from you pursuant to exemptions 4, 5, and 6 of the FOIA, respectively, 5 U.S.C. §§ 552 (b)(4), (b)(5), and (b)(6). The documents containing exempt information were reviewed, consistent with the requirements of subsection (b) of the FOIA, 5 U.S.C. § 552(b), and all reasonably segregable nonexempt information will be provided to you. Approximately 147 pages of responsive documents will be provided to you in full or in part. Approximately 15 pages that contain the word "Clinton"² and 3 pages that contain the word "Trump" will be withheld in full.

For the reasons stated above, your request is granted in part and denied in part. The Board's Freedom of Information office will provide you with the documents being made available under separate cover. If you believe you have a legal right to any information that is being withheld, you may administratively appeal this determination by writing to Freedom of Information Office, Board of Governors of the Federal Reserve System, 20th Street & Constitution Avenue NW, Washington DC 20551; by facsimile to 202-872-7565; or electronically, to FOIA-Appeals@frb.gov. Your appeal must be postmarked or electronically transmitted within 90 days of the date of the response to your request.³

Very truly yours,



Margaret McCloskey Shanks
Deputy Secretary of the Board

² The majority of these are references to individuals who worked at one time in the Clinton Administration.

³ As an alternative to an administrative appeal, you may contact our FOIA Public Liaison at 202-452-2200 for further assistance. Additionally, you may contact the Office of Government Information Services (OGIS) at the National Archives and Records Administration to inquire about the FOIA mediation services they offer. The contact information for OGIS is as follows: Office of Government Information Services, National Archives and Records Administration, 8601 Adelphi Road-OGIS, College Park, MD 20740-6001; e-mail at ogis@nara.gov; telephone at 202-741-5770 or toll free at 1-877-684-6448; or facsimile at 202-741-5769.

From: [Michelle Smith](#)
To: [Janet Yellen](#); [Linda Robertson](#)
Subject: WH answer on Trump
Date: Wednesday, November 04, 2015 7:03:43 AM

White House: We Don't Tell Janet Yellen What to Do

GOP presidential hopeful Donald Trump on Tuesday accused Janet Yellen of **holding down interest rates at the request of President Obama**, “because he wants to be out playing golf in a year from now and he wants to be doing other things and he doesn’t want to see a big bubble burst during his administration.” Asked whether that is true, White House press secretary Josh Earnest told reporters, “Of course not.” The Fed had no comment on Mr. Trump’s remarks.

From: [Michelle Smith](#)
To: [Janet Yellen](#)
Subject: Re: WSJ request / Janet Yellen -FRSONLY-
Date: Friday, June 20, 2014 5:17:10 PM

Here's her nice note back:

You're correct, Michelle, I'm not surprised. Since we have photos of her in the clothes and will mention that she testified in a McLemore jacket, would you be sure she knows about the story so she won't be blindsided? (b)(6)

All best,
Christina

(b)(5)

----- Original Message -----

From: Eric Kollig
Sent: Thursday, June 19, 2014 04:29 PM Eastern Standard Time
To: Michelle Smith
Subject: FW: WSJ request / Janet Yellen

Hi Michelle -- this request came in for Chair Yellen, so I wanted to get it to you. Please let me know if I can help at all. Thanks very much!

-----Original Message-----

From: Binkley, Christina [<mailto:Christina.Binkley@wsj.com>]

Sent: Thursday, June 19, 2014 4:25 PM

To: Eric Kollig

Subject: WSJ request / Janet Yellen

Hi Eric,

As I mentioned a moment ago, I'm writing a story about Nina McLemore, a fashion designer whose clothes are worn by a lot of powerful women including Janet Yellen, Elizabeth Warren, Elena Kagan, Doris Kearns Goodwin, and Hillary Clinton. (But not by Beyonce.) I'm reaching out to ask why they choose Nina McLemore's apparel, and of course, to confirm that they do wear it.

I am fully aware that many of these women might rather walk on hot coals than talk about clothing. But my point in this piece is that there is a look of leadership for women, and it isn't a look we'll find on red carpets. Nina McLemore is a former executive who launched her company because she saw the fashion industry wasn't creating apparel for female leaders.

Would you ask Ms. Yellen to consider commenting on Nina McLemore? You can email me or reach me by phone: (b)(6)

Thanks and best,

Christina

Christina Binkley
The Wall Street Journal
christina.binkley@wsj.com
@BinkleyOnStyle

From: [Michelle Smith](#)
To: [Janet Yellen](#)
Cc: [David Skidmore](#); [Linda Robertson](#)
Subject: Fw: Trump comment?
Date: Tuesday, November 03, 2015 12:42:08 PM

(b)(5)

From: Leubsdorf, Ben <ben.leubsdorf@dowjones.com>
Sent: Tuesday, November 3, 2015 12:02 PM
To: Michelle Smith
Cc: David Skidmore
Subject: Re: Trump comment?

OK, thanks.

On Tue, Nov 3, 2015 at 11:58 AM, Michelle Smith <michelle.a.smith@frb.gov> wrote:

I don't think we'll have anything for you but we'll be back in touch.

From: Leubsdorf, Ben
Sent: Tuesday, November 3, 2015 11:57 AM
To: Michelle Smith; David Skidmore
Subject: Trump comment?

Hi Michelle and Dave,

Don't shoot the messenger, but Donald Trump just commented on the Fed and Chair Yellen at a press conference, and I wanted to touch base to see if you have any comment or response.

Here's a partial transcript, after he was asked whether the Fed should raise rates: "They are not raising them because Obama has asked them not to raise them. In my opinion, he wants to get out of office because we are in a bubble and when those rates are raised, [a] lot of bad things are going to happen or potentially going to happen. And in my opinion, Janet Yellen is highly political and she's not raising rates for a very specific reason, because Obama told her not to, because he wants to be out playing golf in a year from now and he wants to be doing other things and he doesn't want to see a big bubble burst during his administration. Janet Yellen should have raised the rates. She's not doing it because the Obama administration and the president doesn't want her to."

Please let me know if you have any comment/response. Thanks.

-Ben

--

Ben Leubsdorf
The Wall Street Journal | Washington, D.C.
[202-862-6687](tel:202-862-6687) (desk)

(b)(6) (cell)
Ben.Leubsdorf@wsj.com
@BenLeubsdorf

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Ben Leubsdorf
The Wall Street Journal | Washington, D.C.
202-862-6687 (desk)
(b)(6) (cell)
Ben.Leubsdorf@wsj.com
@BenLeubsdorf

From: [Carnegie Endowment for International Peace](#)
To: [Janet Yellen](#)
Subject: Book Launch: From Silk to Silicon
Date: Wednesday, February 03, 2016 12:20:34 PM

THE GLOBAL THINK TANK

Carnegie Endowment for International Peace



YOU ARE INVITED TO ATTEND THE LAUNCH OF

From Silk to Silicon: The Story of Globalization Through Ten Extraordinary Lives

EVENT DETAILS

DATE Thursday, March 3, 2016
TIME 5:30 to 8:00 p.m.
LOCATION 1779 Massachusetts Avenue NW, Washington, DC 20036
INTRODUCTION William J. Burns
SPEAKERS Thomas L. Friedman, Jeffrey E. Garten
CONTACT Adam Cohen
+1 202 939 2258 | acohen@ceip.org

Transformational trends including globalization and the rise of new powers; climate change and humanitarian disaster; technological breakthrough; and economic booms and income inequality all appear both revolutionary and daunting. What impact can a single person hope to make in the face of such forces? The answer is: a lot.

In his new book, [*From Silk to Silicon: The Story of Globalization Through Ten Extraordinary Lives*](#), Jeffrey E. Garten chronicles ten individuals over the last one thousand years—since the era of Genghis Khan—from all walks of life and every corner of the globe whose feats forever changed the world and continue to shape our lives today. How they achieved their goals and the outcomes they ushered in, for better and for worse, provide critical insights into

harnessing change in modern times.

REGISTER

ADD TO CALENDAR

Please join Carnegie for a conversation between Jeffrey E. Garten and Thomas L. Friedman to celebrate the launch of Garten's book. Carnegie President William J. Burns will introduce.

Registration will begin at 5:30 p.m., and the program will begin at 6:00 p.m. A reception will follow at 7:15 p.m. Copies of the book will be available for purchase at this event.

Introduction

William J. Burns is president of the Carnegie Endowment for International Peace. He previously served as U.S. deputy secretary of state.

Speakers

Thomas L. Friedman is an internationally renowned author, reporter, and *New York Times* columnist. He has received the Pulitzer Prize three times.

Jeffrey E. Garten is dean emeritus at the Yale School of Management. He served as undersecretary of commerce for international trade in the Clinton administration and, before that, as a managing director of the Blackstone Group.

ABOUT

CONTACT

UPDATE PROFILE

UNSUBSCRIBE

janet.yellen@frb.gov is subscribed to receive emails from Carnegie.

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From: [Mary Boies, Chair, CFR Nominating and Governance Committee](#)
To: [Janet Yellen](#)
Subject: CFR Board Election Slate of Candidates
Date: Thursday, April 24, 2014 5:32:46 PM

April 24, 2014

Dear Council Member:

This letter will serve as notice that the annual election of the Council on Foreign Relations Board of Directors will begin this year on May 6. Brief biographies of the candidates proposed for election by the Nominating and Governance Committee are included below. There are three elected slots to be filled in the Class of 2019, and each of these candidates has agreed to serve if elected. The candidates are:

(b)(6)

A large rectangular area of the document is redacted with a solid gray background.

There is no need to respond to this letter unless you wish to propose a petition candidate as allowed by the Council's by-laws. Any Council member who is proposed by petition by at least thirty Council members will be added to the ballot along with the six nominees for the Class of 2019. There is no official form needed to put forward a petition candidate; you may do so simply by sending an email to election@cfr.org. Petitions must be received no later than 5:00 p.m. EDT on May 2, 2014.

The election will begin on May 6, 2014. Members with email addresses will receive electronic notification and a link to the secure online voting system. Members without email will receive printed ballots. You also can request a printed ballot and election materials by calling our election hotline at 212.434.9595.

Sincerely,

Mary Boies
Chair, Nominating and Governance Committee

(b)(6)

A large rectangular area of the document is redacted with a solid gray background.

(b)(6)



This email has been scanned by the Symantec Email Security.cloud service.
For more information please visit <http://www.symanteccloud.com>

From: election@cfr.org
To: [Janet Yellen](#)
Subject: CFR Board of Directors Election: Vote Now!
Date: Tuesday, May 06, 2014 12:05:17 PM

Dear Council Member,

The Council on Foreign Relations (CFR) 2014 Annual Election of Directors begins today, May 6, and concludes at 12:00 p.m. EDT on June 6, 2014. Your vote is important! To view the ballot and cast your vote online, please follow the instructions below:

Go to <https://eballot4.votenet.com/cfr> to log in using these credentials:

(b)(6)

Votes must be recorded no later than June 6, 2014, at 12:00 p.m. EDT. If you encounter difficulties with online voting, or if you would prefer to receive a paper ballot, please email election@cfr.org, or call the Council's election hotline at 212.434.9595.

**NOTICE OF MEETING:
2014 ANNUAL ELECTION OF DIRECTORS**

This is to notify you of the June 6 session of the 2014 Annual Meeting of the Council on Foreign Relations to formally tabulate votes for the Annual Election of Directors. On November 17, 2014, at 12:00 p.m. EST, the Council's Annual Report will be presented, as prescribed by New York law, and such other business conducted as may properly come before the meeting.

Directors who are elected at the June 6 meeting will take office on July 1, 2014.

CANDIDATES FOR THE CLASS OF 2019:

(b)(6)

(b)(6)



This message is being sent by Votenet Solutions on behalf of the Council on Foreign Relations.

From: [Brian Gross](#)
To: [Janet Yellen](#)
Cc: [Michelle Smith](#); [Linda Robertson](#)
Subject: RE: Update – RE: Thursday's hearing -- -FRSONLY-
Date: Tuesday, February 11, 2014 7:43:09 PM
Attachments: [House Financial Services Committee--Humphrey Hawkins--Feb 11 2014.docx](#)

Janet – Attached, fyi, is an unofficial transcript of your hearing today –

(b)(5)



Will update you as we know more about Thursday's hearing tomorrow

–

Brian

From: Janet Yellen
Sent: Tuesday, February 11, 2014 7:10 PM
To: Brian Gross
Subject: Re: Update – RE: Thursday's hearing -- -FRSONLY-

Brian.

Feb 27 can work if need be.

Janet

From: Brian Gross
Sent: Tuesday, February 11, 2014 05:30 PM Eastern Standard Time
To: Janet Yellen
Cc: Ingrid Naylor; Cristina Miranda; Michelle Smith; Linda Robertson
Subject: Update – RE: Thursday's hearing -- -FRSONLY-

Still possible the Senate could recess tomorrow sometime, in advance of the storm. If so, no hearing Thursday.

If government closed but Senate open, they want to proceed; I said that we wanted that as well. Ditto Friday, if that turns out to be a possibility.

If this week ends up not working, they asked about 2/27. I said that the Chair will be back, and I assume we would make it work.
(Confirmation hearing would be the following Tuesday in that scenario, March 4.)

I will be at the committee tomorrow and will confer with staff at that time ...

From: Brian Gross
Sent: Tuesday, February 11, 2014 4:56 PM
To: Janet Yellen
Cc: Ingrid Naylor; Cristina Miranda; Michelle Smith; Linda Robertson
Subject: Thursday's hearing -- -FRSONLY-

All -- I just spoke with Senate Banking about Thursday's hearing. They are planning for several possibilities:

1. If the government is closed, but the Senate is operating, they want to proceed with the hearing on Thursday. I said that was our preference as well.
2. If the government and Senate are closed on Thursday, but open on Friday, would we be able to do a hearing on 2/14?
3. If a hearing cannot happen this week, could we do a hearing on 2/25? That is the tentative date for our nominees' hearing, but they want to do HH first.

There is also a rumor the Senate could wrap up business tomorrow (ahead of the storm), which makes option 3 the only possibility at this point. But that is not confirmed.

Please let me know about option 2 or 3 ... Many thanks!

Brian

Attachment:

[Unofficial hearing transcript provided by commercial transcription service]

124 pages withheld in full pursuant to exemption (b)(4).

From: [Peter G. Peterson](#)
To: [Janet Yellen](#)
Cc: [Ingrid Naylor](#); [Amy Washburn](#); [Elizabeth LaBarbera](#)
Subject: Dr. Yellen, we hope you can join us this year...
Date: Wednesday, January 20, 2016 4:51:58 PM
Attachments: [Yellen_2016Summit.pdf](#)

Dear Dr. Yellen:

The Peterson Foundation's 2016 Fiscal Summit will be held on May 11th in Washington, D.C., and we would be honored if you would join us as a keynote speaker.

The Fiscal Summit is the premier annual gathering dedicated to addressing our nation's long-term debt and improving our economic future. Since debuting in 2010, the Fiscal Summit has convened the nation's preeminent policymakers and thought leaders for in-depth conversations about meeting America's long-term fiscal and economic challenges. Previous speakers have included former President Bill Clinton, Bill Gates, then Speaker of the House John Boehner, Governor Chris Christie, then Secretary of the Treasury Tim Geithner, former director of the Congressional Budget Office Doug Elmendorf, House Minority Leader Nancy Pelosi, CEO of the National Council of La Raza Janet Murgia, CEO of Teach for All Wendy Kopp, former Mayor of New York City Michael Bloomberg, Alan Greenspan, former chairmen of the Council of Economic Advisors Glenn Hubbard and Alan Krueger, former Under Secretary of Defense for Policy Michele Flournoy, and many more.

The 2016 Fiscal Summit will take place against the backdrop of the presidential election, with candidates on both sides of the aisle engaging voters in an important conversation about the leadership required to grow our economy and secure America's future. We strive to inform and facilitate these conversations by offering a non-partisan opportunity for leaders to share ideas and insights on how our long-term fiscal path impacts America's ability to invest in priorities and lead at home and abroad.

Dr. Yellen, your leadership at the Federal Reserve has guided the nation through turbulent times and helped put America on a path to economic recovery. We have great respect for your expertise on these issues, and your perspective would be an extremely valuable addition to the program. Of course, we would welcome your participation in any format you prefer. A member of our staff will be in touch with your office soon to follow up.

We sincerely hope you can join us this year!

Sincerely,

Peter G. Peterson

Michael A. Peterson



PETER G. PETERSON
FOUNDER
CHAIRMAN

MICHAEL A. PETERSON
PRESIDENT
CHIEF EXECUTIVE OFFICER

January 19, 2016

Dear Dr. Yellen:

The Peterson Foundation's 2016 Fiscal Summit will be held on May 11th in Washington, D.C., and we would be honored if you would join us as a keynote speaker.

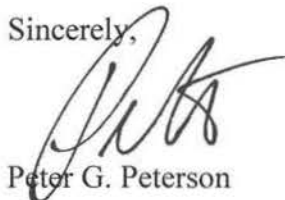
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We sincerely hope you can join us this year!

Sincerely,



Peter G. Peterson



Michael A. Peterson

From: [Carnegie Endowment for International Peace](#)
To: [Janet Yellen](#)
Subject: Event: American Job Creation and Infrastructure Forum
Date: Friday, September 25, 2015 2:57:46 PM

THE GLOBAL THINK TANK

Carnegie Endowment for International Peace



YOU ARE INVITED TO ATTEND THE

American Job Creation and Infrastructure Forum

EVENT DETAILS

DATE Thursday, October 8, 2015
TIME 8:00 a.m. to 2:30 p.m.
LOCATION The Four Seasons
2800 Pennsylvania Ave NW
Washington, DC 20007
CONTACT Adam Cohen
+1 202 939 2258 | acohen@ceip.org

At the end of World War II, President Dwight Eisenhower and other American leaders undertook a massive program of infrastructure investment that enabled a half-century of national growth, job creation, and enhanced security that undergirded the rapid economic advancements of the second half of the twentieth century. Since that moment, however, the United States has failed to maintain those assets. Today, America's aging foundation is not only failing to live up to the challenges that the country faces, but is a serious liability in a highly-connected world.

But that can change. Just as President Eisenhower and the greatest generation ensured economic growth through modernization, the conditions today are ripe for us to make the critical investments from which the United States will continue reap benefits for decades to come.

Please join Carnegie's Bernard L. Schwartz Program in Competitiveness and Growth Policies as it convenes a group of

bipartisan leaders from the federal government—both the legislative and executive branches—as well as prominent mayors and governors, corporate executives, and experts from academia and think tanks. Together, they will explore practical means for addressing the nation's infrastructure crisis while building a foundation for future American economic strength.

[REGISTER](#)

[ADD TO CALENDAR](#)

Discussants

Carl Bernstein shared a Pulitzer Prize with Bob Woodward for his coverage of Watergate for the *Washington Post*. His most recent book is *A Woman in Charge: The Life of Hillary Rodham Clinton*.

William J. Burns is the president of the Carnegie Endowment for International Peace. He previously served as U.S. deputy secretary of state.

Chris Coons is the junior U.S. senator from Delaware. He is the ranking member of the Senate Appropriations Committee's Financial Services and General Service Subcommittee.

Mick Cornett is the mayor of Oklahoma City, serving in that role for an unprecedented four terms.

Jonathan Cowan is the president of Third Way.

John Delaney is the congressman representing Maryland's 6th District. He serves on the Joint Economic Committee.

Rahm Emanuel is the mayor of the city of Chicago, serving the city since 2011. He previously served as White House chief of staff to U.S. President Barack Obama.

Robert D. Hormats is the vice chairman of Kissinger and Associates and former undersecretary for economic, business, and agricultural affairs at the U.S. Department of State.

Edward Luce is the chief commentator and columnist at the *Financial Times*.

Jeff Madrick is a senior fellow at the Century Foundation and director of its Bernard L. Schwartz Rediscovering Government Initiative.

Will Marshall is the president and founder of the Progressive Policy Institute (PPI).

Rosabeth M. Kanter is the Ernest L. Arbuckle professor at Harvard Business School and chair and director of the Harvard University Advanced Leadership Initiative.

Tim Pawlenty is the CEO of the Financial Services Roundtable and former two-term governor of Minnesota.

Heidi Crebo-Rediker is a senior fellow at the Council on Foreign Relations and former chief economist at the U.S. Department of State.

Edward G. Rendell is the former governor of Pennsylvania and a distinguished scholar at the Brookings Institution.

David Rothkopf is the CEO and editor of the FP Group, publishers of *Foreign Policy*. He is the president and CEO of Garten Rothkopf, an international advisory firm specializing in transformational trends. He is a visiting scholar at Carnegie, where he chairs the Carnegie Economic Strategy Roundtable.

Bernard L. Schwartz is the chairman and CEO of BLS Investments, LLC, a private investment firm, and manager of the Bernard and Irene Schwartz Foundation.

Damon Silvers is the director of policy and special counsel for the AFL-CIO.

Scott Smith is the former mayor of Mesa, Arizona, and former president of the U.S. Conference of Mayors.

Neera Tanden is the president of the Center for American Progress and the Center for American Progress Action Fund.

Elizabeth Warren is the senior U.S. senator from Massachusetts. She is the ranking member of the Committee on Banking, Housing, and Urban Affairs' Subcommittee on Economic Policy.

Felicia Wong is the president and CEO of the Roosevelt Institute.

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[CONTACT](#)

[UPDATE PROFILE](#)

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janet.yellen@frb.gov is subscribed to receive emails from Carnegie.

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From: BOUNCE_1040_13574_2352@renetmailb03.blackbaudhost.com on behalf of meetings@piie.com
To: [Janet Yellen](#)
Subject: Friday, December 4: Breakfast Presentation on "What Sports Teaches Us About Globalization" at the Peterson Institute
Date: Tuesday, November 24, 2015 11:19:07 AM



November 24, 2015

Dr. Janet L. Yellen
Chair
Federal Reserve Board

Dear Janet:

The Peterson Institute would like to invite you to a special event on "What Sports Teaches Us About Globalization" on Friday, December 4 from 8:30am-10:00am. The Institute's Executive Vice President Marcus Noland will present his work on how doping through the years affected medal counts in the Olympics. Robert Z. Lawrence, Institute non-resident senior fellow, will speak about how sports superstars reflect the huge rewards of globalization, Tyler Moran, Research Analyst at the Institute, will discuss his research (joint with Barbara Kotschwar) on women in leadership of sports, and Matt Andrews, Associate Professor of Public Policy at Harvard's Kennedy School, will share his insights on what the football super-clubs of Europe tell us about economic development. Together, these strands demonstrate how inclusion allows individual excellence to come through, with positive spillovers in society.

Dr. Noland, Executive Vice President and Director of Studies at PIIE, has been associated with the Institute since 1985. He is also senior fellow at the East-West Center. He was previously a senior economist at the Council of Economic Advisers in the Executive Office of the President of the United States. He has held research or teaching positions at Yale University, Johns Hopkins University, the University of Southern California, Tokyo University, the National Graduate Institute for Policy Studies (Japan), University of Ghana, and Korea Development Institute. His books include *Korea after Kim Jong-il* (2004), *Avoiding the Apocalypse: The Future of the Two Koreas* (2000), and (with Cullen Hendrix) *Confronting the Curse: The Economics and Geopolitics of Natural Resource Governance* (2014).

Prof. Lawrence, nonresident senior fellow since 2001, is the Albert L. Williams Professor of Trade and Investment at the John F. Kennedy School of Government at Harvard University. He was appointed by President Clinton to serve as a member of his Council of Economic Advisers in 1999. Previously, he held the New Century Chair as a nonresident senior fellow at the Brookings Institution and founded and edited the *Brookings Trade Forum*. He has served as a consultant to the Federal Reserve Bank of New York, the World Bank, the OECD, and UNCTAD. His latest book for the Institute is *Rising Tide: Is Growth in Emerging Economies*

Good for the United States? (with Lawrence Edwards).

Prof. Andrews is an Associate Professor of Public Policy at Harvard's Kennedy School, and widely cited commentator on governance in development. Previously, he worked as a Public Sector Specialist with the World Bank in Europe and Central Asia. His research focuses on public sector reform, particularly budgeting and financial management reform, and participatory governance in developing and transitional governments.

We are grateful to EY for its support of this event and the underlying research. This innovative panel will take place at the Institute's Bergsten Conference Center, located at 1750 Massachusetts Avenue NW. A continental breakfast will be served at 8:30am, the presentation will begin promptly at 8:45am, and a Q&A will follow with our high-level guests until 10:00am. Please RSVP to Yvonne Priestley at meetings@piie.com.

With kind regards,



Adam S. Posen

From: [Janet Yellen](#)
To: [Michelle Smith](#)
Cc: [Ingrid Naylor](#)
Subject: Fw: 16 year old journalist--interview request--please read
Date: Thursday, July 10, 2014 4:17:45 PM
Attachments: [Resume.docx](#)

(b)(5)

From: (b)(6)
Sent: Thursday, July 10, 2014 12:34 PM
To: Janet Yellen; yellen@haas.berkeley.edu (External)
Subject: 16 year old journalist--interview request--please read

Dear Mrs. Yellen,

My name is (b)(6). I am 16 years old and currently reside in Winter Haven, FL. I am a weekly columnist for a large Central Florida newspaper known as *The Lakeland Ledger*. I am writing to you in inquiry concerning a possible phone interview with you which would cover your journey to chairing the Federal Reserve, your thoughts on Indra Nooyi's recent comment on "women having it all", and your thoughts on the U.S. economy both from economic perspective and a social perspective (and perhaps the recent overtaking held by China in becoming the world's largest economy). I would also like to incorporate some discussion on the topic of youth considering my column affects many adolescents in my community. As a part of the whole credibility process, I have attached my resume to this email for your viewing. Please contact me at (b)(6) if you are interested or graciously willing to accept this request. Let me know if you need anything else/have further questions. I look forward to hearing from you soon.

Sincerely,

Kriyana Reddy

(b)(6)



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From: [Ingrid Naylor](#)
To: [Janet Yellen](#)
Subject: Fw: Agenda: First glance at Washington Ideas on Sept. 30 + Oct. 1
Date: Monday, September 28, 2015 3:45:07 PM

(b)(5)

From: Cristina Miranda <cristina.miranda@frb.gov>
Sent: Monday, September 28, 2015 3:16 PM
To: washingtonideas@theatlantic.com
Cc: Ingrid Naylor
Subject: RE: Agenda: First glance at Washington Ideas on Sept. 30 + Oct. 1

Good afternoon Lindsay,
Thank you for your email, and I am cc'ing Ingrid Naylor who will get in touch with you.

Cristina Miranda

From: Lyndsay Polloway [mailto:washingtonideas@theatlantic.com]
Sent: Monday, September 28, 2015 2:58 PM
To: Cristina Miranda <cristina.miranda@frb.gov>
Subject: Fwd: Agenda: First glance at Washington Ideas on Sept. 30 + Oct. 1

Hi -- wanted to make sure you'd seen my colleague's outreach below. We're putting the finishing touches on all things Washington Ideas today and tomorrow, and have a limited number of passes available if you're able to stop by.

You can register to join us [here](#) and view the latest speaker line-up and agenda [here](#) (updated from the below). And please don't hesitate to reach out to Megan at washingtonideas@theatlantic.com with any questions.

Hoping to see you Wednesday.

All best,
Lyndsay

Lyndsay Polloway
Chief of Staff and Executive Director of Operations, AtlanticLIVE
The Atlantic / AtlanticLIVE / TheAtlantic.com

----- Forwarded message -----

From: **Megan Devlin** <washingtonideas@theatlantic.com>
Date: Fri, Sep 25, 2015 at 10:58 AM
Subject: To: Cristina.Miranda@frb.gov

Hi, Janet –

Things are buzzing here at *The Atlantic* as we gear up for our seventh annual [Washington Ideas Forum](#) next week. I'm writing now with a first look at our main stage agenda; speakers and session times are still subject to change but we're sending this now so you can start to plan your schedule accordingly, in hopes you're able to stop by next week to take part in the action.

Some highlights to look forward to across the two days include:

- **Headline speakers.** Join the conversation with leading thinkers and influencers like Colin L. Powell, Mitt Romney, John McCain, Al Gore, Anthony Fauci, Madeleine Albright, Martine Rothblatt, Jeff Weiner, Opal Tometi, Chris Matthews, Jake Tapper, Walter Isaacson, *The Atlantic's* Jeffrey Goldberg and James Fallows, and [many more](#).
- ***The Blacklist* screening.** If you can't make the regular ticketed programming, come for an early showing of NBC's season three premiere of *The Blacklist*. The screening will follow the main-stage programming at 7:00 p.m. on Wednesday, Sept. 30. Reserve your seat by registering [here](#) (note: this session is free to attend but all others are ticketed).
- **Interactive stations.** Emails and phone calls keeping you in the office? Work remotely with us at our Steelcase-outfitted work space on site at the Harman Center. We'll also have a special WIF bookstore c/o our friends at Politics & Prose, featuring works from our speakers.

Be sure to purchase your patron pass for the Forum by [clicking here](#) – and please don't hesitate to write with any questions in the meantime (reminder to [check our FAQ page](#) as well for answers).

We hope to see you next week.

Megan Devlin

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The Atlantic and The Aspen Institute
WASHINGTON IDEAS FORUM 2015

[CLICK HERE TO REGISTER](#)

With thanks to our Presenting Underwriters athenahealth, Comcast and Hitachi; our Supporting Underwriters the American Federation of Teachers and Robert Wood Johnson Foundation; and our Contributing Underwriters Allstate, Clear Channel Outdoor and Steelcase.

LOCATION: Harman Center for the Arts (610 F Street, NW, Washington, D.C.)

WEDNESDAY, SEPTEMBER 30

BREAKFAST / 8:15 – 9:00 AM

MORNING SESSION / 9:00 AM – 12:15 PM

James Bennet, Editor in Chief and President, *The Atlantic*

Bob Corker, Member (R-TN), United States Senate

*Interviewed by **Susan Page**, Washington Bureau Chief, USA TODAY*

Ben Rhodes, Assistant to the President and Deputy National Security Advisor for Strategic Communications and Speechwriting, The White House

*Interviewed by **Jeffrey Goldberg**, National Correspondent, The Atlantic*

Amanda Ripley, Frequent Contributor, *The Atlantic*

Colin L. Powell, General, U.S. Army (ret.) / former Secretary of State / former Chairman, Joint Chiefs of Staff

*Interviewed by **Walter Isaacson**, President and Chief Executive Officer, The Aspen Institute*

Penny Pritzker, Secretary, United States Department of Commerce

*Interviewed by **Ron Brownstein**, Senior Editorial Director, Atlantic Media*

Theo Padnos, Journalist and Author (kidnapped in Syria, October 2012); **Nancy Curtis**, Mother of Theo Padnos; **Amy Rosen**, Cousin of Theo Padnos; and **Lawrence Wright**, Staff Writer, The New Yorker

*Interviewed by **James Bennet**, Editor in Chief and President, The Atlantic*

David Rubenstein, Founder and Chief Executive Officer, The Carlyle Group

*Interviewed by **Margaret Carlson**, Columnist, Bloomberg View*

Opal Tometi, Co-Founder, #BlackLivesMatter / Director, Black Alliance for Just Immigration

*Interviewed by **Scott Stossel**, Editor, The Atlantic*

Arati Prabhakar, Director, Defense Advanced Research Projects Agency (DARPA)

*Interviewed by **Steve Clemons**, Washington Editor at Large, The Atlantic*

Mitt Romney, Former Republican Presidential Nominee; Former Governor, Massachusetts

*Interviewed by **James Bennet**, Editor in Chief and President, The Atlantic*

Steve Clemons, Washington Editor at Large, The Atlantic

LUNCH PRESENTATION AND DISCUSSION / 12:15 – 1:10 PM

Marc Brackett, Director of the Yale Center for Emotional Intelligence, Yale University

AFTERNOON SESSION / 1:10 – 5:30 PM

Elliot Gerson, Executive Vice President of Policy and Public Programs, International Partners, The Aspen Institute

Edward Markey, Member (D-MA), United States Senate; and Rev. **John I. Jenkins**, President, University of Notre Dame

*Interviewed by **Margaret Carlson**, Columnist, Bloomberg View*

Vanessa Kerry, Co-Founder and Chief Executive Officer, Seed Global Health; and **Anthony Fauci**, Director of the National Institute for Allergy and Infectious Disease, National Institutes of Health

*Interviewed by **Mary Louise Kelly**, Contributing Editor, The Atlantic*

Martine Rothblatt, Founder and Chief Executive Officer, United Therapeutics / Founder, Sirius XM

*Interviewed by **Derek Thompson**, Senior Editor, The Atlantic*

Jeh Johnson, Secretary, U.S. Department of Homeland Security

*Interviewed by **Andrea Mitchell**, Chief Foreign Affairs Correspondent, NBC News*

Lonnie Bunch, Director, Smithsonian's National Museum of African American History and Culture

*Interviewed by **Helene Cooper**, Pentagon Correspondent, The New York Times*

Jonathan Bush, Founder and Chief Executive Officer, athenahealth

*Interviewed by **Felix Salmon**, Senior Editor, Fusion*

Mark Warner, Member (D-VA), United States Senate

*Interviewed by **Derek Thompson**, Senior Editor, The Atlantic*

John McCain, Member (R-AZ), United States Senate / Chairman, Senate Committee on Armed Services

Mick Ebeling, Chief Executive Officer, Not Impossible Labs

Valerie Jarrett, Senior Adviser to the President, The White House

Jason Furman, Chairman, White House Council of Economic Advisors; and **Laura D'Andrea Tyson**, Former National Economic Advisor to President Clinton / Professor of Economics, Haas School of Business, UC Berkeley

Chris Murphy, Member (D-CT), United States Senate
*Interviewed by **Jeffrey Goldberg**, National Correspondent, The Atlantic*

Tom Cotton, Member (R-AR), United States Senate; and **Chris Coons**, Member (D-DE), United States Senate
*Interviewed by **Jeffrey Goldberg**, National Correspondent, The Atlantic*

Stanley Nelson, Emmy Award-Winning Documentary Filmmaker / Founder, Firelight Media
*Interviewed by **James Bennet**, Editor in Chief and President, The Atlantic*

Molly Ball, Staff Writer, *The Atlantic*; **Ryan Lizza**, Washington Correspondent, *The New Yorker*; **Jamelle Bouie**, Columnist, Slate; and **Maria Teresa Kumar**, President and Chief Executive Officer, Vote Latino / Contributor, MSNBC

Glynn Washington, Host of Snap Judgment, NPR

RECEPTION / 5:30 – 6:30 PM

THE BLACKLIST SEASON 3 PREMIERE SCREENING / 7:00 – 8:00 PM

THURSDAY OCTOBER 1

MORNING SESSION / 9:00 AM – 1:30 PM

Margaret Low Smith, President, AtlanticLIVE / Vice President, *The Atlantic*

Al Gore, Former Vice President of the United States / Chairman, The Climate Reality Project
*Interviewed by **Jim Fallows**, National Correspondent, The Atlantic*

Elizabeth Warren, Member (D-MA), United States Senate
*Interviewed by **Jake Tapper**, Chief Washington Correspondent, CNN*

Jeff Weiner, Chief Executive Officer, LinkedIn
*Interviewed by **Steve Clemons**, Washington Editor at Large, The Atlantic*

Cathy McMorris Rodgers, Member (R-WA), United States House of Representatives

Chris Matthews, Host of *Hardball with Chris Matthews*, MSNBC

Cory Booker, Member (D-NJ), United States Senate; and **Mike Lee**, Member (R-UT), United States Senate

Anne-Marie Slaughter, President and Chief Executive Officer, New America
*Interviewed by **Mary Louise Kelly**, Contributing Editor, The Atlantic*

David Miliband, President, International Rescue Committee / Former Minister of Foreign Affairs, United Kingdom

Julián Castro, Secretary, United States Department of Housing and Urban Development

*Interviewed by **Joy-Ann Reid**, National Correspondent, MSNBC*

Madeleine Albright, Former Secretary of State / Chair, Albright Stonebridge Group

*Interviewed by **Steve Clemons**, Washington Editor at Large, The Atlantic*

Arne Duncan, Secretary, U.S. Department of Education

*Interviewed by **Judy Woodruff**, Host of "PBS NewsHour," PBS*

Bran Ferren, Founder, Applied Minds

Vivek Murthy, Surgeon General, U.S. Department of Health and Human Services

*Interviewed by **Sam Stein**, White House Correspondent, The Huffington Post*

Loretta Lynch, Attorney General, U.S. Department of Justice

*Interviewed by **Chuck Todd**, Host of "Meet the Press," NBC*

Margaret Low Smith, President, AtlanticLIVE / Vice President, *The Atlantic*

If you do not want to receive future emails from AtlanticLIVE, go to: [Opt-Out](#).



From: [Michelle Smith](#)
To: [Janet Yellen](#)
Cc: [Ingrid Naylor](#)
Subject: FW: Albert S. Abbasse CCS: 14-3663 -FRSONLY-
Date: Tuesday, May 20, 2014 3:31:20 PM
Attachments: [Abbasse.Albert.S 14-3663.pdf](#)

(b)(5)



From: Cristina Miranda
Sent: Tuesday, May 20, 2014 12:38 PM
To: Michelle Smith
Cc: Cecelia Bradshaw
Subject: Albert S. Abbasse CCS: 14-3663 -FRSONLY-

May 08, 2014

The Honorable Janet Yellen
Federal Reserve Board
20th Street and Constitution Avenue, N.W.
Washington, D.C. 20551

Dear Ms. Yellen,

I am writing to request a personal interview for a book publication now in production about **Economist Milton Friedman**. My book is being privately produced for the sole intent of raising college student awareness of economics and economists that have provided significant contributions to global economic history.

I believe that raising student cognizance of critical economic events and economic theory in history is a noble cause. Your historic commentary and perspective, which you would bring to this project, will enhance my book's message for scholars, students and the public at large.

As you well know, Milton Friedman's 'Consumption Theory' played a key role in influencing U.S. financial policy during Nixon / Reagan years and his 'hypotheses on the importance of expectations of inflation' of the Bush and Clinton era when the Federal Reserve was led by Mr. Greenspan. America's evolution from isolationism to internationalism is self-evident; its effects, for better or worse, continue to be played out on the world stage in the 21st Century. Mr. Friedman's legacy is with us, even now.

I understand that you will be in Washington during the month of August, 2014 for normal working hours, and various appointments, etc. I request that you would honor this humble instructor of Political Science and Economics by agreeing to a one hour interview in August on a day, time, and place of your choosing. I will be available in Washington for research and other interviews during August 2014 and will make myself available to meet your schedule. I look forward to hearing from you or your assistant by mail, e-mail, or phone.

Most Sincerely,



Albert S. Abbasse

Author of: (working title) *Milton Friedman, 'you can't make an omelet without braking eggs'*

KCAD at Ferris State University

616-485-7478

Instructor of:
Political Science and
Economics

KCAD at Ferris State University
Prof. Albert Abbasse
17 Fountain NW
Grand Rapids, MI 49503

From: [Ingrid Naylor](#)
To: [Janet Yellen](#)
Subject: FW: American Academy Washington DC Program – “Making Justice Accessible” – November 11
Date: Tuesday, October 27, 2015 7:22:26 AM

(b)(5)

From: President's Office, American Academy of Arts & Sciences [mailto:president@amacad.org]
Sent: Monday, October 26, 2015 6:04 PM
To: Ingrid Naylor <ingrid.naylor@frb.gov>
Subject: American Academy Washington DC Program – “Making Justice Accessible” – November 11

Dear Dr. Yellen,

I am pleased to invite you and a guest to the American Academy of Arts and Science’s Inaugural Distinguished Morton L. Mandel Annual Public Lecture on **“Making Justice Accessible,”** which will be held on Wednesday, November 11, 2015, at the 20 F Street NW Conference Center (20 F Street, NW) in Washington, DC. The program will begin at 6:00 pm (ET) with a reception to follow.

The Washington program will be moderated by **Jane Aiken**, Vice Dean, Associate Dean for Experiential Education, Professor of Law, and Director of The Community Justice Project at Georgetown University Law Center. The program will also include a live video stream of the panel discussion taking place at the Academy’s headquarters, featuring **Associate Justice Goodwin Liu**, California Supreme Court; **Judge David Tatel**, United States Court of Appeals, District of Columbia Circuit; and **Chief Judge Diane Wood**, United States Court of Appeals, Seventh Circuit. Brief biographies of Jane Aiken and the panelists are below.

Many members have been asking that we bring our programming to more locations. The concept of merging remote presentations with in-person discussions is an exciting opportunity to address this interest. In addition to Washington and Cambridge, we will be running the program in New York, Chicago, and Berkeley.

To RSVP by Friday, November 6, please contact Laura Wong at mevents@amacad.org or [617-576-5032](tel:617-576-5032). You may also register online at www.amacad.org/register/justice-dc

We hope that you will join us on November 11.

Sincerely,
Jonathan

Jonathan F. Fanton, President

Panelist Bios

Goodwin Liu is an Associate Justice of the California Supreme Court. He began his legal career clerking for Judge David Tatel on the U.S. District Court of Appeals for the D.C. Circuit, and later for Justice Ruth Bader Ginsburg on the U.S. Supreme Court. He has also been professor of law and associate dean at the UC Berkeley School of Law. A former Rhodes Scholar, he has also done significant work in education having worked as special assistant to the deputy secretary of the U.S. Department of Education, and won the Steven S. Goldberg Award for Distinguished Scholarship in Education Law for his 2006 article, “Education, Equality and National Citizenship.” He is currently a member of the California Access to Justice Commission, the American Bar Association Task Force on Financing Legal Education, the Committee on Science, Technology and Law of the National Academy of Sciences, and is on the governing board of the American Law Institute.

David Tatel is a Judge on the United States Court of Appeals for the District of Columbia Circuit, where he has served since 1994, after being nominated by President Clinton to fill the seat vacated by Ruth Bader Ginsburg. He began his career teaching at the University of Michigan Law School, and then entered private practice, where he spent much of his career before his appointment to the bench. He has also served in the public sector as the director of National Lawyers’ Committee for Civil Rights Under Law, after serving as director of the Chicago affiliate of that organization, and as the director of the Office for Civil Rights, U.S. Department of Health, Education, and Welfare. While in private practice, he also worked for the public as the head of Hogan & Hartson’s Community Services Department, as well as that firm’s education group where he worked on school desegregation issues, and as general counsel for the Legal Services Corporation. He was elected a fellow of the American Academy of Arts and Sciences in 2015.

Diane P. Wood is the Chief Judge of the United States Court of Appeals for the Seventh Circuit and a Senior Lecturer at the University of Chicago Law School. Prior to her judicial appointment in 1995, she was the Green Professor of International Legal Studies at the University of Chicago Law School, where she also served as Associate Dean from 1989–1992. From 1993–1995, she was Deputy Assistant Attorney General in the Antitrust Division of the U.S. Department of Justice. She clerked for Judge Irving L. Goldberg of the Fifth Circuit and for Justice Harry Blackmun of the United States Supreme Court. Currently, she sits on the Council of the American Law Institute and serves on the Board of the Constitutional Rights Foundation Chicago, an organization devoted to teaching elementary and secondary school students about the U.S. legal system. From 2007 to 2013, she served as a member of the Judicial Conference’s Standing Committee on Rules of Practice and Procedure. Wood is a member of the Academy’s Commission on the Humanities and Social Sciences. She was elected a Fellow of the American Academy of Arts and Sciences in 2004 and serves as a member of its Trust and Midwest Regional Committee. She is Chair of the Academy’s Council and Vice Chair of its Board of Directors.

Jane H. Aiken is Vice Dean, Associate Dean for Experiential Education, Professor of Law, and Director of The Community Justice Project at Georgetown University Law Center, where she has taught since 2007. Previously she was the William M. Van Cleve Professor of Law at Washington

University School of Law (1997-2007). She is well known for her work in clinical legal education and evidence. While at Washington University, she was the Director of the Civil Justice Clinic, where the Clinic's cases involved a wide array of legal issues focusing on abuses of power. These cases included domestic violence against women and children, clemency and parole, police brutality, municipal violations involving resisting arrest and habeas and Section 1983 complex litigation. Professor Aiken has taught evidence for 20 years. She is a member of the American Law Institute, a fellow in the American Bar Foundation, and a member of the Council on Legal Education of the ABA Section on Legal Education and Admission to the Bar. She was a Fulbright Senior Scholar at Tribhuvan Law Campus in Kathmandu, Nepal during the Fall of 2001 and continues her work there, particularly in the area of women's rights. In 2000 and 2001, she was a Carnegie Scholar in the Carnegie Academy for the Scholarship of Teaching and Learning. Her research and writing include articles about character evidence, domestic violence, and clinical pedagogy. She received the B.A. degree (1977) from Hollins College, the J.D. (1983) *cum laude* from New York University School of Law, where she was a Root-Tilden Scholar, and the LL.M. (1985) from Georgetown University Law Center, where she was a Fellow in the Center for Applied Legal Studies.

From: [Michelle Smith](#)
To: [Janet Yellen](#)
Cc: [Ingrid Naylor](#); [Cristina Miranda](#)
Subject: FW: Fiona Woolf CCS: 14-1022 -FRSONLY-
Date: Friday, February 14, 2014 1:16:31 PM
Attachments: [Woolf.Fiona_14-1022.pdf](#)

(b)(5)

From: Cristina Miranda
Sent: Friday, February 14, 2014 1:05 PM
To: Steven Kamin; Thomas Connors; Michelle Smith
Cc: Cecelia Bradshaw; Yolanda Vidal-Cordero; Ingrid Naylor
Subject: Fiona Woolf CCS: 14-1022 -FRSONLY-



Ms Janet Yellen
Chairwoman
US Federal Reserve
20th Street and Constitution Avenue N.W.
Washington DC
District of Columbia
D.C. 20551
USA

BOARD OF GOVERNORS
FEDERAL RESERVE SYSTEM
2014 FEB 12 PM 2:21
E.L. ROTHSCHILD
RECEIVED
OFFICE OF THE CHAIRMAN

29 January 2014

Dear Ms Yellen,

We would be honoured if you would join us on 27 May 2014 for a private gathering to discuss how the business community can work together to create long-term value for all of its stakeholders. We are keenly aware of the many efforts that have been made since the financial crisis to elevate business' sense of purpose and society's trust in our institutions. It is for this reason, in part, that we have chosen the title of Inclusive Capitalism for this Conference. We trust that the meeting will provide a useful opportunity to share our collective experiences and to support one another in our ongoing endeavours.

We are particularly privileged that former US President Bill Clinton, Christine Lagarde, Managing Director of the IMF, and Mark Carney, Governor of the Bank of England, will join us to share their insights. To ensure that the conversations off stage are as inspiring and informative as those on stage, we are inviting an unparalleled group of thought leaders, of which you are part, to attend the Conference. We are delighted with the CEOs, institutional investors, asset managers, regulators and economists that have already confirmed their attendance and we trust that you will also be able to join us.

The aim of the Conference, which will be held under Chatham House rules, is to enable open dialogue among peers in an effort to establish a clear roadmap for issues of strategic priority and to be a launch pad for global collaboration on the challenges we are facing. We are concerned by an increasing lack of trust in business, the fraying of a broad-based acceptance that business has a social license to operate, the tyranny of short-term investment horizons, and the huge number of young people who are unemployed or find themselves unskilled for the jobs that are being created.

We know it is a great commitment to attend a day-long event, but we trust you also feel that the forum for action to which the Conference is devoted will merit your time at the Mansion House and Guildhall in London.

If you have any questions or comments about this invitation, please feel at liberty to contact us at Lynn@inclusivecapitalism.org or Fiona@inclusivecapitalism.org. If your office has logistical or other enquiries relating to the Conference, please ask them to contact Natasha Sarkaria on +44 (0)207 873 3289 or at inclusive.capitalism@ft.com. Our team will be in touch with you soon to confirm your interest.

Yours sincerely,

Fiona Woolf

Fiona Woolf
Lord Mayor of the City of London

Lynn Forester de Rothschild

Lynn Forester de Rothschild
Chief Executive, E.L. Rothschild LLC

CONFERENCE ON
**INCLUSIVE
CAPITALISM**



E.L. ROTHSCHILD

*The Lord Mayor of the City of London, Fiona Woolf
and Lynn Forester de Rothschild, Chief Executive of E.L. Rothschild
request the pleasure of the company of*

Ms Janet Yellen

*at the Conference on Inclusive Capitalism: Building Value, Renewing Trust
to be held in London on Tuesday 27th May 2014*

*The Conference will conclude with a Dinner hosted by
the City of London Corporation*

*Conference
8.00am - 6.10pm
The Mansion House
London EC4N 8BH*

Dress: Business Suit

*Dinner
6.30pm - 10.00pm
Guildhall
London EC2P 2EJ*



*The City of London Corporation
requests the honour of the company of*

Ms Janet Yellen

at a Dinner for

The Conference on Inclusive Capitalism: Building Value, Renewing Trust

Guildhall, Tuesday 27th May 2014 at 6.30 for 7.15pm

Guest speaker: The Governor of the Bank of England, Mark Carney

RSVP

*Business Suit
Reception: 6.30 - 7.15pm
Dinner: 7.15pm
Carriages: 10.00pm*

If the invitation is accepted a card of admission will be forwarded



RSVP

Ms Janet Yellen
US Federal Reserve

Please indicate whether or not you will be able to attend by:

Email:
inclusivecapitalism@ft.com

Or send your reply to:
Natasha Sarkaria
Number One Southwark Bridge
London SE1 9HL
UK

	Conference	Dinner
I shall attend	<input type="checkbox"/>	<input type="checkbox"/>
I shall not attend	<input type="checkbox"/>	<input type="checkbox"/>

If your details are different to those shown please print clearly below to ensure that our records are accurate

Name and Job Title: _____

Contact Details: Email: _____

Tel: _____

Agenda

- 8:00am** **Breakfast and Registration**
- 8:40am** **Conference Opens**
- 9:00am** **Keynote Address**
Christine Lagarde, Managing Director, *International Monetary Fund*
- 9:30am** **Section One: The moral basis of capitalism and the role of business to restore values and rebuild trust**
- 11:30am** **Section Two: The potential of capitalism to increase opportunity, facilitate mobility, stimulate employment growth, and match education to the jobs society needs**
- 1:10pm** **Lunch**
- 2:10pm** **Section Three: Which type of capitalism works best to build economic and social value?**
- 2:50pm** **Section Four: A long-term approach to business strategy and investment that balances fiduciary duties and stakeholder expectations**
- 4:45pm** **Keynote Address**
The Hon. William J. Clinton, former US President
- 6:10pm** **Conference Close – Guests transfer to Guildhall**
- 7:00pm** **Cocktail Reception and Gala Dinner**
- Keynote Address**
Mark Carney, Governor, *Bank of England*

Participants include:

The Hon. William J. Clinton, former US President
Christine Lagarde, Managing Director, *International Monetary Fund*
Mark Carney, Governor, *Bank of England*
Bader M. Al Sa'ad, Managing Director and Chairman, Executive Committee of the Board, *Kuwait Investment Authority*
Dominic Barton, Managing Director, *McKinsey & Company*
Choi Kwang, CEO and Chairman, *National Pension Service, Korea*
Tony Elumelu, Chairman, *Heirs Holdings*
Fang Xinghai, Adjunct Professor, *China European International Business School (CEIBS)*
Fabrizio Freda, President and CEO, *The Estee Lauder Companies*
Antony Jenkins, Group CEO, *Barclays*
Guilherme Leal, Co-Founder and Board member, *Natura*, and Founder, *Arapyaú Institute*
Jin Liqun, Chairman, *China International Capital Corporation*
Sir John Peace, Chairman, *Standard Chartered PLC*
Paul Polman, CEO, *Unilever*
Adam Posen, President, *Peterson Institute for International Economics*
Kevin Rudd, former Prime Minister, *Australia*
Lord David Sainsbury
Eric Schmidt, Executive Chairman, *Google*
Joseph Stiglitz, Nobel Laureate in Economics
Lawrence H. Summers, Charles W. Eliot University Professor at Harvard
Mark Wiseman, CEO, *Canada Pension Plan Investment Board*
Martin Wolf, Chief Economics Commentator, *Financial Times*
Bruce Zimmerman, CEO and Chief Investment Officer, *University of Texas Investment Management Company*

From: [Michelle Smith](#)
To: [Janet Yellen](#)
Cc: [Ingrid Naylor](#); [Cristina Miranda](#)
Subject: FW: Grace Petrona CCS: 14-4851 -FRSONLY-
Date: Wednesday, July 02, 2014 3:42:04 PM
Attachments: [Petrona.Grace_14-4851.pdf](#)

(b)(5)



From: Cristina Miranda
Sent: Wednesday, July 02, 2014 3:37 PM
To: Michelle Smith
Cc: Cecelia Bradshaw; Ingrid Naylor
Subject: Grace Petrona CCS: 14-4851 -FRSONLY-

(b)(5)





Jakarta 2014

Dear The Honorable Dr. Janet L. Yellen and Sir/Madam,

My name is Grace Petrona from Indonesia, currently living in Brussels, Belgium. I am a businesswoman, a graduate of Advanced Master of European Integration and Development - Economic Integration at the Institute for European Studies at Vrije Universiteit Brussel, a student of Dr. Ir. Ciputra (an Entrepreneur, Chairman of Ciputra Group - one of the biggest property developers in Indonesia, Billionaire and the Father of Entrepreneurship in Indonesia), and also a musician (Violist/ Viola Player). I got an idea through the program at VUB and business trainings to help many business people globally by connecting and bringing them together in one place.

Currently, my business partner and I, together with Ciputra Foundation (contact person: Dr. Ivan A. Sandjaja) are working on a project called **"Global Entrepreneurship Week Indonesia Summit 2014"** with the theme "Unique & Creative Entrepreneurship and Business Collaboration", a business conference that is the culmination event of all entrepreneurship related activities in Indonesia and also has the purpose of connecting business people and companies globally. The conference would take place on the **21st & 22nd of November 2014 in Jakarta, Indonesia**. The conference will be an excellent opportunity for the companies and business people to promote their business and find new clients, partners and or major investors. We believe that by bringing those entrepreneurs/ business people together in one place, where they can share and get new ideas, business knowledge, inspirations, knowledge in monetary and trade policies, opportunities; and can build relationships in business, there must be big positive impacts in the end.

The main focus of the conference will be **networking and building relationships**. This will be facilitated via state of the art technologies that participants will be able to use and enjoy before, during and after the conference. Further, we will provide high quality content via **world class business guru** on subjects like business growth and global markets. The participants will be able to participate in **advanced discussion panels split by industry** (see the schedule of the conference) to address the most pertinent challenges and discuss opportunities within the domains of their sectors.

We would like to invite The Honorable Dr. Janet L. Yellen to be one of our Main Speakers in the Plenary Session on Policies to talk about **"How Entrepreneurship can influence the macroeconomic condition of a country and certainly the role of a central bank can play, including influencing policy makers to create conducive regulation that stimulates the growth of entrepreneurship ecosystem that addresses the unemployment and poverty eradication issues"**, and other insights that business people can use in their business, particularly for doing business collaboration. There will be other Speakers of experts in this field and also experts in International Trade. We would like to combine monetary policy and



international trade because those are very important areas for business people to know in doing business, especially when they do business collaboration globally (additional reference materials: International Economics – Theory and Policy – Ninth Edition – Paul Krugman, Maurice Obstfeld and Marc Melitz – first half of the book is about international trade and second half of the book is about monetary economics; for trade also includes: “Trade Facilitation Agreement” – Bali Ministerial Conference December 2013).

By helping sharing the knowledge to the participants, we hope that the participants can use it in their business to go global faster, help improving the current account, create new employment possibilities, create wealth, inspire many other business people and collaborate with the governments to improve the economic conditions. The Plenary Session on Policies will be on Nov 22nd, 2014 at 09.30 a.m. – 12.00. We would also like to invite The Honorable Dr. Janet L. Yellen to be our Special Guest in the official classical music concert on Nov 22nd, 2014 at 20.00 until finish.

The project will also have a **cultural dimension** with presentation of local and international musical prodigies and a grand concert of the Ananda Sukarlan Orchestra as the conclusion of the event. We are collaborating and partnering with many individuals, companies and organizations. We are collaborating with **Ciputra Foundation as the Main Sponsor of this event**. Ciputra Foundation is actively and intensively promoting entrepreneurship in Indonesia for the past 7 years and is the pioneer in Indonesia. Ciputra Foundation is willing to collaborate with many other organizations, NGO's, universities, business communities and others to achieve its goal that is to create another 2 million new entrepreneurs in Indonesia by 2030. It is also a part of **Ciputra Group**, one of the biggest property developers in Indonesia. We are also collaborating with **Global Entrepreneurship Week** organization through Ciputra Foundation, with Raffles Hotel Jakarta and many others.

On the following pages you can find the details of the event (please note that modifications are still possible). We attach also a short description of the cultural/artistic event. Thank you for your kind attention and we are looking forward to your positive reply soon.

Kind Regards,

Grace Petrona

Managing Partner

Email: grace@ucbcdays.com

Phone: +32 - 488/25-97-27

Dr. Ivan A. Sandjaja

Director

Ciputra Incubator and Accelerator

Office of International Relations

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Jl.Prof.DR.Satrio Kav.3-5, Jakarta 12940 Indonesia

Phone: (62-21) 2988 5858 ext. 8105

Dejan Dvorsek

Managing Partner

Email: dejan@ucbcdays.com

Phone: +32 - 471/02-53-79



**Details about "Global Entrepreneurship Week Indonesia Summit 2014:
Unique & Creative Entrepreneurship and Business Collaboration"
November 21st & 22nd, 2014:**

The Venue:

Theater Ciputra

Ciputra World 1 Jakarta : Jl. Prof. Dr. Satrio Kavling 3-5 Jakarta, Indonesia

Website: <http://www.ciputraworldjakarta.com>

The Accommodation:

6-star Raffles Hotel (for all VVIP Guests & Speakers), other hotels/ serviced apartments nearby: Manhattan Hotels, JW Marriott, Four Seasons, Somerset Grand Citra, etc.

Participants:

1,200 -1,300 representatives of businesses (700 – 750 from Indonesia and or other Asian countries & 500 – 550 from other continents)

Program:

21st of Nov 2014:

07.00 – 09.00 : Registration

09.00 – 12.00 : Business Forum

12.00 – 14.00 : Networking Lunch

14.00 – 15.30 : Business Forum

15.30 – 15.45 : Coffee Break & Networking

15.45 – 16.45 : Business Forum

16.45 – 19.00 : Panel Session divided into 4 Sectors:

- Property Development & Real Estate
- Technology
- Banking & Finance
- General

19.00 – 22.00 : Networking Dinner (Special Gala Dinner from the King's Kitchen of Majapahit Kingdom (an ancient Kingdom in Indonesia) --- only for VVIP Guests, Speakers and Sponsors)



22nd of Nov 2014:

- 08.00 – 09.30 : Business Forum
- 09.30 - 12.00 : Plenary Session on Policies (Monetary & Trade Policies)
- 12.00 - 14.00 : Networking Lunch
- 14.00 – 15.45 : Plenary Session with Keynote Speakers
- 15.45 – 16.00 : Coffee Break & Networking
- 16.00 – 17.30 : Plenary Session with Keynote Speakers
- 17.30 – 18.15 : Awards to Winners of Entrepreneurship Competition &
Auction of 3 Jewellery Art Design Collections made special for the New
Music Composition (composed by Ananda Sukarlan & played at the
Official Music Concert) for 3 good cause projects / foundation
- 18.15 – 20.00 : Networking Dinner
- 20.00 – finish : Official Concert with Special Guests

Provisional Speakers:

- **Dr. Ir. Ciputra:** Property Development Tycoon, Billionaire and the Father of Entrepreneurship in Indonesia (the owner of the venue for this event)
- **Jonathan Ortman:** Global Entrepreneurship Week President
- **Jeff Hoffman:** co-founder of ColorJar, a serial entrepreneur who was on the founding of teams of Priceline.com and uBid.com. He is also a frequent public speaker on the topics of innovation, entrepreneurship, and leadership. He supports entrepreneurs and small businesses on a worldwide basis, serving on the global advisory board of Global Entrepreneurship Week (supporting entrepreneurship in over 130 countries), the US State Department's GIST program (Global Innovation through Science and Technology, working in 49 emerging nations), the APEC Startup Initiative (the Asia Pacific Economic Council's 21-member nation association), and many others
- **Agus Martowardoyo:** Governor of the Bank of Indonesia
- **Joko Widodo:** Governor of Jakarta and incumbent President of Indonesia
- **Chairul Tanjung:** Media Baron, Billionaire. He has interests also in Bank Mega, Carrefour Indonesia and franchises of Mango and Versace (Indonesia)
- **Rhenald Kasali:** President of Podomoro University (Indonesia)
- **Yenny Wahid:** National Awakening Party of Mr. Din Syamsuddin, Muhammadiyah Chief (Indonesia)
- **Emirsyah Satar:** CEO of Garuda Indonesia airline (Indonesia)
- **Rusdi Kirana:** CEO of Lion Air (Indonesia)
- **Rina Ciputra:** Director of PT Ciputra Development Tbk and Director of PT Ciputra Surya Tbk (Indonesia)



- **Sudhamek AWS:** President Director and Director at PT. Garudafood Group, Group Chief Executive Officer and Director of Tudung Group, Multi-millionaire (Indonesia)
- **Junita Ciputra:** Director of PT Ciputra Development Tbk and Director of PT Ciputra Surya Tbk (Indonesia)
- **Martha Tilaar:** Founder of Martha Tilaar Group (Indonesia)
- **Candra Ciputra:** CEO of PT Ciputra Adigraha, President Director of PT Ciputra Property Tbk and Ciputra Development Tbk (Indonesia)
- **Agus Suprijanto:** Commissioner of Bank Mandiri (Indonesia)
- **Cakra Ciputra:** Director of PT Ciputra Development Tbk and PT Ciputra Surya Tbk (Indonesia)
- **Mochtar Riady:** Indonesian Financial Magnate in South East Asia and Business Tycoon, Chairman of Lippo Group, Advisory Council Member of the Asian Bankers Association, Billionaire
- **R. Budi Hartono:** Indonesian Business Tycoon, Owner of Djarum Group, Billionaire
- **Michael Hartono:** Indonesian Business Tycoon, Owner of Djarum Group, Billionaire
- **Eka Tjipta Widjaja:** Indonesian Business Tycoon, Owner of Sinar Mas Group, Billionaire
- **Anthoni Salim:** Indonesian Business Tycoon, Owner of Salim Group, Billionaire
- **Susilo Wonowidjojo:** Indonesian Business Tycoon, Owner of Gudang Garam, Billionaire
- **Sri Prakash Lohia:** Founder and Chairman of Indorama Corporation (a diversified petrochemical and textile company), Billionaire (Indonesia)
- **Boenjamin Setiawan:** Founder of Kalbe Farma, Billionaire (Indonesia)
- **Peter Sondakh:** Head of Rajawali Group; a conglomerate with interests in mining, plantations, hotels and transportation services; Billionaire (Indonesia)
- **Sandiaga Salahuddin Uno:** Co-founder of Saratoga Capital (one of Indonesia's largest investment firms employing more than 20,000 people), Multi-millionaire (Indonesia)
- **Mike Eilertsen:** Founder of VAULTLife and CEO of LIVEOUTLOUD (South Africa)
- **Ettiene Pretorius:** a Successful Real Estate Entrepreneur based in the East of Pretoria (South Africa)
- **H.R.H Queen Mathilde of Belgium:** Belgian Queen. In 2005, she accepted the mandate of United Nations Envoy for the International Year on Microcredit. She became an honorary member of the Schwab Foundation Board on social entrepreneurship in 2010
- **Majesteit H.M. Koningin Máxima:** Queen Máxima of the Netherlands. She studied at Northlands School in Argentina and worked as an investment banker before graduating with a degree in Economics from the Pontifical Catholic University of Argentina in 1995. She subsequently worked for large international finance companies in Argentina, New York, and Brussels
- **Li Ka-shing:** HongKong Business Magnate, Investor, Billionaire and Philanthropist. He is the Chairman of the Board of Hutchison Whampoa Limited (HWL) and Cheung Kong Holdings (HongKong)
- **Prime Minister Lee Hsien Loong:** Singaporean Prime Minister
- **President Benigno Aquino III:** President of the Philippines
- **Steve Wozniak:** an American inventor, electronics engineer, and computer programmer who co-founded Apple Computer (now Apple Inc.) with Steve Jobs and Ronald Wayne. Wozniak single-handedly designed both the Apple I and Apple II computers in the late 1970s. These computers contributed significantly to the microcomputer revolution



- **George H. Ross:** Donald Trump's Right Hand Man, Executive Vice President and Senior Counsel of the Trump Organization, one of Donald Trump's two advisors on the NBC reality television program The Apprentice
- **Eric Trump:** Executive Vice President, Development and Acquisitions at the Trump Organization, the third child of American businessman Donald J. Trump
- **Representative from Business Europe**
- **Representative from American Chamber of Commerce**
- **Ken Ash:** Director - Trade and Agriculture Directorate – OECD (The Organisation for Economic Co-operation and Development)
- **President Herman Van Rompuy:** President of the European Council
- **Representative from the Governing Council of the European Central Bank**
- **The Honorable Dr. Janet L. Yellen:** Chair of the Board of Governors of the Federal Reserve System
- **Sri Mulyani Indrawati:** Managing Director and Chief Operating Officer of World Bank
- **Christine Lagarde:** Managing Director of the International Monetary Fund
- **Prof. Leo Van Hove:** European Monetary Policy Professor at Vrije Universiteit Brussel and a guest speaker invited regularly by central banks and payment providers
- **Prof. Mag. Dr. Dr. Doris Hildebrand, LL.M.:** Managing Partner of European Economic & Marketing Consultants – EE&MC GmbH, in Bonn, Brussels and Vienna. EE&MC, founded in 1992, is a consultancy company specialized in the application of economics in competition law. Hildebrand holds a master's degree (1987) and Ph.D. (1990) in social and economic sciences from the University of Economics in Vienna. She earned her second doctorate, a Ph.D. in law, in 1998 from the University of Brussels. The Ph.D. commission was chaired by EU Competition Commissioner Prof. Karel van Miert. Her legal studies also include a LL.M. degree *cum laude* from the University of Brussels (1992). In 1989/90, she was a researcher at the Department of Economics at the Harvard University in Cambridge. Her client assignments include The Coca-Cola Company, Deutsche Post AG, ENPA, Heineken, Linde AG, Metra Group, Philips, REWE, TUI AG and VDZ. She has published extensively on economics and marketing, including her book (third edition) on "The Role of Economic Analysis in the EC Competition Rules – The European School". Hildebrand is member of the ICC Commission on Competition, the IBA and the editorial board of "World Competition". She is also a Professor of Economics at the Vrije Universiteit Brussel, where she teaches EU Competition Policy & State Aid
- **Michael Lux:** Internationally renowned Customs Law Expert, partner at Graf von Westphalen Law Firm – Brussels Office
- **Michael Riady:** is a Director of Lippo Malls, Indonesia's largest owner with 42 malls and over 25 in the pipeline. He is also the CEO of The St. Moritz, an 11 million square feet US\$1.2. billion mixed-use development in Jakarta, Indonesia. He was consistently ranked as one of the Top Sales CEO performer for the whole company from 2008 and 2012. He received Asia Society's "Young Leaders under 40" award in Malaysia. He sits on the Founding Board of UCLA's Ziman Center of Real Estate since summer 2013
- **Representative from DG Trade European Commission**
- **John Riady:** Director of Lippo Group and Executive Dean, UPH Faculties of Law, Business and Political Science. He is also Director of and Editor at Large of Berita Satu Media Holdings, Chairman of KIKAS-KADIN (US-Indonesia bilateral Committee within the National Chamber of Commerce and Industry), Serves on Columbia Law School International Advisory Board,



Member of the World Economic Forum Global Agenda Council (GAC) and Global Shapers Community (GSC)

The Concert and Other Collaborations

The event will be intertwined with cultural and artistic aspects. We will use this opportunity to present some inspiring projects of world-class artists:

- **Michael Kugel:** the World's Leading Viola Virtuoso and Pedagogue, Viola Professor at Maastricht Conservatory, resides in Belgium: (http://en.wikipedia.org/wiki/Michael_Kugel)
- **Alexander Zemtsov:** Virtuoso Violist, Principal Violist at London Philharmonic Orchestra, Viola Professor at the Guildhall School of Music in London, at the Conservatory in Vienna, Austria and at Lausanne Conservatory in Switzerland
- **Ananda Sukarlan:** Indonesian Prominent Pianist and Composer (http://en.wikipedia.org/wiki/Ananda_Sukarlan)
- **Bernadeta Astari:** Indonesian Prominent Soprano, Winner of: Dutch Classical Talent Competition 2012, Zilveren Vork 2009-2010-Vrienden van de Harmonie Leeuwarden, National Final Princess Christina Concours (the Netherlands): (<http://www.bernadetaastari.com>)
- **Ananda Sukarlan Orchestra**
- **Manalys:** Jewellery Art Designer (<http://www.manalys.com>)
- **Zoran Markovic:** Tailpiece Master (<http://zmtsound.com>)

There will be an auction of 3 jewellery art design collections (limited edition) with the theme of the new music composition composed by Ananda Sukarlan for this event, that will be given to 3 good cause projects/ foundation:

- Eric Trump Foundation for terminally-ill children at St. Jude Children's Research Hospital in Memphis, Tennessee
- Mariberbagiseni (= Let's Share Art)
- Viola Projects:
 - Documentary Film about Viola & Mr. Michael Kugel (the World's Leading Viola Virtuoso & Pedagogue)
 - Viola & Creative Art Museum (possibly will be built in Belgium)

Provisional Special Guests at the Official Concert:

- President of Indonesia (there will be an election before the event in 2014)
- Vice President of Indonesia (idem)
- Trade Minister of Indonesia (idem)



- All Speakers in the Business Conference
- Mr. Joko Widodo, Governor of Jakarta
- Mr. Basuki Tjahaja Purnama, Vice Governor of Jakarta
- Mr. Filip Cumps, Belgian Ambassador to Indonesia
- Representatives from the Kingdom of Belgium
- Representatives from the Kingdom of the Netherlands
- Robert O. Blake, Jr., United States Ambassador to Indonesia
- HE Mr. Kai Sauer, Finnish Ambassador to Indonesia
- Representatives from Global Entrepreneurship Week (GEW) Team from Washington DC
- Representatives from European Business Aviation Association (EBAA)

Account ID:	
Naam/Nom:	GRACE PETRONA
Bedrijf/Société:	Unique & Creative Business
Adres/Adresse:	P.O. Box 570 Centre Monnaie 1000 Brussels, Belgium
Tel./Tél.:	+32-488259727
Email:	grace@ucbcdays.com
Naam/Nom:	The Honorable Dr. Janet L. Yellen
Bedrijf/Société:	Federal Reserve Board
Adres/Adresse:	20th Street and Constitution Avenue, N.W. Washington, D.C. 20551
Land/Pays:	USA
Tel./Tél.:	

From: [Janet Yellen](#)
To: [Michelle Smith](#)
Cc: [Ingrid Naylor](#); [Cristina Miranda](#)
Subject: RE: William J. Clinton CCS: 14-5826 -FRSONLY-
Date: Wednesday, August 13, 2014 12:17:16 PM

(b)(5)



From: Michelle Smith
Sent: Wednesday, August 13, 2014 12:04 PM
To: Janet Yellen
Cc: Ingrid Naylor; Cristina Miranda
Subject: Fw: William J. Clinton CCS: 14-5826 -FRSONLY-

(b)(5)



From: Cristina Miranda
Sent: Wednesday, August 13, 2014 11:51 AM Eastern Standard Time
To: Michelle Smith
Cc: Cecelia Bradshaw; Ingrid Naylor
Subject: William J. Clinton CCS: 14-5826 -FRSONLY-

(b)(5)



2014 AUG 13 AM 10:39

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WE INVITE YOU

to join us in

**REIMAGINING
IMPACT**

CLINTON GLOBAL INITIATIVE
10TH ANNUAL MEETING



CLINTON GLOBAL INITIATIVE

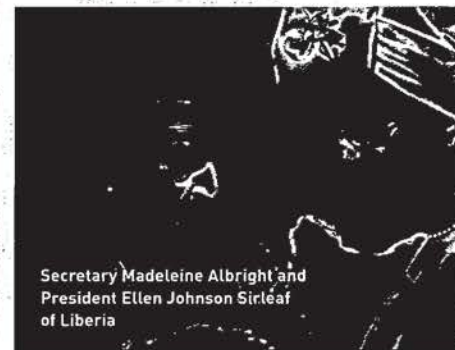
An Initiative of the Clinton Foundation



Christine Lagarde of the IMF, Mo Ibrahim of the Mo Ibrahim Foundation, and Sheryl Sandberg of Facebook



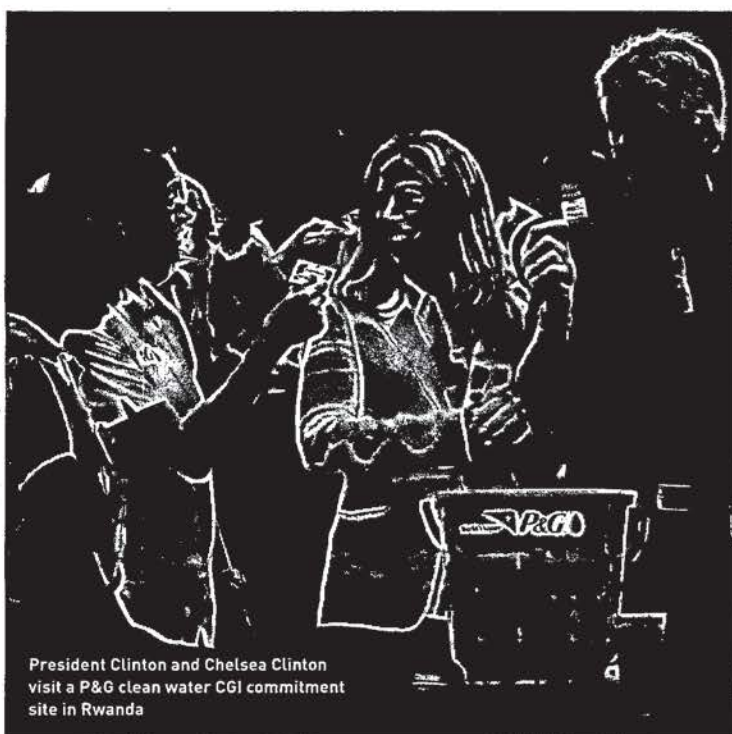
President Clinton and First Lady Michelle Obama



Secretary Madeleine Albright and President Ellen Johnson Sirleaf of Liberia

In 2005, President Clinton's goal was simple: convene the global community to move beyond just talking about the world's most complex challenges to *taking action*.

Today, the Clinton Global Initiative (CGI), an initiative of the Clinton Foundation, serves as a year-round platform for a worldwide network of leaders from all sectors to carry out Commitments to Action—concrete plans for addressing global challenges.



President Clinton and Chelsea Clinton visit a P&G clean water CGI commitment site in Rwanda



A doctor in the Lwala Community Hospital in Kenya, the result of a commitment by the Lwala Community Alliance

ANNUAL MEMBERSHIP

EXECUTIVE LEVEL BENEFITS

The 10th Annual Meeting

CGI membership includes an invitation for you or another C-suite executive from your organization to attend the 2014 Annual Meeting.

ORGANIZATIONAL BENEFITS

Additional membership benefits are available to your organization during the 12-month membership period.

Year-Round Events:

A menu of year-round, interactive events and topic-specific gatherings support ongoing commitment development. In particular, CGI's Winter Meeting and Mid-Year Meeting facilitate progress at critical points throughout the year. Multiple delegates from your organization are invited to participate.

Commitment Development Support:

CGI staff guide your organization in developing and tracking the progress of your commitment.

Relationship Management:

A dedicated account representative works to optimize your organization's involvement with the CGI platform.

Press Support:

CGI's media relations team provides ongoing support with press campaigns related to commitments and facilitates connections with more than 1,000 members of the media at the Annual Meeting.

Cover: A section of the Green School campus located in Bali, Indonesia, which replicates the Green School Foundation's sustainable communities model. *Building Better Communities (2008); Commitment by: The Ubiquity Fund*

CGI TRACKS



CGI supports member commitment efforts year-round with opportunities for networking, knowledge-sharing, and collaboration.

Members from the private sector, public sector, and civil society work together throughout the year to develop new Commitments to Action and support work that is already underway. In addition to CGI's larger meeting platforms, multiple delegates from your organization are offered the opportunity to work year-round within—or across—nine content Tracks, each representing a topical global challenge or strategic approach. Tracks also contain Action Networks, which establish a community and year-long plan of engagement on a specific issue or region to drive more targeted action in the space.

GIRLS & WOMEN STRATEGY:

CGI views girls and women (G&W) issues as central themes to be integrated throughout members' commitments and CGI's meeting programming. Regardless of a commitment's end goals, engaging G&W can lead to the most optimal results. CGI encourages all members to consider G&W in the design and implementation of their work whenever possible.



The Built Environment:

Develops approaches to improve the environmental and social performance of man-made surroundings



Education & Workforce Development:

Concentrates on strategic investments that maximize human potential



Energy: Drives growth by developing solutions that provide safe, reliable, and sustainable access to energy services



Environmental Stewardship:

Investigates the relationship between nature and human well-being and corporate sustainability



Food Systems:

Designs approaches for empowering producers, building sustainable supply chains, and addressing the challenges of food security and hunger



Global Health: Integrates health promotion, disease prevention, and equitable access to essential care into human development efforts



Market-Based Approaches:

Examines innovative business models and financing mechanisms that can create positive social impact



Response & Resilience:

Focuses on issues of preparedness, response, reconstruction, and resilience across geographies.



Technology: Explores the central role that information and communications technology plays in global development





CLINTON GLOBAL INITIATIVE 10TH ANNUAL MEETING

September 22-24 ★ New York City

CGI's 2014 annual theme, **REIMAGINING IMPACT**, will explore how to better measure and assess the outcomes of our work and rethink how we create value. Topics include:

The Science of Success: Investing in Babies' Minds Investing in early childhood development has been shown to dramatically improve the health, education, and income potential of future generations—resulting in remarkable returns for the societies, governments, and businesses that prioritize this effort. *How can CGI members reimagine the way we support children at the beginning stages of their lives to increase equality and opportunity?*

Valuing What Matters GDP and financial profits have not been able to sufficiently measure and drive the long-term prosperity of businesses

and societies around the world, but the emergence of big data and new approaches for capturing traditionally non-quantifiable outcomes are changing the game. *How can CGI members reimagine these tools to fully assess the economic, social, and environmental successes and challenges of the 21st century?*

Confronting Climate Change Is Good Economics Tackling climate change head-on through proven solutions presents the greatest opportunity we have ever had to shift the world's economy toward sustainable growth and long-term stability. *How can CGI members reimagine strategies that*

unlock the capital necessary to accelerate forest conservation, bolster ocean resilience, fortify coastal economies, and boost investments that cultivate a low-carbon economy?

Equality for Girls and Women: 2034 Instead of 2134? Despite tremendous gains in achieving greater equality for girls and women over the last 20 years, current trends project that women will not comprise half of the world's elected representatives until 2065 or half of the world's leaders until 2134. *How can CGI members reimagine solutions for lifting the remaining barriers to full equality and accelerate progress?*

THE ANNUAL MEETING EXPERIENCE



Plenary Sessions are moderated panel discussions open to all participants and featuring cross-sector perspectives.



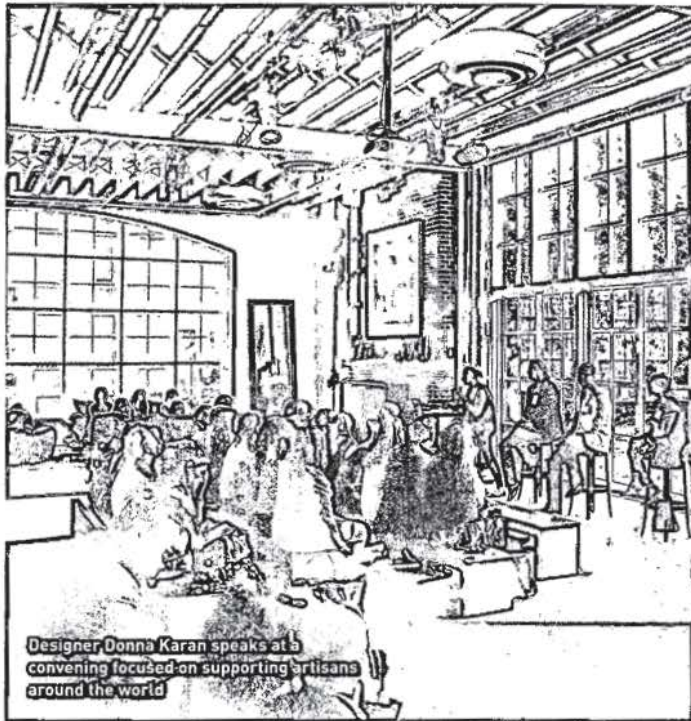
Breakout Sessions mobilize meeting participants through a variety of formats, such as interactive workshops and sessions filmed for broadcast.



Small Group Discussions are in-depth conversations on specific and timely challenges, exploring strategies for carrying out commitments.



Special Events provide additional opportunities for networking, and include sponsor-hosted dinners and the Clinton Global Citizen Awards.



Designer Donna Karan speaks at a convening focused on supporting artisans around the world

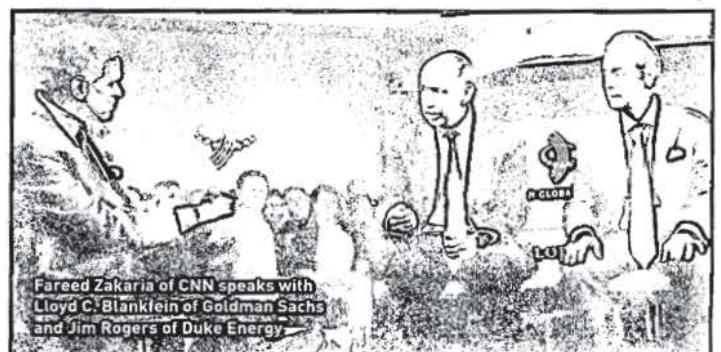


Secretary Clinton and Shelly Esque of Intel announce a new CGI Commitment to Action

Through CGI's membership-based model, commitment-makers work together throughout the year to plan, assess, and showcase the impact of their work. We invite you to join us in these ongoing efforts and at the **10TH ANNUAL MEETING**, where members will celebrate the transformative change already underway and renew their shared responsibility to help people around the world live their best life story.



Her Majesty Queen Rania Al Abdullah presents a 2013 Clinton Global Citizen Award to Malala Yousafzai of the Malala Fund



Fareed Zakaria of CNN speaks with Lloyd C. Blankfein of Goldman Sachs and Jim Rogers of Duke Energy



Valerie Jarrett of the White House, Muhtar Kent of The Coca-Cola Company, and President Clinton

The Clinton Global Initiative has brought together more than 180 Heads of State, 20 Nobel Prize laureates, and hundreds of leading CEOs, heads of foundations and NGOs, major philanthropists, and members of the media to create and implement innovative solutions to the world's most pressing challenges. Past participants include:

Madeline K. Albright
Chair
Albright Stonebridge Group

Hikmet Ersek
President and CEO
Western Union

Christine Lagarde
Managing Director
International Monetary Fund

Peter Sands
Group Chief Executive
Standard Chartered Bank

Ban Ki-moon
Secretary-General
United Nations

Paul Farmer
Chief Strategist and Co-founder
Partners In Health

William Lauder
Executive Chairman
The Estée Lauder Companies

Eric E. Schmidt
Executive Chairman
Google Inc.

Joyce Banda
President of the Republic
of Malawi

Bill Gates
Co-chair and Trustee
Bill & Melinda Gates Foundation

Andrew Liveris
President, Chairman and CEO
The Dow Chemical Company

Ellen Johnson Sirleaf
President of the Republic
of Liberia

Tony Blair
Former Prime Minister of the
United Kingdom

Helene D. Gayle
President and CEO
CARE

Sheri S. McCoy
Chief Executive Officer
Avon Products, Inc.

Arne M. Sorenson
President and CEO
Marriott International, Inc.

Lloyd C. Blankfein
Chairman and CEO
Goldman Sachs

Carlos Ghosn
Chairman and CEO
Renault-Nissan Alliance

Luis Alberto Moreno
President
Inter-American Development
Bank

Rex W. Tillerson
Chairman and CEO
ExxonMobil

Bono
Lead Singer, U2
Co-founder, ONE and (RED)

Jeffrey R. Immelt
Chairman and CEO
GE

Indra Nooyi
Chairman and CEO
PepsiCo

Archbishop Desmond M. Tutu
Honorary Elder
The Elders

Winnie Byanyima
Executive Director
Oxfam International

Laurene Powell Jobs
Founder and Chair
Emerson Collective

President Barack Obama
44th President
of the United States

Hans Vestberg
President and CEO
Ericsson

Felipe Calderón
Former President
of Mexico

Muhtar Kent
Chairman and CEO
The Coca-Cola Company

Paul Polman
Chief Executive Officer
Unilever

Darren Walker
President
Ford Foundation

Kathy Calvin
Chief Executive Officer
United Nations Foundation

Jim Yong Kim
President
World Bank Group

Jonathan Reckford
Chief Executive Officer
Habitat for Humanity International

Randi Weingarten
President
American Federation of Teachers

John Chambers
Chairman and CEO
Cisco

Klaus Kleinfeld
Chairman and CEO
Alcoa Inc.

Condoleezza Rice
Founding Partner
RiceHaleyGates LLC

Muhammad Yunus
Chairman
Yunus Centre

Jamie Dimon
Chairman and CEO
JPMorgan Chase & Co.

Kay Krill
President and CEO
ANN INC.

Judith Rodin
President
The Rockefeller Foundation

Linda K. Zecher
President and CEO
Houghton Mifflin Harcourt

Marla Eitel
President and CEO
Nike Foundation

Nicholas D. Kristof
Columnist
The New York Times

Sheryl Sandberg
Chief Operating Officer
Facebook



CLINTON GLOBAL INITIATIVE

An Initiative of the Clinton Foundation

1271 AVENUE OF THE AMERICAS ★ 42ND FLOOR ★ NEW YORK, NY 10020 ★ CLINTONGLOBALINITIATIVE.ORG

From: [Carnegie Endowment for International Peace](#)
To: [Janet Yellen](#)
Subject: Invitation: Assessing Crimea's Future With Crimean Tatar Leader, Wednesday, April 2, 9:30 a.m.
Date: Friday, March 28, 2014 12:15:52 PM

THE GLOBAL THINK TANK

Carnegie Endowment for International Peace



After Annexation: Assessing Crimea's Future With Mustafa Dzhemilev

EVENT DETAILS

DATE Wednesday, April 2, 2014
TIME 9:30 to 10:45 a.m.
LOCATION Carnegie Endowment for International Peace
SPEAKER Mustafa Dzhemilev
MODERATOR Andrew S. Weiss
CONTACT Jake Rodriguez-Noble
+1 202 939 2203 | russiaeurasiaprogram@ceip.org

Mustafa Dzhemilev, the renowned leader of the Crimean Tatar National Movement and member of the Verkhovna Rada of Ukraine, will discuss the latest developments in the Ukraine crisis. He will reflect on how the situation is likely to impact to the future of the Tatar community and other minorities in Crimea. Carnegie's Andrew S. Weiss will moderate the discussion.

Dzhemilev is a legendary figure in the Soviet-era dissident and human rights community, thanks to his long and courageous record of activism on behalf of the dispossessed Crimean Tatar community. The Crimean Tatars were deported en masse from Crimea by Stalin in 1944. Beginning in the early 1960s, Dzhemilev was arrested and imprisoned multiple times for anti-Soviet political activities. Recently, Dzhemilev has been at the forefront of organizing the political response of the Crimean Tatar community to the Russian intervention in Crimea.

[REGISTER](#)[ADD TO CALENDAR](#)

Speaker

Mustafa Dzhemilev is a Crimean Tatar, former Soviet dissident, and politician who has been a member of the Verkhovna Rada of Ukraine since 1998 and has been a longstanding leader in the Crimean Tatar National Movement since its foundation. From 1991 to 2013, he was the chairman of the Mejlis of the Crimean People. In 1998, Dzhemilev received the Nasen Medal from the United Nations High Commissioner for Refugees for his advocacy for the right of return for Crimean Tatars.

Moderator

Andrew S. Weiss is vice president for studies at the Carnegie Endowment for International Peace, where he oversees research in Washington and Moscow on Russia and Eurasia. Prior to joining Carnegie, he was director of the RAND Corporation's Center for Russia and Eurasia. Weiss previously served as director for Russian, Ukrainian, and Eurasian affairs on the National Security Council staff under President Clinton.

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janet.yellen@frb.gov is subscribed to receive emails from Carnegie.

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From: [Yelena Gankin](#)
To: [Janet Yellen](#)
Subject: Keynote Invitation to the Yale Women in Leadership Conference for Janet Yellen
Date: Tuesday, October 20, 2015 12:28:05 PM
Attachments: [Keynote Invitation to the 8th Annual Yale Women's Leadership Initiative Conference - Janet Yellen.pdf](#)

Dear Chairwoman Yellen ,

I hope this email finds you well. My name is Yelena Gankin and I am the Chair of the 8th Annual [Yale Women's Leadership Initiative](#) Conference. I am reaching out to you today to invite you to be the Keynote speaker for this year's event, to be held on February 6th, 2016 in New Haven, Connecticut. My team and I are united in the belief that you are truly a remarkable woman who has utilized her platform to inspire today's young women interested in economics and government. We are confident that as a Yale economist and businesswoman you would contribute greatly to the types of diverse conversations that our Conference is committed to facilitating. On a personal note, as a woman interested in economics, I have viewed your accomplishments as inspirations for what young women of my background - and any background - can accomplish.

We would be absolutely honored to have your support at our event. Below, I have attached a formal invitation for your review. Please do not hesitate to reach out to me if you have any questions or concerns, or wish to discuss the event further — I will be happy to hear from you.

Thank you for your time and kind consideration. I look forward to speaking with you or a member of your team soon.

Best,
Yelena Gankin

--

Yelena Gankin
[Yale University](#) | Political Science '17
Mobile: (415) 672-0164



Yale Women's Leadership Initiative

October 20, 2015

Dear Chairwoman Yellen,

On behalf of the Yale Women's Leadership Initiative, we invite you to be a keynote speaker at the 8th Annual Women in Leadership Conference. The event will be held at the Omni Yale-New Haven Hotel on February 6th, 2016.

The Women's Leadership Initiative (WLI) was founded in 2006 by five undergraduate women who desired to create an organization that prioritizes support and mentorship for female leaders on campus. In its short but remarkable history, WLI has established a variety of programs for women at Yale, including biannual Job Shadowing Days, the Leading Ladies Gala that celebrates more than 200 female student leaders on campus, and our cornerstone event, the Yale Women in Leadership Conference. Since 2006, the conference has expanded its reach to attract more than 400 student attendees and a vast spectrum of speakers hailing from every discipline, from finance to sports management to journalism.

We are inspired by your diverse path as a Yale economist, professor and Chair of the Board of Governors of the Federal Reserve System. We believe that your history as an advisor to President Clinton, a businesswoman and a member of the Yale Corporation would be an invaluable addition to the dialogue created by former keynote speakers, such as Arianna Huffington and Kelly Cutrone. As a member of the *Forbes Most Powerful Women in the World*, who has done much to inspire young women of all backgrounds across the world to pursue careers in the male-dominated world of economics, we are united in the belief that you personify the modern-day female leader. At this year's event, we would like you to share vignettes of your achievements and personal challenges to inform and empower the next tier of female leaders.

We would be honored and excited if you would join us at our annual conference. We believe that the insight and experience that you would be able to share will have an invaluable impact on the Yale community. We hope we have your support and look forward to hearing from you.

Sincerely,

Yelena Gankin
Conference Chair
Yelena.Gankin@Yale.edu
415.672.0164

From: [Cristina Miranda](#)
To: [Michelle Smith](#)
Cc: [Janet Yellen](#); [Ingrid Naylor](#)
Subject: Noel V. Lateef CCS: 15-7007 -FRSONLY-
Date: Thursday, December 03, 2015 3:48:13 PM
Attachments: [Lateef.Noel.V_15-7007.pdf](#)

(b)(5)





RECEIVED
OFFICE OF THE CHAIRMAN
2015 DEC -3 PM 3: 28
FOREIGN POLICY ASSOCIATION
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December 3, 2015

The Honorable Janet Yellen
Chair of the Board
Federal Reserve Board
20th Street and Constitution Avenue, N.W.
Washington, D.C. 20551

Dear Chair Yellen:

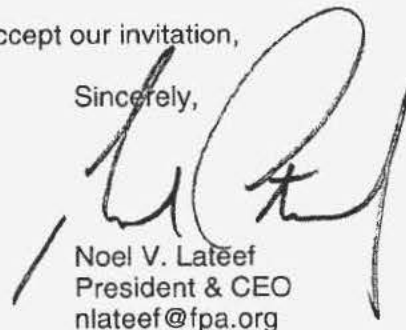
It gives me great pleasure to inform you that our Board of Directors has voted to confer upon you the Foreign Policy Association Medal. We would like to present the Medal to at a Foreign Policy Association Dinner, which may be scheduled for a mutually convenient time in the spring of 2016.

The Foreign Policy Association is one of America's leading non-partisan organizations in the field of public education on world affairs. It is the principal public forum in New York City for foreign policy addresses, attracting broad national and international attention. Over the years, many candidates for national office, including Ronald Reagan and Bill Clinton, have participated in FPA forums. Likewise, many world leaders have also participated, including, most recently, the prime ministers of Australia, Spain, Italy, South Africa, India, Japan, Sweden, and Turkey. In recent years, we have presented our medal to leaders in higher education, including the Presidents of Stanford University, Brown University, and New York University.

The diversity of our audience provides an excellent forum for leaders to communicate directly with a broad cross-section of the American public. All of our events attract informed individuals from the financial, business, and academic communities, as well as the media.

With every hope that you will accept our invitation,

Sincerely,



Noel V. Lateef
President & CEO
nlateef@fpa.org

National Headquarters
470 Park Avenue South
New York, NY 10016-6819
Tel. (212) 481-8100 Fax (212) 481-9275/9276

From: [Cristina Miranda](#)
To: [Michelle Smith](#)
Cc: [Janet Yellen](#); [Ingrid Naylor](#)
Subject: Peter G. Peterson CCS: 16-372 -FRSONLY-
Date: Thursday, January 21, 2016 5:09:34 PM
Attachments: [Peterson.Peter.G. 16-372.pdf](#)

(b)(5)





**PETER G.
PETERSON
FOUNDATION**

PETER G. PETERSON
FOUNDER
CHAIRMAN

MICHAEL A. PETERSON
PRESIDENT
CHIEF EXECUTIVE OFFICER

January 19, 2016

Dear Dr. Yellen:

The Peterson Foundation's 2016 Fiscal Summit will be held on May 11th in Washington, D.C., and we would be honored if you would join us as a keynote speaker.

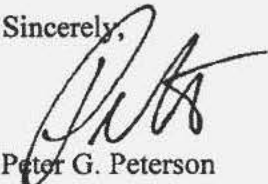
The Fiscal Summit is the premier annual gathering dedicated to addressing our nation's long-term debt and improving our economic future. Since debuting in 2010, the Fiscal Summit has convened the nation's preeminent policymakers and thought leaders for in-depth conversations about meeting America's long-term fiscal and economic challenges. Previous speakers have included former President Bill Clinton, Bill Gates, then Speaker of the House John Boehner, Governor Chris Christie, then Secretary of the Treasury Tim Geithner, former director of the Congressional Budget Office Doug Elmendorf, House Minority Leader Nancy Pelosi, CEO of the National Council of La Raza Janet Murgia, CEO of Teach for All Wendy Kopp, former Mayor of New York City Michael Bloomberg, Alan Greenspan, former chairmen of the Council of Economic Advisors Glenn Hubbard and Alan Krueger, former Under Secretary of Defense for Policy Michele Flournoy, and many more.

The 2016 Fiscal Summit will take place against the backdrop of the presidential election, with candidates on both sides of the aisle engaging voters in an important conversation about the leadership required to grow our economy and secure America's future. We strive to inform and facilitate these conversations by offering a non-partisan opportunity for leaders to share ideas and insights on how our long-term fiscal path impacts America's ability to invest in priorities and lead at home and abroad.

Dr. Yellen, your leadership at the Federal Reserve has guided the nation through turbulent times and helped put America on a path to economic recovery. We have great respect for your expertise on these issues, and your perspective would be an extremely valuable addition to the program. Of course, we would welcome your participation in any format you prefer. A member of our staff will be in touch with your office soon to follow up.

We sincerely hope you can join us this year!

Sincerely,



Peter G. Peterson



Michael A. Peterson

From: BOUNCE_1040_13574_2359@renetmailb03.blackbaudhost.com on behalf of meetings@piie.com
To: [Janet Yellen](#)
Subject: REMINDER: Friday, December 4: Breakfast Presentation on "What Sports Teaches Us About Globalization" at the Peterson Institute
Date: Tuesday, December 01, 2015 1:56:09 PM

*****Reminder*****

**To register for this event,
please contact meetings@piie.com.**

The favour of a reply is requested



December 1, 2015

Dr. Janet L. Yellen
Chair
Federal Reserve Board

Dear Janet:

The Peterson Institute would like to invite you to a special event on "What Sports Teaches Us About Globalization" on Friday, December 4 from 8:30am-10:00am. The Institute's Executive Vice President Marcus Noland will present his work on how doping through the years affected medal counts in the Olympics. Robert Z. Lawrence, Institute non-resident senior fellow, will speak about how sports superstars reflect the huge rewards of globalization, Tyler Moran, Research Analyst at the Institute, will discuss his research (joint with Barbara Kotschwar) on women in leadership of sports, and Matt Andrews, Associate Professor of Public Policy at Harvard's Kennedy School, will share his insights on what the football super-clubs of Europe tell us about economic development. Together, these strands demonstrate how inclusion allows individual excellence to come through, with positive spillovers in society.

Dr. Noland, Executive Vice President and Director of Studies at PIIE, has been associated with the Institute since 1985. He is also senior fellow at the East-West Center. He was previously a senior economist at the Council of Economic Advisers in the Executive Office of the President of the United States. He has held research or teaching positions at Yale University, Johns Hopkins University, the University of Southern California, Tokyo University, the National Graduate Institute for Policy Studies (Japan), University of Ghana, and Korea Development Institute. His books include *Korea after Kim Jong-il* (2004), *Avoiding the Apocalypse: The Future of the Two Koreas* (2000), and (with Cullen Hendrix) *Confronting the Curse: The Economics and Geopolitics of Natural Resource Governance* (2014).

Prof. Lawrence, nonresident senior fellow since 2001, is the Albert L. Williams Professor of Trade and Investment at the John F. Kennedy School of Government at Harvard University. He was appointed by President Clinton to serve as a member of his Council of Economic Advisers in 1999. Previously, he held the New Century Chair as a nonresident senior fellow at the Brookings Institution and founded and edited the *Brookings Trade Forum*. He has served as a consultant to the Federal Reserve Bank of New York, the World Bank, the OECD, and UNCTAD. His latest book for the Institute is *Rising Tide: Is Growth in Emerging Economies Good for the United States?* (with Lawrence Edwards).

Prof. Andrews is an Associate Professor of Public Policy at Harvard's Kennedy School, and widely cited commentator on governance in development. Previously, he worked as a Public Sector Specialist with the World Bank in Europe and Central Asia. His research focuses on public sector reform, particularly budgeting and financial management reform, and participatory governance in developing and transitional governments.

We are grateful to EY for its support of this event and the underlying research. This innovative panel will take place at the Institute's Bergsten Conference Center, located at 1750 Massachusetts Avenue NW. A continental breakfast will be served at 8:30am, the presentation will begin promptly at 8:45am, and a Q&A will follow with our high-level guests until 10:00am. Please RSVP to Yvonne Priestley at meetings@piie.com.

With kind regards,



Adam S. Posen

From: BOUNCE_1040_13574_1616@renetmailb03.blackbaudhost.com on behalf of meetings@piie.com
To: [Janet Yellen](#)
Subject: Reminder: Thursday, March 13, 2014: Luncheon meeting to release IMF paper titled "Fiscal Policy and Income Inequality" at the Peterson Institute for International Economics
Date: Friday, March 07, 2014 9:22:26 AM

*****Reminder*****

**To register for this event,
please contact Meetings@PIIE.com.**

The favour of a reply is requested.



March 7, 2014

Dr. Janet L. Yellen
Vice Chair
Federal Reserve Board

Dear Janet:

The Peterson Institute for International Economics will cohost with the International Monetary Fund (IMF) the release of an important and timely new IMF paper titled "Fiscal Policy and Income Inequality" on Thursday, March 13. Mr. David Lipton, the IMF's First Deputy Managing Director, will present the paper and its conclusions, followed by discussion from Dr. Nancy Birdsall, President of the Center for Global Development; and Prof. Robert Z. Lawrence, PIIE non-resident Senior Fellow.

Fiscal policy is the primary tool with which governments affect income distribution. Rising income inequality in both advanced and developing economies has coincided with growing public support for income redistribution. This comes at a time when fiscal restraint is an important priority in many economies. This paper helps contribute to the debate by assessing country experience with different fiscal instruments for redistribution. It also provides options for the reform of expenditure and tax policies to help achieve distributive objectives in an efficient manner that is consistent with fiscal sustainability.

Mr. Lipton became First Deputy Managing Director of the IMF in September 2011. Before re-joining the Fund, he was Special Assistant to the President, and served as Senior Director for International Economic Affairs at the National Economic Council and National Security Council at the White House. He served in the Clinton administration at the Treasury Department from 1993 to 1998, including as Under Secretary of the Treasury for International Affairs. Mr. Lipton holds a Ph.D. and an M.A. from Harvard University.

Nancy Birdsall is the Founding President of the Center for Global Development. Prior to launching the Center, she served for three years as Senior Associate and Director of the

Economic Reform Project at the Carnegie Endowment for International Peace where her work focused on globalization, inequality and the reform of the international financial institutions.

Dr. Birdsall received her Ph.D. in economics from Yale University. Robert Z. Lawrence is Albert L. Williams Professor of Trade and Investment at the John F. Kennedy School of Government at Harvard University, as well as a non-resident Senior Fellow at the Peterson Institute for International Economics. He served as a member of the President's Council of Economic Advisers from 1998 to 2000. Prof. Lawrence received his Ph.D. in economics from Yale University.

This on-the-record presentation and discussion will be held in the Bergsten Conference Center at the Peterson Institute at 1750 Massachusetts Avenue, NW. Lunch will be served starting at 12:00 p.m. The program will begin at 12:15 p.m. sharp, with the panel and audience discussion to follow until 1:30 p.m. Please RSVP to Yvonne Priestley at meetings@piie.com.

With kind regards,



Adam S. Posen
President

[Click here if you do not want to receive further emails.](#)

From: BOUNCE_1040_13574_1799@renetmailb03.blackbaudhost.com on behalf of meetings@piie.com
To: [Janet Yellen](#)
Subject: REMINDER: Tuesday, July 15, 2014: Conference on "Mexico and the United States: Building on the Benefits of NAFTA" at the Peterson Institute
Date: Wednesday, July 09, 2014 3:12:46 PM

July 9, 2014

Dr. Janet L. Yellen
Chair
Federal Reserve Board

Dear Janet,

This is a reminder about the upcoming July 15 conference on "Mexico and the United States: Building on the Benefits of NAFTA" at the Peterson Institute. I hope you can join us next Tuesday from 9:00am – 3:30pm for the important and substantive discussions.

Our conference program includes panel sessions with high-level speakers Amb. Mack McLarty, Embassy of Mexico Amb. Eduardo Medina-Mora, USTR's Doug Bell, former Governor of the Central Bank of Chile José de Gregorio, Inter-American Development Bank's Santiago Levy, and several of the Institute's own expert senior fellows.

Please see the full invite below. If you are interested in attending, please register to Ms. Yvonne Priestley at meetings@piie.com by Friday, July 11 (C.O.B.). I look forward to seeing you soon.

With kind regards,

Adam S. Posen
President



The Peterson Institute for International Economics invites you to attend a conference on "Mexico and the United States: Building on the Benefits of NAFTA" on Tuesday, July 15. Together with the Embassy of Mexico and the McKinsey Global Institute, we at the Institute would like to initiate a robust discussion about how NAFTA has benefited both countries.

The very name of the agreement is used by many as a powerful codeword for the perceived harms to the US from freer trade – though the reality of NAFTA is the opposite. Still, as you know all too well, invocations of NAFTA in this manner have created stumbling blocks to the passage of Trade Promotion Authority and trade liberalization more generally. Both Washington and the general public have so widely accepted this mischaracterization, that even trade advocates promote any new initiatives by saying they are "not another NAFTA." We will present new research challenging the false claims and exaggerations about NAFTA's harms on the twentieth anniversary of the agreement's signing.

- Our first session will discuss the record of and prospects for Mexican growth. **Jaana**

Remes, Partner at McKinsey Global Institute, will present their [new report](#) “A Tale of Two Mexicos: Growth and Prosperity in a Two-Speed Economy.” Longtime observers of the Mexican economy will comment on the analysis.

- Our second session will re-examine the strength of the North American manufacturing sector. **Lindsay Oldenski** of Georgetown University and the Peterson Institute will present new US-Mexico specific results extending her and Ted Moran’s new [Policy Brief](#) in the panel “American Manufacturing – The Growth since NAFTA.” **Douglas Bell**, Assistant USTR for Trade Policy and Economics, **Christian Volpe Martincus**, Lead Economist of the Integration and Trade Sector at the Inter-American Development Bank, and business representatives from the two countries will discuss.
- Over lunch, Peterson Institute Senior Fellow **Gary Hufbauer** will roll out our [latest publication](#) “NAFTA at Twenty: Misleading Charges and Positive Achievements,” followed by a discussion of NAFTA’s impact on American workers and industry.
- The Americas’ next trade policy steps will be the topic of the following session, featuring **Jeffrey Schott** on how TPP updates NAFTA, and **Barbara Kotschwar** on the success of the Pacific Alliance including Mexico and the US.
- Finally, **Amb. Mack McLarty**, a key figure in the creation of NAFTA during the Clinton Administration, and **Ambassador Eduardo Medina-Mora Icaza** of Mexico will join me in a conversation about “Challenging the American Myths about NAFTA and Mexico” as the closing panel.

This important and we hope particularly thought-provoking meeting will be held in the Bergsten Conference Center at the Peterson Institute at 1750 Massachusetts Avenue, NW. Lunch will be served starting at 12:00pm. The full-day conference will begin at 9am, and conclude at 3:30pm. On the record participation by our high-level audience will be encouraged in each session. Please RSVP to Yvonne Priestley at meetings@piie.com by Friday, July 11 (C.O.B.).

With kind regards,



Adam S. Posen
President

From: [Dorothea Möwitz](#)
To: [Janet Yellen](#)
Subject: Request for an Interview or Statement
Date: Tuesday, March 18, 2014 9:07:05 AM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[project_description.pdf](#)

Dear Mrs Yellen,

A few weeks ago we sent you a letter in which we asked you to partake in our upcoming book on female leadership. We are aware that you have a very busy schedule, especially after being appointed president of the Federal Reserve Board. Still, we would like to take the chance to ask, if there is a possibility that you will agree to a personal or Skype based interview for a good cause. There is also the possibility to submit a statement. Either way, it would be an honor, if you could make a contribution.

Thank you for your time

Sincerely,

Dorothea Möwitz

PS: Please find attached to this email more information on the project.

Dorothea Möwitz
Projektmitarbeiterin



ProDialog GmbH
Institut für Politik und Gesellschaft

Dorotheenstr. 35
10117 Berlin

T +49 (0)30 20617944
F +49 (0)30 20617949

moewitz@prodialog.org
www.prodialog.org



Charity Book:

Female Leadership
DIE MACHT DER FRAUEN
Von den Erfolgreichsten der Welt lernen
ISBN 978-3-9712629-4-0

Background:

Millions of women around the world live under greatly disadvantaged and deprived conditions due to a lack of gender equality. The charitable ASTRAIA Female Leadership Foundation, based in Berlin Germany, fights female poverty and supports educational programs for young women around the world. Named after the Greek goddess of justice ASTRAIA reaches out to Female Leaders around the world, raises public awareness and supports dedicated projects for girls and women in the area of education, health and protection. (see also www.astraia.org)

Topic:

What makes people successful? Do women have special traits that help them to become successful? How do top managers, top-level politicians, Nobel Prize winners, Olympic athletes and corporate leaders think about the important things in life? How do they experience success and what did they learn during their life's journey?

Content:

More than 60 internationally recognized women from the field of politics, economics, society, culture, sciences and sports allow meaningful insights, inspirations and valuable advice to the next generation through interviews and personal quotes. The book is beautifully colored and has a foreword by the German Minister of Defense Dr. Ursula von der Leyen.

Goal:

Generating funds for girl's educational projects by sharing meaningful inspirations and insights about life's wisdom of highly achieving, international Female Leaders

Size:

approx. 400 pages

Edition:

1. Edition: September 2011, 2. Edition planned June 2014

Author:

Kerstin Plehwe

Bestselling author, international speaker and social activist, co-founder of the ASTRAIA Female Leadership Foundation and CEO of ProDialog, Berlin. For further information please visit: www.kerstinplehwe.de.

Portrayed Female Leaders (Excerpt):

Françoise Barré-Sinoussi	Nobel Prize winner in Physiology and Medicine	France
Viviane Reding	Vice-President on the European Commission for Justice, Fundamental Rights and Citizenship	Luxembourg
Shirin Ebadi	First Iranian judge and winner of the Nobel Peace Prize	Iran
Caryl M. Stern	President and CEO of the US Funds for UNICEF	USA
Suraya Pakzad	Afghan woman's right activist and one the world's 100 most influential people by Time Magazine 2009	Afghanistan
Dorothee Blessing	Former co-head of investment banking for Germany and Austria at Goldman Sachs	Germany
Olga Mará Del Carmen de García Villegas	Member of the Supreme Court of Justice of the Nation in Mexico	Mexico
Fiona Stanley	Acclaimed epidemiologist and „Australian of the Year“ 2003	Australia
Birgit Fischer	Most successful Olympic athlete in history of sports	Germany
Waris Dirie	UN Special Envoy, model, author and actress	Somalia
Gabriele Heinisch-Hosek	Federal Minister for Education, Arts and Culture	Austria
Verena Bentele	Paralympic biathlete who won several gold medals and Commissioner for Matters relating to Disabled Persons of Germany	Germany
Cathy O'Dowd	First woman successfully climbing Mount Everest from both sides	South Africa
Hyun Jeong-Eun	Chairperson of Hyundai Group and one of the “100 Most Powerful Women“ (Forbes)	South Korea
Frances Hesselbein	First female chairperson of the US elite military academy West Point, awarded the Presidential Medal of Freedom by President Bill Clinton	USA
Ela Ramesh Bhatt	Founder of SEWA, recipient of the Right Livelihood Award, founding member of The Elders	India
Rita Süßmuth	Former president of the German Bundestag and honorary chairperson of the AIDS-Foundation	Germany
Ruth Dreifuss	First female Federal President of Switzerland	Switzerland
Jane Goodall	Highly awarded primatologist, ethologist, anthropologist; UN Messenger of Peace	UK
Grete Faremo	Former Norwegian Minister of Justice and Police	Norway

Other:

100% of the proceeds of the book will be donated to the ASTRAIA Female Leadership foundation in order to support women's educational projects.

From: [President Peter Salovey](#)
To: [Yale Alumni and Friends](#)
Subject: Bushes and Clintons Serving as Honorary Chairs of 2014 Yale Day of Service
Date: Tuesday, April 22, 2014 11:20:41 AM



Dear Yale Alumni,

On behalf of the entire university, I am thrilled to announce that four of Yale's most distinguished alumni are serving as honorary chairs of the [2014 Yale Day of Service](#), this year being held on Saturday, May 10:

George H.W. Bush '48
George W. Bush '68
William Jefferson Clinton '73 JD
Hillary Rodham Clinton '73 JD

Their commitment and leadership inspire all of us to action to change lives. I'm deeply grateful for their willingness to chair this signature Yale program, and I hope many Yale alumni will follow their example.

The entire Yale family shares a bond, regardless of degree, class year, or hometown: giving back to others in service is part of our culture and traditions. As alumni, we are called to share with our communities the gifts we received at Yale, wherever we reside around the world.

The annual Yale Day of Service highlights important work Yale alumni are engaged in as they give back in their home communities – not just on this day, but throughout the year. I invite all Yale alumni, families, and friends to come together to make a difference on Saturday, May 10.

Sincerely,

Peter Salovey '86 Ph.D.
President
Chris Argyris Professor of Psychology
Yale University

[Click Here](#) to Register Today!

If you would like to unsubscribe from future mailings about AYA Service Opportunities, please reply to yale.service@yale.edu with your request. Thank you.



From: [Council on Foreign Relations](#)
To: [Janet Yellen](#)
Subject: CFR 11/19 On-the-Record Teleconference: "A Conversation With Hillary Rodham Clinton"
Date: Wednesday, November 18, 2015 7:13:02 PM

CFR TELECONFERENCE



A Conversation With Hillary Rodham Clinton

You are invited to participate in the following on-the-record Council on Foreign Relations (CFR) teleconference:

A Conversation With Hillary Rodham Clinton

with

Hillary Rodham Clinton

Former U.S. Secretary of State; Candidate, 2016
Democratic Presidential Nomination

To respond to this invitation, please click the *Register* or *Decline* button, email national@cfr.org, or call Alyssa Eilenfeldt at 212.434.9737.

INSTRUCTIONS ON HOW TO PARTICIPATE

To join the teleconference:

1. Dial **866.710.0179** (domestic) or **+1.334.323.7224** (international) a few minutes before the start of the meeting. International callers, please hit *0 if you hear an automated message, and you will be connected to a live operator.
2. You will be asked for the conference call security code: **CLINTON**.
3. Please give the operator your full name and preferred business affiliation.
4. You will be put temporarily on hold; stay on the line as the presentation will begin shortly.
5. You will be in "listen-only" mode during the entire call.
6. Submit a question by emailing questions@cfr.org before or during the teleconference. Please include your name and affiliation.
7. Please don't hesitate to call Alyssa Eilenfeldt at 212.434.9737 should you need additional information.

*Please note that CFR will livestream this meeting; you

INVITEE

Janet Yellen, Board of Governors of
the Federal Reserve System

DATE AND TIME

Thursday, November 19, 2015
10:30 a.m. – 11:30 a.m. (ET)

This call is on the record.

DIAL-IN INFORMATION

Domestic dial-in: 866.710.0179

International dial-in:

+1.334.323.7224

Security code: CLINTON

REGISTER OR DECLINE

may view the discussion online at www.cfr.org/events.
For those who are unable to participate, the audio and
video will be posted on the CFR website.



Council on Foreign Relations — 58 East 68th Street — New York, NY 10065

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From: [Michelle Smith](#)
To: [Janet Yellen](#)
Cc: [Ingrid Naylor](#); [Cristina Miranda](#)
Subject: FW: Cathy E. Minehan CCS: 14-4162 -FRSONLY-
Date: Wednesday, July 02, 2014 5:31:31 PM
Attachments: [Minehan.Cathy.E_14-4162.pdf](#)

(b)(5)



From: Cristina Miranda
Sent: Thursday, June 05, 2014 11:37 AM
To: Michelle Smith
Cc: Cecelia Bradshaw
Subject: Cathy E. Minehan CCS: 14-4162 -FRSONLY-

(b)(5)



From: [Janet Yellen](#)
To: ["Cathy Minehan"](#)
Subject: RE: your oped
Date: Saturday, June 07, 2014 4:56:16 PM

Cathy,

I promise to respond yea or nay by mid August.

Best,
Janet

From: Cathy Minehan [mailto:minehan@simmons.edu]
Sent: Saturday, June 07, 2014 4:26 PM
To: Janet Yellen
Subject: Re: your oped

(b)(6)

On the matter of the schedule for next spring, I totally understand how reluctant you must be to commit so far ahead. Unfortunately we really try to get the schedule for the next spring settled by the end of the summer so that all the programs around the main speakers can be developed and the marketing begun. Would it be possible for you to commit (or not) by mid August?

Thanks for considering this. I should note that the program is very professionally done and a lot of fun as it happens.

Cathy

Cathy Minehan
Simmons College

On Jun 7, 2014, at 3:36 PM, Janet Yellen [Chair Yellen's Email Address](#) > wrote:

Hi Cathy,

Thank you so much for the invitation to speak at the Simmons College Women's Leadership Conference next year. I promise to consider it carefully, although I'm not yet up to scheduling that far ahead. I hope it is okay if I get back to you later on. (b)(6)

[Redacted]

Best,
Janet

From: Cathy Minehan [mailto:cathy.minehan@simmons.edu]

Sent: Wednesday, June 04, 2014 3:10 PM
To: Janet Yellen
Subject: Re: your oped

Dear Janet:

I am writing to ask whether you might consider being a keynote speaker at the Simmons College Women's Leadership Conference on April 2, 2015 in Boston. Before you immediately put this e-mail into the trash, let me provide some context.

Simmons College was founded in the late 1800's with the legacy of John Simmons, a wealthy businessman who is credited with developing ready-to-wear clothing in the US. In the context of his business, he saw the plight of the working woman, and his specific founding intention was to have the College educate women to be self sufficient. It has focused on professions available to women since its inception, housing two of the first schools of nursing and social work in the country and focusing on business education almost since its inception. Today the College houses an undergraduate school of about 2500 women students, and 5 graduate schools totaling about 3500 students.

The School of Management of which I am Dean offers the only AACSB accredited MBA in the country focused on women, two other graduate programs, and an accredited undergraduate business program. Over 20 years ago the School and its alumnae started an annual Women's Leadership Conference to celebrate the success of senior women leaders and learn from them. It has grown into the largest such Conference in the country, regularly attracting over 4000 attendees-mostly senior women in business themselves- to its one day of speeches, panels, and other activities.

Our keynote speakers have included many very senior women in business and government, including Hillary Clinton last year-a rousing success as you can imagine. I have attached the program for last year's Conference to give you a flavor for what the day is like.

We would love to have you keynote next year's program.

Please let me know if you or your staff have questions, and please give this serious consideration.

Thanks so much, Cathy

(b)(6)



--

Cathy E. Minehan
Dean

Simmons School of Management
300 The Fenway, M419
Boston, MA 02115
Office [617-521-3806](tel:617-521-3806) Fax [617-521-3880](tel:617-521-3880)
Cathy.minehan@simmons.edu
<http://management.simmons.edu>

#1 MBA for Women and a Best Business School for 4 years running – The Princeton Review
#4 Small School and in the Top 20 Globally for Integrating CSR into the MBA Curriculum –

Aspen Institute

#5 Green MBA – The Princeton Review

Before printing, please think about the environment--

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Cathy E. Minehan
Dean

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A Best Undergraduate Business Program - U. S. News & World Report

#4 Small School and in the Top 20 Globally for Integrating CSR into the MBA Curriculum –

Aspen Institute

Tier One MBA Program, North America - CEO Magazine, International Graduate Forum

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Jumping *the* Curve

April 23, 2014



Rita Moreno

Award-Winning Actress and Author



Hillary Rodham Clinton

Former Secretary of State and
Former US Senator from New York



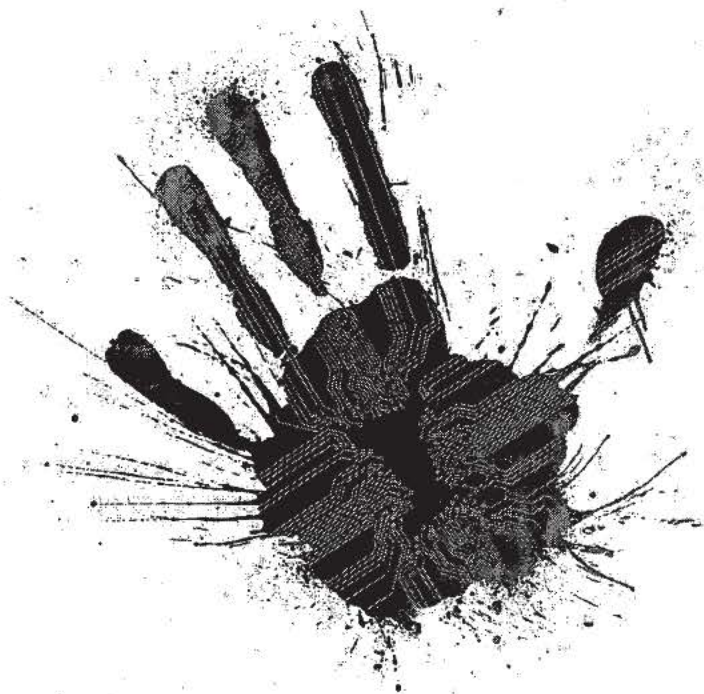
Zainab Salbi

Founder Women for Women International

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Dear Friends:

Welcome to the 2014 Simmons Leadership Conference, recognized as the *world's premier professional conference for women*.

Now celebrating its 35th year, today's conference takes as its theme *Jumping the Curve*—the need to step away from the familiar and step up to the unknown in order to sustain success. The 2014 program highlights the compelling stories of dynamic thought leaders who have made these profound, creative leaps, offering guidance about how you, too, can continuously evolve your company or career on your own terms. Throughout the day, nationally renowned experts will present a full array of practical techniques and leadership strategies that you can apply both professionally and personally. And just as important, you will be in the company of over 3,000 other inspiring and aspiring women professionals from diverse industries, disciplines, and backgrounds. It's an amazing day to focus, learn, network, and re-energize.

We dedicate this year's conference to the memory of Joyce Kolligian—a leader and innovator who had the vision and passion to transform the Simmons Leadership Conference from a small alumnae gathering to the renowned event that it is today. She is, and will continue to be, sorely missed.

The Simmons Leadership Conference has once again partnered with extraordinary sponsors. Without their support, we could not provide the high-quality programming we deliver each year. Please allow some time to visit their booths in the Corporate Marketplace. We are most grateful for their generosity and participation in today's event.

Please know that all proceeds from the Conference provide scholarships to graduate students attending Simmons College. Thank you for helping us to reach our goal. Enjoy this extraordinary day.

Sincerely,

Helen G. Drinan '75LS, '78SM
President
Simmons College



Judy Benjamin
Director
Simmons Leadership Conference



In Memoriam

Joyce J. Kolligian '87, '89SM Leaves Lasting Legacy at Simmons Leadership Conference

Joyce J. Kolligian '87, '89SM passed away in June 2013 leaving behind a lasting legacy that celebrates both leadership and education. As a Simmons undergraduate and School of Management alumna, Joyce was an ardent believer in women's leadership. For two decades she worked tirelessly to create an experience that would engage, educate, and inspire attendees to fulfill their potential as leaders and as individuals.



After many years of serving on the conference committee, Joyce formally joined Simmons in 1993 as a consultant to the Simmons Leadership Conference, then served as the executive director of the Conference since 2000. With Joyce's inspired guidance, the Leadership Conference expanded from a small, regional gathering of about 150 women to a nationally recognized, premier leadership event, boasting more than 3,000 attendees annually. Joyce was equally passionate about increasing access to education, working to ensure that proceeds from the Leadership Conference helped fund scholarships for Simmons graduate students.

Joyce was the recipient of the Rappaport Award for Outstanding Leadership from the Simmons School of Management, the Distinguished Alumni Award from Colby Sawyer College in 1997, and most recently on May 11, 2013 was awarded the Susan Colgate Cleveland Medal for Distinguished Service from Colby Sawyer, the college's highest honor.

Joyce will always be remembered as a beloved mother, grandmother, a treasured friend and colleague, and a valued mentor.

To support the School of Management Scholarship Fund in Kolligian's memory, please visit alumnet.simmons.edu/joycekolligian.

Save the Dates

ENCORE Breakfast Series
October 1, 2014

National Conversation on Board Diversity
with
2020 Women on Boards
November 20, 2014

Simmons Leadership Conference
April 2, 2015

SIMMONSLEADS

The Day at a Glance

6:45 – 7:45 Check-In & Continental Breakfast

7:45 – 8:20 Welcoming Remarks

Commonwealth Complex, Seaport WTC, Lower level

Joyce Kulhawik

Master of Ceremonies

Helen G. Drinan

President, Simmons College

ML Krakauer

Executive Vice President, Human Resources, EMC Corporation

James Carmody

Vice President and General Manager, Seaport World Trade Center

Marilyn Crouther

Senior Vice President, US Public Sector, Enterprise Services

Hewlett-Packard Company

Debbie Dunnam

Senior Vice President, Americas Services, Cisco Systems

Elizabeth B. Amato

Senior Vice President, Human Resources and Organization, United Technologies Corporation

Dawn Frazier-Bohnert

Vice President, Diversity and Inclusion, Liberty Mutual

8:25 – 9:15 Opening Keynote: *Fostering Innovation*

Denise Morrison, CEO, Campbell Soup Company

Commonwealth Complex, Seaport WTC, Lower level

9:25 – 10:45 Concurrent Morning Sessions

1. Personal Finance: *Money Myths You Can't Afford to Believe*

Helaine Olen

Waterfront Ballroom, Seaport WTC, Lower level

2. Creativity, Productivity, & Engagement:

Reclaim Your WhiteSpace®

Juliet Funt

Cityview Ballroom, Seaport WTC, Upper level

3. Signature Dialogue: *The Other Side of War*

Zainab Salbi with Renée White, Ph.D.

Amphitheater, Seaport WTC, Mezzanine level

4. Social Media Marketing: *The Social Selling Revolution*

Clara Shih

Seaport Ballroom, Seaport Hotel, Mezzanine level

5. Leadership Lessons: *The Female Mind: The Biology of Leadership*

Dr. Helen Fisher

Plaza Ballroom, Seaport Hotel, Plaza level

6. Business Panel: *Transforming Business for High Performance*

Panelists: Debbie Dunnam, SVP Americas Service Sales, Cisco Systems; Patricia Florissi, Ph.D., VP and Global Chief Technology Officer, EMC Corporation

Moderator: Susan Vinnicombe, OBE, Deloitte Ellen Gabriel Chair for Women and Leadership, Simmons School of Management

Harborview Ballroom, Seaport WTC, Upper level

10:45 – 11:15 Meet the Speakers Book-Signing Break

Corporate Marketplace, Seaport WTC, Lower level

11:15 – 12:05 Morning Keynote: *Innovation 2.0*

Rana Foroohar

Commonwealth Complex, Seaport WTC, Lower level

12:05 – 1:15 Luncheon

Commonwealth Complex, Seaport WTC, Lower level

1:15 – 2:05 Afternoon Keynote: *My Life from Zero to 60, Plus 20*

Rita Moreno

Commonwealth Complex, Seaport WTC, Lower level

2:10 – 3:30 Concurrent Afternoon Sessions

7. Personal Finance: *Money Myths You Can't Afford to Believe*

Helaine Olen (repeat of morning session)

Waterfront Ballroom, Seaport WTC, Lower level

8. Creativity, Productivity, & Engagement:

Reclaim Your WhiteSpace®

Juliet Funt (repeat of morning session)

Cityview Ballroom, Seaport WTC, Upper level

9. Signature Dialogue: *Exploring the Frontiers of Science and Human Potential*

Mae Jemison, MD with Betty Nguyen

Amphitheater, Seaport WTC, Mezzanine level

10. Social Media Marketing: *The Social Selling Revolution*

Clara Shih (repeat of morning session)

Seaport Ballroom, Seaport Hotel, Mezzanine level

11. Leadership Lessons: *The Female Mind: The Biology of Leadership*

Dr. Helen Fisher (repeat of morning session)

Plaza Ballroom, Seaport Hotel, Plaza level

12. Business Panel: *Transforming Business for High Performance*

Panelists: Kathy Garcia, SVP, Enterprise Services, Hewlett-Packard Company; Neeti Bhalla, Executive Vice President, Investment Strategy & Risk Management, Liberty Mutual Group Asset Management Inc.; Nicole Parent Haughey, Vice President, Corporate Strategy & Development, United Technologies Corporation

Moderator: Rana Foroohar

Harborview Ballroom, Seaport WTC, Upper level

3:30 – 4:00 Meet the Speakers Book-Signing Break

Corporate Marketplace, Seaport WTC, Lower level

4:00 – 5:00 Closing Keynote Address: *Former Secretary of State Hillary Rodham Clinton*

with Moderator Helen G. Drinan, President, Simmons College

Commonwealth Complex, Seaport WTC, Lower level

5:00 – 5:30 Connection Reception

Corporate Marketplace, Seaport WTC, Lower level

Conference Schedule

6:45 – 7:45 **Check-In & Continental Breakfast**

7:45 – 8:20 **Welcoming Remarks**



Joyce Kulhawik

Simmons College alumna Joyce Kulhawik is a Boston broadcasting legend. As the Emmy Award-winning arts and entertainment critic for WBZ-TV for more than 25 years, she covered local and national events from Boston and Broadway to Hollywood. She has regularly reported live from the red carpet at the Oscars, the Grammys, and the Emmys, as well as from major news scenes including Ground Zero in New York City in the immediate aftermath of 9/11. Kulhawik also co-hosted the nationally syndicated movie-review show *Hot Ticket* with Leonard Maltin and was a continuing co-host on *Roger Ebert and the Movies*. She currently serves as President of the Boston Theater Critics Association, a member of the Boston Society of Film Critics, and a critic for *RogerEbert.com*. A three-time cancer survivor, Kulhawik also lends her expertise as an arts advocate and cancer crusader all over the region.

8:25 – 9:15 **Opening Keynote: *Fostering Innovation***



Denise Morrison

Denise Morrison is the first woman to be named president and CEO of the Campbell Soup Company and is among just 22 women—including her sister—to head a Fortune 500 company. Since assuming leadership in 2011, she has set about creating a culture of innovation, flexibility, and risk-taking at the 144-year-old consumer foods and beverages maker, tapping new growth markets with a host of product introductions. In her dynamic and insightful presentation, Morrison explains the importance of visionary thinking to compete effectively in today's global marketplace.

9:25 – 10:45 **Concurrent Morning Sessions**

1. Personal Finance: *Money Myths You Can't Afford to Believe*



Helaine Olen

At the same time that income inequality in the US has widened and social safety nets have frayed, the personal finance industry has mushroomed into a multi-billion dollar business. But as popular *Forbes* blogger and financial commentator Helaine Olen explains, many so-called advisors have become rich preying on people's fears, propagating simple formulas about saving and spending that seldom succeed. In this lively and enlightening session, Olen exposes the dubious practices and outright deceit of financial gurus in the age of the easy fix.

2. Creativity, Productivity, & Engagement: *Reclaim Your WhiteSpace®*



Juliet Funt

Uncommitted time is a dwindling resource, constantly pillaged by the relentless, reactive busy-ness that breeds burnout. But whether you are in the C suite or on the front lines, uncommitted time is essential for strategic thinking, creativity, and focus. In this fast-paced, high-impact, and often hilarious session, Juliet Funt describes how restoring WhiteSpace® can bring new clarity of mind, improved productivity, and stronger personal and professional engagement to your over-scheduled, multi-tasking workday.

3. Signature Dialogue: *The Other Side of War*



Zainab Salbi

Founder and former CEO of Women for Women International, Zainab Salbi has dedicated her life to empowering women in war-torn areas to become full and equal participants in their communities. In its 20 years, her organization has provided direct aid, rights education, job skills training, and small business development to more than 350,000 women from Afghanistan to South Sudan. An escapee from Saddam Hussein's Iraq, Salbi describes her own experiences of oppression, the extraordinary lessons learned from working with war survivors, and her new priority to help women in the Middle East play larger roles in business, politics, and the media.



4. Social Media Marketing: *The Social Selling Revolution*



Clara Shih

Every day, a billion people around the globe share the most important moments of their lives on social media, from new jobs to newborns—and everything in between. Your own social networks are full of these "social signals" and your competitors are acting on this information in real time. Best-selling author, social media pioneer, and Silicon Valley tech CEO Clara Shih describes how you can take advantage of this wealth of information to succeed in today's radically different selling environment.

5. Leadership Lessons: *The Female Mind: The Biology of Leadership*



Dr. Helen Fisher

Based on her groundbreaking brain scanning studies, biological anthropologist Helen Fisher likens men and women to two feet: they help each other get ahead, in part because they think differently. And as Fisher explains in this fascinating presentation, women's ancient, biologically based aptitudes—to gather and integrate details, to take a broader, more holistic perspective, and to weigh multiple options and plot a long-term course—are all leadership qualities that are essential to the modern bottom line.

Conference Schedule Continued...

6. Business Panel: *Transforming Business for High Performance*



Patricia Florissi



Debbie Dunnam

How do companies not just get to the top but also manage to stay there, through good economic times and bad? The true success stories are businesses that focus less on short-term revenue growth and more on continuously opening up new playing fields, thriving from one business venture to another. The process is

not necessarily smooth or risk-free and requires keeping several steps ahead of the game. The corporate leaders from market-leading companies on this panel reveal how it's done.



Moderator
Susan Vinnicombe

10:45-11:15 Meet the Speakers Book-Signing Break

11:15-12:05 Morning Keynote: *Innovation 2.0*



Rana Foroohar

In the debate over improving America's economic competitiveness, talk often turns to reforming education, building better infrastructure, and cutting red tape. But there is little discussion of the more endemic problem: how American business has moved away from its roots in technologically based innovation and toward a culture of quarterly profit taking. Rana Foroohar, *TIME*'s assistant managing editor for business and economic coverage, provides an in-depth look at the lessons to be drawn from winning businesses and economic models in both the US and abroad.

12:05-1:15 Luncheon

1:15-2:05 Afternoon Keynote: *My Life from Zero to 60, Plus 20*



Rita Moreno

Winner of every major award in the entertainment industry: the Emmy, Grammy, Oscar, and Tony, Rita Moreno has lived a life that is worthy of its own Hollywood movie. Despite early success, however, the legendary actress, singer, and dancer had to struggle for years against Hollywood typecasting as well as against her own self-doubt. With her signature wit, warmth, and candor, Moreno describes her journey from early childhood in Puerto Rico through a spectacular career that spans seven decades and still continues to flourish.

2:10-3:30 Concurrent Afternoon Sessions

7. Personal Finance: *Money Myths You Can't Afford to Believe*



Helaine Olen

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9. Signature Dialogue: *Exploring the Frontiers of Science and Human Potential*



Mae Jemison, MD

Mae Jemison gives new meaning to the expression "the sky's the limit." In addition to her pioneering role as the first African-American woman to travel in space, she is a successful entrepreneur and a passionate crusader for science education and literacy. In her latest endeavor, she is leading the 100 Year Starship initiative, tackling the massive challenges of innovation and planning to ensure human space travel to another star within the century. As a woman who continues to excel in the traditionally male-dominated realms of science, technology, and medicine, Jemison provides inspiring stories about achieving one's potential.



Moderator
Betty Nguyen

10. Social Media Marketing: *The Social Selling Revolution*



Clara Shih

Every day, a billion people around the globe share the most important moments of their lives on social media, from new jobs to newborns—and everything in between. Your own social networks are full of these "social signals" and your competitors are acting on this information in real time. Best-selling author, social media pioneer, and Silicon Valley tech CEO Clara Shih describes how you can take advantage of this wealth of information to succeed in today's radically different selling environment.

Conference Schedule Continued...

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Kathy Garcia



Neeti Bhalla



Nicole Parent Haughey



Moderator
Rana Foroohar

How do companies not just get to the top but also manage to stay there, through good economic times and bad? The true success stories are businesses that focus less on short-term revenue growth and more on continuously opening up new playing fields, thriving from one business venture to another. The process is not necessarily smooth or risk-free and requires keeping several steps ahead of the game. The corporate leaders from market-leading companies on this panel reveal how it's done.

3:30–4:00 Meet the Speakers Book-Signing Break



Book-Signing & Sales

Books are available for purchase beginning at 6:45 a.m. in the Corporate Marketplace on the lower level. Please make your purchases early in the day to avoid standing in long lines during breaks. Tote bags are provided for carrying books and other items.

Published speakers are signing books during both the morning and afternoon breaks at 10:45 a.m. and 3:30 p.m. in the Corporate Marketplace.

4:00–5:00 Closing Keynote Address: Former Secretary of State Hillary Rodham Clinton



Hillary Rodham Clinton

Hillary Rodham Clinton served as the nation's 67th Secretary of State from 2009 until 2013, after nearly four decades in public service. Her "smart power" approach to foreign policy repositioned American diplomacy and development for the 21st century. Clinton played a central role in restoring America's standing in the world, reasserting the United States as a Pacific power, imposing crippling sanctions on Iran and North Korea, responding to the Arab Awakening, and negotiating a ceasefire in the Middle East. Earlier, as First Lady and then Senator from New York, she traveled to more than 80 countries as a champion of human rights, democracy, and opportunities for women and girls. Clinton also worked to provide health care to millions of children, create jobs and opportunity, and support first responders who risked their lives at Ground Zero. In her historic campaign for US President in 2008, Clinton won 18 million votes.



Moderator
Helen C. Drinan

5:00–5:30 Connection Reception

We Need Triathletes

Building a brand is a journey. A race that you don't finish alone. And while your mind and body carry you the distance, it's your team that gives you the heart to finish first. That's the committed mentality Eline de Graaf brings to work each day as a Senior Marketing Manager at Philips Consumer Lifestyle. She's delivering an enhanced sense of confidence around the world for Philips Norelco users, with the same relentless spirit that drives her toward her next triathlon medal.

Philips is proud to support the 2014 Simmons Leadership Conference and passionate about empowering the development and success of women in the workplace. Stop by Booth #102 to learn more about how Philips is improving lives today, and how we could enhance yours in the future.

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Eline de Graaf
Senior Marketing Manager

At Philips, We don't need employees.
We need people.

PHILIPS

Speaker Profiles

Hillary Rodham Clinton, Former Secretary of State and Former U.S. Senator from New York



Hillary Rodham Clinton served as the nation's 67th Secretary of State from 2009 until 2013, after nearly four decades in public service. Her "smart power" approach to foreign policy repositioned American diplomacy and development for the 21st century. Clinton played a central role in restoring America's standing in the world, reasserting the United States as a Pacific power, imposing crippling sanctions on Iran and North Korea, responding to the Arab Awakening, and negotiating a ceasefire in the Middle East.

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Neeti Bhalla



Neeti Bhalla is the Executive Vice President and Head of Investment Strategy & Risk Management at Liberty Mutual Group Asset Management Inc. She joined Liberty Mutual in September 2013.

Prior to her time with Liberty Mutual, Bhalla was a Managing Director at Goldman Sachs. Bhalla began her career with Goldman Sachs within the Investment Banking Division, London in 2000. Most recently, she was Head of Tactical Asset Allocation in the

Investment Strategy Group, part of the Investment Management Division.

Before Goldman Sachs, Bhalla worked at the Central Bank of Kenya and the Nairobi Stock Exchange. Bhalla was a Rhodes Scholar at Oxford University, where she earned an MBA and MSc in Social Anthropology. She also earned a BA in Economics from Kenyatta University in Nairobi, Kenya.



Helen G. Drinan



As President of Simmons College since 2008, Helen G. Drinan has guided the school to new levels of competitive strength financially, academically, and operationally. An ardent advocate for women's education as a pathway to leadership, she is a member of several organizations working to empower women, including 2020 Women on Boards, the Massachusetts Women's Forum, and the Mount Holyoke College Board of Trustees. Before her appointment at Simmons, Drinan had a highly successful career in the private and

nonprofit sectors, with stints as Senior Vice President of Human Resources at Caritas Christi Health Care, President and CEO of the Society of Human Resources Management, and Executive Vice President of Human Resources for BankBoston. Drinan currently serves on the boards of directors of the Association of Independent Colleges and Universities in Massachusetts (AICUM) and of Blue Cross Blue Shield of Massachusetts.

Debbie Dunnam



Debbie Dunnam, Senior Vice President of Americas Services Sales at Cisco Systems, leads a diverse organization with responsibility for all technical and professional services sales, channel partner sales, and field marketing in the United States, Canada, and Latin America. During her tenure, she has steadily advanced through several leadership positions, including heading up the Go To Market Shared Services organization, the Worldwide Customer Operations team, Cisco Services Sales in the US Enterprise,

Commercial, and Canada customer base, the Inside Services Sales team, and the US Cisco Services Partner Organization sales group. Dunnam participates in multiple inclusion and diversity efforts, both inside the company and within the partner community. With more than 25 years of IT experience, she has held executive positions in other industry-leading companies including HP and Dell.

Dr. Helen Fisher



Biological anthropologist Helen Fisher is a pioneer in the neurochemistry of leadership and gender differences. A visiting research professor at Rutgers University, she has produced groundbreaking studies on the biological basis of thinking styles, demonstrating how women's innate talents are especially suited to addressing some of today's most pressing problems. She has applied her insights in a variety of consulting assignments at VISA, Deloitte, Procter & Gamble, and other organizations, and makes

regular appearances on TV and radio talk shows such as *Dateline NBC*, *Anderson Cooper 360°*, and *Charlie Rose*. Also renowned as the nation's leading expert on romantic love, Fisher has written extensively on the brain science of human attraction, including *Why Him? Why Her? Finding Real Love By Understanding Your Personality Type*. She currently serves as Chief Scientific Advisor to the Internet dating site chemistry.com.

Patricia Florissi



As Vice President and Global Chief Technology Officer for EMC Sales, Patricia Florissi helps to define the company's mid-and long-term technology strategy and serves as a liaison with EMC's customers and partners. She is an expert on Big Data and how technology and the availability of scientific and social data are transforming the way we work and live. Before joining EMC, she was Vice President of Advanced Solutions at Smarts, where she led the research, design, and release of several products that continue to drive millions of dollars in revenue. After EMC acquired Smarts in 2005, she was quickly promoted to CTO of the entire Ionix business unit, and then advanced to Americas CTO in 2010, to Americas and EMEA CTO in 2011, and to Global CTO in 2012. An EMC Distinguished Engineer, Florissi holds multiple patents and has written extensively for such publications as *Computer Networks* and *IEEE Proceedings*.

Rana Foroohar



Award-winning journalist Rana Foroohar is Assistant Managing Editor of *TIME* magazine, overseeing business and economic coverage across all platforms. Her *Curious Capitalist* column, covering the intersection of the global economy and Main Street, has become a must-read for economic and political thought leaders. Foroohar previously served as *Newsweek's* Deputy Editor in charge of international business and economics, as well as the magazine's economic correspondent covering Europe and the Middle East. Known for her high-level yet accessible analysis of national and world events, she is a frequent commentator on business for *CNN*, *MSNBC*, and the *BBC*, and regularly chairs panel discussions with world leaders, intellectuals, and economists at the World Economic Forum. Foroohar is currently a contributor to *The Daily Beast* and can be heard weekly on the New York public radio show, *Money Talking*.

Juliet Funt



Juliet Funt is the founder and owner of WhiteSpace® at Work, a training and consulting firm that helps organizations, their leaders, and employees flip the norms of business to reclaim their creativity, productivity, and engagement. A nationally recognized expert in coping with the Age of Overload, she has developed a method for personal process improvement based on the concept of WhiteSpace®—carving out time from overscheduled, multitasking work routines for the freeform, flexible thinking that is so vital to energized, focused, and successful performance. With her unique blend of charisma, humor, and tough love, she demonstrates to audiences how this practice can change the negative patterns and behaviors preventing organizations from achieving optimum results. Funt has brought her thought-provoking content and immediately applicable tools to a number of Fortune 100 corporations, as well as to companies in industries ranging from financial services to technology, from manufacturing to the military.



A recognized leader in the IT services industry, Katherine Garcia is Senior Vice President of Applications Services for HP Enterprise Services. Her organization supports clients across all industries and located in more than 170 countries, applying innovation to modernize and manage their applications portfolios to enhance business results. Before joining HP, Garcia held several senior management positions at IBM that enabled her to gain a global perspective and to develop expertise in high-growth markets. In her most recent position there, she served as General Manager of IBM Global Business Services, Growth Markets MTN, a global telecommunications company. In this role she was responsible for creating and executing strategic plans to initiate business operations across Africa. Previously in her career, Garcia was President of Lockheed Martin Naval Electronics and Surveillance Systems.

Nicole Parent Haughey



Nicole Parent Haughey is Vice President of Corporate Strategy & Development at United Technologies Corporation. She brings to UTC two decades of Wall Street experience, most recently as managing partner at Vertical Research Partners, an independent equity research firm that she co-founded. Haughey previously served as Managing Director and Global Sector Head of Industrial at Credit Suisse, covering the domestic electrical equipment and multi-industry sectors as well as coordinating industrial equity research across the United States, Europe, and Asia. She also held senior research positions at Banc of America Securities, LLC, SalomonSmithBarney, and Cowen & Company. A frequent guest on *CNBC*, she has been recognized by *Institutional Investor*, *The Wall Street Journal*, *Forbes*, and *StarMine* for her insightful analysis. Haughey currently serves on the board of overseers at Harvard University and on the advisory board of the Resolution Project, dedicated to developing socially responsible young leaders.

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Speaker Profiles Continued...

Mae Jemison, MD



Former NASA astronaut Mae Jemison made history as the first African-American woman to travel in space. But as an engineer, scientist, medical doctor, and educator, her accomplishments hardly stop there. She is the founder of The Jemison Group, Inc., a technology consulting company that researches, develops, and implements advanced technologies suited to the developing world. She is also Founder and President of a medical devices company, BioSentient Corporation. In addition to a stint as professor of environmental studies at Dartmouth College, Jemison founded and directs The Earth We Share, an international science camp for 12–16 year-olds. Jemison is Bayer Corporation's national advocate for the Making Science Make Sense initiative, a member of the Institute of Medicine of the National Academy of Sciences, and on the boards of Kimberly-Clark Corporation, Scholastic Inc., Valspar Corporation, and Gen-Probe Inc.

Rita Moreno



Legendary singer, dancer, and actress Rita Moreno is one of just a handful of performers—and the only Latina—to win the entertainment industry's four most prestigious awards. Her breakout performance came as Anita in *West Side Story*, earning her an Oscar for best supporting actress and paving the way for Hispanic actors to play more meaningful roles. She won the Grammy for her contribution to *The Electric Company Album*, the Tony for best featured actress in *The Ritz*, and two Emmys for guest appearances on *The Muppet Show* and *The Rockford Files*. She has continued to work steadily in feature films and on television, most recently in recurring roles in the prison drama *Oz* and the sitcom *Happily Divorced*.

Moreno recounted some of the ups and downs of her spectacular career in a one-woman show, *Life Without Makeup*, and in her no-holds-barred autobiography, *Rita Moreno: A Memoir*.

Denise Morrison



Consistently named by *Forbes* and *Fortune* as one of the country's most powerful women in business, Denise Morrison became President and CEO of Campbell Soup Company in 2011. The first woman to head the \$7.7 billion consumer foods maker, she brought to the task a 30-year track record of building iconic brands at Kraft Foods, Nestle, Nabisco, and Pepsi-Cola. In just her first year as CEO, Morrison reinvigorated sales growth with the launch of 288 new products and the \$1.55 billion acquisition of Bolthouse Farms, instilling a new spirit of innovation and creativity at the venerable company. Morrison is a founding member of the Healthy Weight Commitment Foundation, a first-of-its-kind coalition of manufacturers, retailers, and other organizations to combat obesity, especially among children. She currently serves on the board of directors of Catalyst and Enactus, as well as of the Campbell Soup Company.

Betty Nguyen



NBC News and MSNBC anchor Betty Nguyen has spent her career covering breaking news around the globe, reporting on some of the most important political, environmental, and cultural events of our time—from the Boston Marathon bombings, to the 2012 presidential election, the Arab Spring, and the Gulf oil spill. Before her move to NBC, she anchored the *CBS Morning News* and reported for *CBS This Morning*, also serving as special correspondent for *Entertainment Tonight*. Nguyen previously anchored the weekend edition of *CNN Newsroom*, and contributed to award-winning coverage of Hurricane Katrina and the 2006 tsunami in South Asia. After returning to Vietnam for the first time since fleeing the war, Nguyen and her family were inspired to found Help the Hungry, a global nonprofit organization that distributes food, clothing, medicine, and basic essentials to those in need.

Helaine Olen



Freelance journalist and former financial columnist Helaine Olen delights in debunking the idea that personal finance experts always have their clients' best interests in mind. In her recent book, *Pound Foolish: Exposing the Dark Side of the Personal Finance Industry*, she reveals the conflicts of interest and misleading advice offered by those who profit off the economic anxiety of everyday Americans while purporting to help them achieve financial security. Olen got her start in personal finance by writing the *Money Makeover* feature in the *Los Angeles Times*. Since then, her work has appeared in numerous print and online publications, including the *New York Times*, *Washington Post*, *The Atlantic*, *Slate*, *Salon*, and *Pacific Standard*. Olen is currently a regular contributor to both *The Great Debate* and *Equals* on the *Reuters* website and regularly reports on a wide range of topics including personal finance, women's issues, politics, education, and career strategies.

Clara Shih



A technology innovator, Silicon Valley entrepreneur, and celebrated author, Clara Shih is Co-Founder and CEO of Hearsay Social, providing market-leading social media management software to Fortune 500 companies. She developed Facebook's first social business application in 2007 and subsequently wrote *The Facebook Era: Tapping Online Social Networks to Market, Sell and Innovate*—the de facto social networking bible for corporations. Before starting her own company, Shih held a variety of key technical, product, and marketing positions at Google, Microsoft, and Salesforce.com. She has been named one of *Fortune*'s Most Powerful Women Entrepreneurs and *Fast Company*'s Most Influential People in Technology. Shih serves on the board of directors of Starbucks and the advisory board of Facebook's Work4 recruiting solution, and is an advisor to Good Karma, a nonprofit she founded that conducts technology education programs in developing countries.

Speaker Profiles Continued...

Susan Vinnicombe



Susan Vinnicombe is the Deloitte Ellen Gabriel Chair for Women and Leadership at the Simmons School of Management, and a faculty affiliate at the Center for Gender in Organizations. Also a professor at Cranfield University's School of Management in England, Vinnicombe is an internationally renowned researcher and consultant on gender diversity on corporate boards, women's leadership styles, and issues women face in developing their managerial careers. She has written extensively on these topics and is the author or co-author of 10 books, including the *Handbook of Research on Promoting Women's Careers*. In recognition of her outstanding contributions to workplace diversity and the economic empowerment of women, Vinnicombe has been awarded an Order of the British Empire (OBE), named a Fellow of the British Academy of Management, and is a 2013 recipient of The International Alliance for Women World of Difference 100 Award.

Renée White, Ph.D.



Renée White is Dean of the Simmons College of Arts and Sciences. A leading expert on issues of gender, race, and reproductive health, she is the author of *Putting Risk in Perspective: Black Teenage Lives in the Era of AIDS* and co-author of *HIV/AIDS: Global Frontiers in Prevention/Intervention*. Prior to her appointment at Simmons, White was a professor of sociology and black studies at Fairfield University, where she was named the institution's first academic coordinator for diversity and global citizenship. She also taught at Central Connecticut State College and Purdue University. White has been a Wye faculty fellow at the Aspen Institute, and was selected as a delegate for Vision 2020, a national initiative dedicated to gender equity. A former editor of the *Journal of HIV/AIDS Prevention in Children & Youth*, she now serves as advisor to the *Journal of HIV/AIDS and Social Sciences*.

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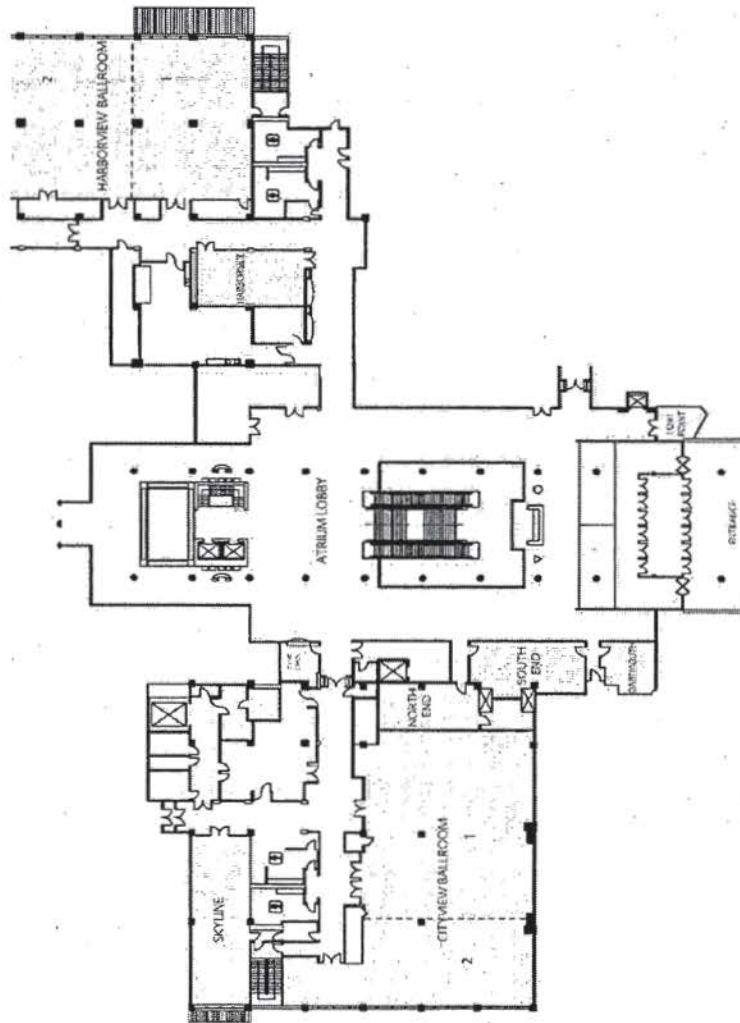
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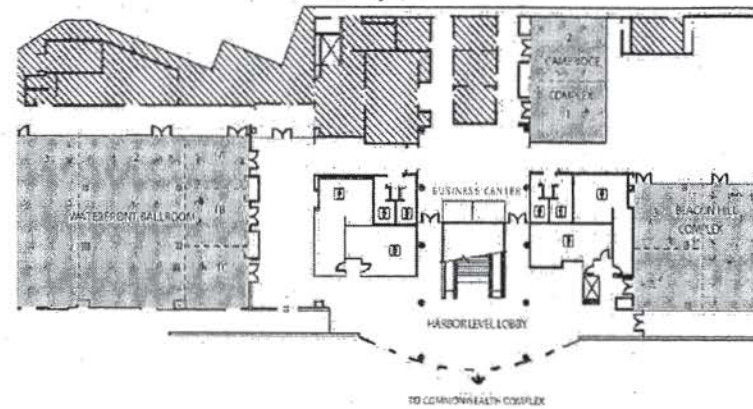


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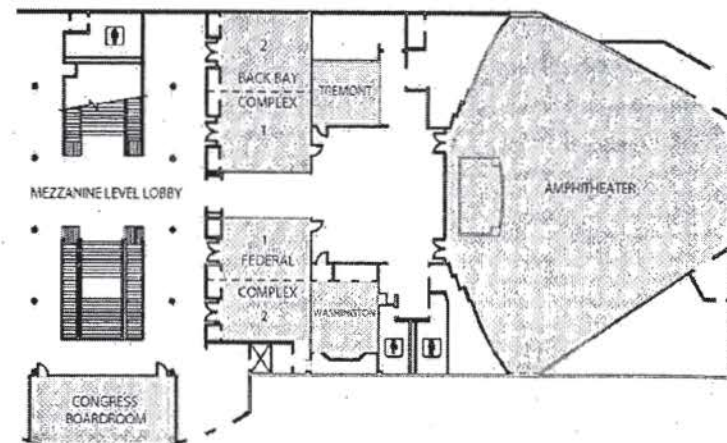
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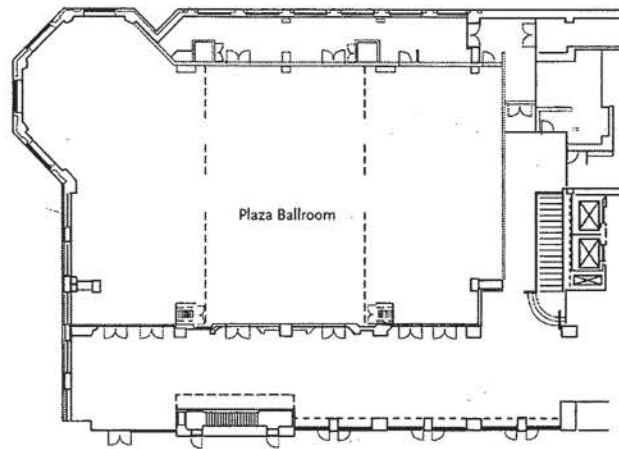
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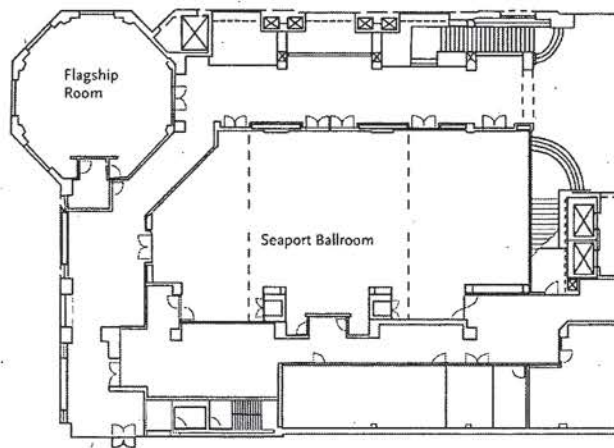
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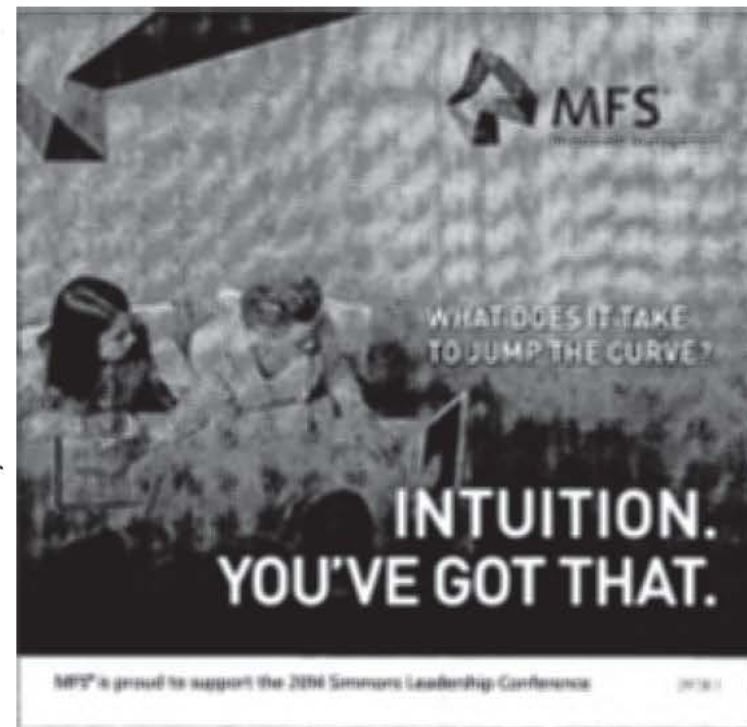


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2013 Simmons Leadership Conference Survey Results

Women, Negotiations, and Career Advancement

On April 9, 2013, one week after the 2013 Simmons Leadership Conference, the U.S. celebrated the 50th anniversary of the Equal Pay Act of 1963, which President John F. Kennedy declared to be the end of the "unconscionable practice of paying female employees less wages than male employees for the same job." Yet, in 2013, women across the U.S. earned, on average, 77 cents for every dollar men earned.

In addition to a wage gap, the "glass ceiling," a barrier that keeps women from rising to top leadership positions, was much discussed in 2013. 2013 was the eighth consecutive year without significant improvement of women's representation on Fortune 500 company boards, flat growth in CEO representation, and stagnation in top-earner slots held by women. When women do attain high leadership positions, some research shows that they might be near the edge of a "glass cliff," a precarious situation in which they have high risk of failure.

Negotiation has been recognized as an important tool to changing these troubling statistics. Yet, research has shown that women "who ask" often face a double bind—they can be perceived as competent or likeable, but not both. Women can be penalized for asking, as this action violates gender stereotypes of women being "nice." Nevertheless, in the 2005 Simmons Leadership Conference survey, Kolb and Kickul found that for women leaders, it does pay to ask. Women who achieve leadership success do so in part because they know what they want and negotiate effectively to get it. Kolb and Kickul concluded that "any time a woman considers a leadership role at any level; negotiations should be part of her thinking." In light of the importance of negotiation, but the persistent lack of progress in advancement of women, we developed the 2013 Leadership Conference survey to continue to gain understanding about why and how women are negotiating in today's workplaces.

THE SURVEY

We surveyed participants at the 2013 Simmons Leadership Conference about their negotiation experiences. The purpose of Part I of the survey was to understand better why women negotiate at work, and to look at the goals of the negotiations in which women engage to advance their careers. The purpose of Part II was to learn more about how women negotiate, including women's experiences negotiating across distinct communication media: online, telephone, and face-to-face.

Survey Method and Respondents

264 women at the 2013 Simmons Leadership Conference responded to an online survey. Eighty-six percent of the respondents were from the U.S., and 91 percent described themselves as native English speakers. The average age range of participants was 41-50 years. Ninety-four percent of the sample had graduated from college, and more than half held graduate degrees (51%).

Almost all of the respondents were employed full time (94%), and most (81%) contributed 50 percent or more to their household earnings. The vast majority of respondents (82%) reported working in organizations employing 1,000 people or more. Only three percent reported being fully self-employed. Fifty percent described their highest positions in the last five years as mid- or senior level. Fifty-eight percent reported aspiring to senior- or top-level positions.

Survey Part I: Why Women Negotiate

Most academic study and popular press about gender and negotiation has centered on whether or not and how effectively women negotiate for higher pay. Compensation negotiations have become a focal point for academic researchers, perhaps because pay is a measurable result that researchers can analyze. Another attraction to studying compensation is that it is a standard subject of discussion in formal job negotiations.

Compensation negotiations are a well-illuminated topic, but the topic of pay has come to eclipse other important forms of career negotiations. Indeed, how women negotiate their career paths is arguably a more important determinant of lifetime earnings (e.g., occupations, promotions, years in work force) than pay negotiations at organizational entry and promotion points. If we want to understand the role of negotiation in women's career trajectories, we need to look beyond compensation to see how women negotiate their careers. In this study, we wanted to widen the lens to explore how women use negotiation more broadly in their career advancement, including how they might use negotiation to overcome barriers and seize opportunities.

One of the few published studies that takes an expansive perspective on women's use of negotiation for career advancement was conducted by Deborah Kolb and Jill Kickul. Drawing on data from interviews with female executives and a survey of participants in the 2005 Simmons Leadership Conference, Kolb and Kickul documented how women negotiate the terms and context of new leadership roles, for instance, job title and description, reporting relationships, areas of responsibility and authority, social support, and resources. Kolb and Kickul argue persuasively that negotiation is essential for maximizing one's potential for success in new leadership opportunities.

We queried the women about their recent career-related negotiations. As explained in the survey, we use the term "career-related negotiations" to describe career-related requests to supervisors or other colleagues that involve some problem solving, creative tradeoffs, or a conflict to be resolved. This does not include career-related requests that are simply accepted or rejected.

In the first section of Part I, participants indicated over the past five years how frequently they had negotiated for a variety of different reasons. They were presented with a randomly ordered list of 20 different reasons for negotiating—ten represented opportunities for career advancement and ten represented barriers to career advancement. On average, participants indicated negotiating more often to seize opportunities than to overcome barriers. We then asked participants to describe briefly a recent career-related negotiation in which they had been involved. Seventy-six percent of respondents provided an example. Almost half of them (45%) were not yet fully resolved.

Those who recounted a personal career-related negotiation had more work experience and tended to hold higher-level positions. Ninety-four percent of women in senior- or top-level positions reported personal examples of career-related negotiations as compared to 78% of mid-level women and 70% of those at entry or supervisory levels. White women were also more likely to report negotiating for career advancement than women of color: 81 percent of white women as compared to 57 percent for women of color.

These patterns might reflect the effect of the psychological experience of power on the propensity to negotiate, as both organizational rank and how being from a majority vs. minority racial/ethnic group can influence one's perceived social status. Another potential explanation for the effect of rank on the propensity to report negotiating for career advancement is that more senior positions typically provide more potential for self-direction, which might create more potential to negotiate. Women in entry-level to mid-level-management positions agreed more strongly than women in top/senior-level positions that they were negotiating for something standard within their organization, entry-to-mid level. However, greater discretion at higher ranks would not explain the effect of being a woman of color on the propensity to report a career-related negotiation. The women of color in our sample reported the same levels of positions on average as white respondents.

To gain a better sense of the reasons that women use negotiation to advance their career, we asked respondents who provided a career negotiation example to categorize that example from a list of 20 potential reasons for negotiating (i.e., ten opportunities and ten barriers in random order)—checking all that applied. In the majority of negotiation examples (59%), the women categorized the negotiation as about both barriers and opportunities. In 37 percent of the cases, the women described their negotiation as purely opportunity focused. Only four percent of the examples were categorized as purely about resolving a barrier.

It is noteworthy that while compensation was a commonly cited motivation, it was not at the top of the list. More commonly cited topics of negotiation were seeking a new type of position, seeking a promotion or new leadership opportunity, advancing one's career by changing how or where one worked, and looking to enhance one's potential for promotion or a leadership opportunity. The top five most common barriers that women described related to not being given appropriate recognition or reward, getting stuck in bad politics, being overlooked or blocked from advancement, and feeling undervalued.

Survey Part II. How Women Negotiate and Use Communication Modalities

The second part of the survey looked at how women are negotiating at work. Increasingly, career-related negotiations are taking place remotely, either by telephone or by email, as workforces become more geographically dispersed.

Research shows that the communication modality used can greatly impact the success of the negotiation. In face-to-face negotiations, communications are informed not only by the words said, but by a range of intangibles that convey meaning and can promote trust, understanding and cooperation. Over the telephone, some of these intangibles can be addressed, as nuance

can be conveyed through the tone of voice and the speaker's inflection. In negotiations using email, however, we rely primarily upon the written word to convey meaning.

Nevertheless, email negotiations can provide other opportunities for negotiators. Research indicates that gender stereotypes that put women into a double bind have less influence in email communications than in face-to-face negotiations. For people who prefer to think carefully before responding, the asynchronous nature of email allows for a delay, which could provide more time to prepare a response.

This part of the survey asked questions about how women negotiated at work to understand if they negotiated face-to-face, over the telephone or online and how they felt about their effectiveness negotiating across these modalities. Questions included how well they felt they were able to create value for all parties, to claim their share of the value, and to address power imbalances. Participants confirmed that negotiation is an important and active aspect of their work and significant in pursuing career success. They engage in a range of negotiation strategies, including face-to-face, online and telephone negotiations. The vast majority of women surveyed self-assessed as modestly effective when negotiating in these different modalities.

However, the leadership level women had attained had a significant effect on their self-reported effectiveness and confidence in negotiations. Women in higher-level positions reported engaging more often in face-to-face negotiations, although they also are more likely to use a range of communication modalities. Women in higher-level positions also agreed more strongly that they prepare themselves well before they negotiate, use different negotiation strategies effectively in different negotiation situations, and are better able to create value for all parties in negotiation. Women in higher-level positions were also more likely to indicate that they were able to claim their share of value from negotiations and effectively address imbalances of power through negotiations.

The age of respondents correlated with their perceived effectiveness using different negotiation strategies. Not surprisingly, younger women felt most effective online, and the 50 and older demographic felt most comfortable in face-to-face negotiations.

Regardless of their age group, years of work experience, or level of leadership attained, the participants indicated unequivocally that they would like more training to become better negotiators, and that this would assist them in improving career success. The types of negotiation training desired varied, including traditional face-to-face executive education and online sessions. The higher the annual salary, and the more senior the professionals, the more a traditional executive education context was requested. For middle-level executives there was a preference for online education.

This research is important for expanding women's imagination with regard to how they can use negotiation and helps to breakdown potential self-fulfilling prophecies that "women don't ask." For negotiation scholars, teachers and trainers, this work (and that of Kolb and Kickul) challenges overemphasis on gender differences in compensation negotiation which have overshadowed the discussion of women's career negotiations.

Clearly, women recognize the need to negotiate to attain career success. Whether women are negotiating to seize an opportunity, to overcome a barrier, or whether they are negotiating in person, over the telephone or by email, women appreciate the importance of negotiations to their career success. Our findings indicate that more attention needs to be given to understanding the lower propensity of women of color to undertake negotiations and the workplace dynamics that influence their choices. Further, our findings indicate that institutions providing training in negotiations should offer a variety of training modalities. Nevertheless, we must not only rely on women to be the bearers of change when it comes to fixing the inequalities that still exist. Beyond women taking advantage of opportunities to increase their negotiation skills, other structural changes are also needed to dismantle the persistent inequalities and power imbalances which continue to shape women's career decisions and trajectories toward success.

Authors: Hannah Riley Bowles, Senior Lecturer, Harvard University; Dr. Paula Gutlove, Professor of Practice, Simmons SOM; Patricia Deyton, Associate Dean/Director, CGO, Professor of Practice, Simmons SOM; Jamie Potter, Harvard College; Lauren Waller, Coordinator, CGO, Simmons SOM.

For the complete article and footnotes visit: www.simmons.edu/som/cgo

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Dr. Lois Frankel



Carol Frohlinger, J.D.

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Back from their standing room only crowd and their highly rated presentation at the 2013 Simmons Leadership Conference, Dr. Lois Frankel and Carol Frohlinger, J.D. return for an in-depth continuation of their session *Getting from Nice to Yes*. Delving deeper into the issues related to gender differences in negotiation, steps to prepare for a negotiation, and how to negotiate with authenticity in difficult situations, Frankel and Frohlinger will provide you with practical tools, tips, and the opportunity to practice personal and professional negotiations.

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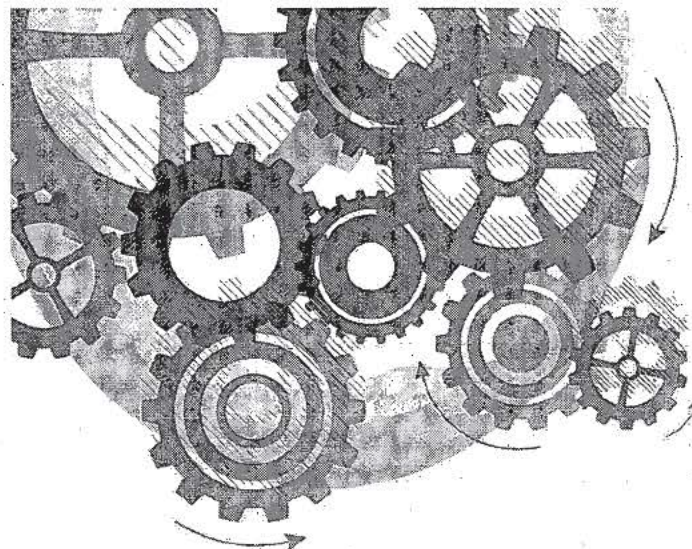
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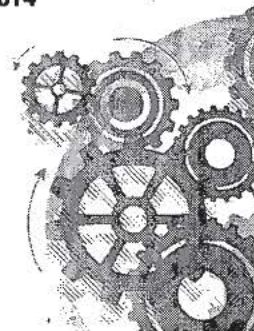


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At HP we believe that the development of female leadership not only ensures a just workplace, but a better bottom line. That's why HP is proud to sponsor the Simmons Leadership Conference. We're honored to support this year's event and advocate for the empowerment and advancement of women everywhere. For more information, go to hp.com/makeitmatter

Make it matter.



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Attachments: [Leive.Cynthia_14-1947.pdf](#)

(b)(5)



GLAMOUR

CYNTHIA LEIVE
EDITOR-IN-CHIEF

BOARD OF GOVERNORS
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2014 MAR 25 AM 7:18

RECEIVED
OFFICE OF THE CHAIRMAN

March 5, 2014

Janet Yellen
c/o Michelle Smith
The Federal Reserve
20th Street and Constitution Avenue NW
Washington, DC 20551

Dear Ms. Yellen,

Congratulations on being officially sworn in to your new job, your career is an inspiration to *Glamour's* 12 million young female readers. For showing them, and all of us, what's possible, *Glamour* would be thrilled to honor you as a 2014 Woman of the Year.

Since 1990, *Glamour's* Women of the Year Awards have saluted the planet's most remarkable achievers. Honorees have included First Ladies Michelle Obama and Laura Bush, Secretaries of State Hillary Clinton and Condoleezza Rice, Supreme Court Justice Ruth Bader Ginsburg, Malala Yousafzai, and the six founding members of the Nobel Women's Initiative for their contributions to making the world a better, more inspiring place for the next generation. This list is missing just one woman: you.

***Glamour's* Women of the Year will be celebrated in the pages of our December issue and at a Carnegie Hall gala in New York City on the evening of Monday, November 10, 2014.** Each Woman of the Year will be photographed and briefly interviewed for the magazine, and winners will accept their awards in person at the gala.

Awards are presented by a luminary of the winner's choice; recent presenters have included President Bill Clinton and Oprah Winfrey. There is an intimate dinner for winners, presenters, and their guests following the ceremony.

I have included last year's magazine feature and a list of all past winners. Please don't hesitate to call me at (212) 286-7063 if you have any questions.

I would be honored if you would join us this year—we're looking forward to celebrating your achievements on November 10.

Best wishes,



BOARD OF GOVERNORS
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GLAMOUR

WOMEN OF THE YEAR



GLAMOUR WOMEN OF THE YEAR

ABOUT WOMEN OF THE YEAR

- Widely regarded as the premier event honoring women
- In 2013, *Glamour's* Women of the Year awards garnered 2.7 billion media impressions
- The 2013 Women of the Year awards were featured on all the top American news shows, including *TODAY*, *CBS This Morning*, *Entertainment Tonight*, *World News with Diane Sawyer*, *E! News*, *Access Hollywood*, *Katie*, and more
- Coverage of our 2013 Women of the Year awards appeared in major outlets around the world, including: *The New York Times*, *Wall Street Journal*, *USA Today*, *Women's Wear Daily*, *The Sydney Morning Herald*, *India Today*, *Jordan's Al Bawaba*, *Emirates 24/7*, and *Irish Independent*

ABOUT GLAMOUR

- More than 11 million American women read *Glamour* in print and online—that's 1 in 10 American women—with 7 million more online and 6 million more in social media
- *Glamour* is published in 15 countries, 4 continents, and in 12 languages



GLAMOUR WOMEN OF THE YEAR

PAST WINNERS INCLUDE:

Lady Gaga
Melinda Gates
Catherine Martin
Malala Yousafzai
Barbra Streisand
Lena Dunham
Selena Gomez
Zaha Hadid
Rory and Ethel Kennedy
Jenna Lyons
Jennifer Lopez
Cindy Sherman
Laura Bush, Barbara Bush, and Jenna Bush Hager
Gabrielle Giffords
Gloria Steinem
Her Majesty Queen Rania
Julia Roberts
Fergie
Donatella Versace
Cher
Amy Poehler
Rihanna
Marissa Mayer
Maria Shriver
Stella McCartney
Serena Williams
Maya Angelou
Condoleezza Rice
Hillary Clinton
Nicole Kidman
Maureen Chiquet
Jennifer Garner
Donna Karan
Nancy Pelosi
Angela, Rosita and Margherita Missoni
Toni Morrison
Sandra Bullock

The Female Ivy League presidents: Drew Faust,
Amy Gutmann, Ruth Simmons, Shirley
Tilghman Queen Latifah
Somaly Mam
Billie Jean King
Christiane Amanpour
Melissa Etheridge
Anne Sweeney
Diane von Furstenberg
Venus Williams
Judy Blume
Carolina Herrera
Alicia Keys
Kate Winslet
Helen Thomas
Alanis Morissette
Amy Pascal
Sigourney Weaver
Katie Couric
Salma Hayek
Diane Sawyer
Sharon Stone
Sherry Lansing
Lilly Tartikoff
Evelyn Lauder
J.K. Rowling
Meg Whitman
Mariah Carey
Bobbi Brown
Maureen Dowd
Madeleine K. Albright
Susan Sarandon
Martina Navratilova
Elizabeth Dole
Nora Ephron
Jodie Foster
Madonna

PAST PRESENTERS INCLUDE:

Arianna Huffington
Hillary Clinton
America Ferrera
Lena Dunham
Anna Wintour
Diane von Furstenberg
Pharrell Williams
Karlie Kloss
Lily Collins
Chelsea Handler
Christiane Amanpour
Mary J. Blige
Marc Jacobs
Jennifer Aniston
Barbara Walters
Kerry Washington
Condoleezza Rice
Diane Sawyer
Oprah
Kate Hudson
Katie Couric
Michael Douglas
Iman
President Bill Clinton
Natalie Portman
Nora Ephron
Anjelica Huston
Stephen Colbert
Gloria Steinem
Steven Spielberg
Queen Latifah
Katie Holmes
Liam Neeson
Sharon Stone
Jennifer Lopez
Jimmy Fallon
Lenny Kravitz

THE CHOSEN ONES

Our World's Female HEADS OF STATE

ARE WOMEN OF THE YEAR BECAUSE: "They have remained focused on the issues of women's empowerment. Thanks to them, girls now have powerful models at the very top. With these women leaders inspiring the next generation, perhaps the concerns of today—girls' under-education, maternal mortality, rape as a weapon of war—will, by the fortieth GLAMOUR Women of the Year Awards, have been resolved."

—CONDOLEEZZA RICE, former secretary of state and 2008 Woman of the Year



HELLO, MADAME PRESIDENT

ELEVEN OF THE WORLD'S 18 FEMALE LEADERS. TOP ROW, FROM LEFT: Chancellor Angela Merkel, Germany; President Laura Chinchilla, Costa Rica.

MIDDLE ROW, FROM LEFT: Prime Minister Ivetta Radicová, Slovakia; Prime Minister Kamla Persad-Bissessar, Trinidad and Tobago; President Dalia Grybauskaitė, Lithuania; Prime Minister Sheikh Hasina, Bangladesh; Prime Minister Jóhanna Sigurðardóttir, Iceland.

BOTTOM ROW, FROM LEFT: Prime Minister Jadranka Kosor, Croatia; President Bora Čoroboyeva, Kyrgyzstan; President Tarja Halonen, Finland; President Ellen Johnson Sirleaf, Liberia.

NOT PICTURED: President Cristina Fernández de Kirchner, Argentina; Prime Minister Mari Kiviniemi, Finland; President Boriša Vukobratović, Bosnia and Herzegovina; President Doris Leuthard, Switzerland; President Pratibha Patil, India; Prime Minister Julia Gillard, Australia; President Mary McAleese, Ireland.

→ They are, in no particular order, a grandmother of nine, a poet, a black belt in martial arts, a former student body vice president, a sociologist, an ex-school teacher and more. And they are, quite literally, the most powerful women on earth: the world's 18 current female presidents and prime ministers. That number has nearly doubled since 1990—and thank goodness, because female leaders are changing the course of history, not only for the half of the world that is female but for us all.

It's about time. Women are the globe's greatest underused resource. "Not so long ago, the prime ministers and presidents were almost all men," says United Nations Secretary-General Ban Ki-moon. "Women have a fresh outlook on our most difficult problems, whether it's climate change or peace in the Middle East. This is a sea change."

Perhaps that's why a record number of women have landed the top job. Just last month Brazil (population 200 million) became the most recent large country to signal it was ready for female leadership when Dilma Rousseff captured the most votes in the presidential election. (At press time she was favored to win the October 31 runoff.) "In some countries we have had the right to vote for less than 100 years, so the entry of women into political leadership has caused a tsunami," says Ivetta Radicová, prime minister of the Slovak Republic.

Ellen Johnson Sirleaf, Liberia's "Iron Lady"—who survived imprisonment by political enemies to become, in 2005, the first woman elected president in Africa—agrees: "With more women heads of state, we will have a more peaceful and prosperous world based upon integrity, justice and equity," she says.

Why? Because even women at the top know what it's like to be a second-class citizen. "Unlike male leaders before me, I drew upon my experience as a South Asian woman, mother and daughter to."

Continued on page 905

All photographed at the United Nations on September 23-26, 2010, with the exception of Chancellor Merkel, who was photographed in Berlin, and Prime Minister Radicová, who was photographed in Bratislava.



THE VISIONARY
Marissa Mayer

Is a Woman of the Year Because...

"She has been a powerhouse of creativity and business acumen for one of the world's most innovative companies. Marissa Mayer is leading the way in keeping America number one."

—Nancy Pelosi, speaker of the U.S. House of Representatives and 2002 Woman of the Year

Photographed by Brigitte Lacombe in Mayer's Google office in Mountain View, California

WOMEN OF THE YEAR 2009



Marissa Mayer

You do it. Your mom does it. Nearly every American does it: We google, about 7 billion times a month. And each time, it's like a trip into Marissa Mayer's mind. That

sunny logo, blessedly spare interface and perfect list of links you get in response to a query are all pure Mayer. As vice president, search and user experience (and a 10-year veteran of Google), she's helped make the company the world's number-one search engine, with revenues of nearly \$22 billion last year. "I've always liked simplicity," says Mayer, 34. "It's hard to tell where my aesthetic ends and Google's begins." Almost nothing gets

out the door without her approval, including innovations like Gmail and Google Earth. "It's pretty hard to overstate her impact," says Google CEO Eric Schmidt. "She built the team that designs the products we all use." With a wardrobe that's strong on Oscar de la Renta and Armani, Mayer cuts a striking figure on the company campus. "When people think about computer science, they imagine people with pocket protectors and

thick glasses who code all night," Mayer jokes. "I do code all night! I am the stereotype, but I also break the stereotype." Among her goals: to bring more women into technology and teach them to take chances. "Get in a bit over your head," she says. "That's how you grow and learn and stretch yourself." —Farhad Manjoo



Melinda Gates

The Advocate

is a Woman of the Year because...

"As an effective and strategic leader, she's dedicated to solving the world's toughest problems." —Hillary Clinton, former secretary of state and 1992 and 2008 Woman of the Year

Photograph by Jason Bell

When Melinda Gates was in grade school, she was assigned to a lower-level math class. Her surprised mother, Elaine, asked the teacher why. It turned out that Melinda had actually qualified for a higher level, but the classroom was short a chair, and the teacher figured Melinda was so sweet she wouldn't mind. Elaine offered to come in after church every day to move a chair into the classroom if necessary. (Thankfully, it didn't come to that.)

For years this story has stuck with Gates because it serves as a powerful reminder of two things: (1) that big problems can have simple solutions and (2) that those who can help, should.

When Melinda and her husband, Microsoft cofounder Bill Gates, got engaged in 1993, they talked about donating the bulk of their fortune to charity. They've been making good on that promise ever since, and the Bill & Melinda Gates Foundation is now among the largest nonprofit organizations on earth: It gave \$3.4 billion in grants last year alone. Previously daunting problems like polio, malaria, and domestic education? Those are exactly the kinds of challenges she likes to take on.

In the past year, Gates' work has taken her to Senegal, India, Malawi, South Africa, and Ethiopia. "She really pushes herself deeply into the issues on the ground," says Melanné Verveer, former U.S. ambassador-at-large for global women's issues.

A work by nature and a computer scientist by training, Gates, 49, brings a personal, data-driven approach to her work. On one visit to Africa, women whose children were getting vaccinated asked her, "What about a shot for me?" Gates realized: They meant a contraceptive injection. So she dug into the data and found there are more than 200 million unintended pregnancies in developing countries each year. If a woman already has four children and herself to feed and she waits to have another, her whole family will be healthier.

It was that missing chair all over again: One contraceptive shot, Gates concluded, could strengthen a whole community. So she started a comprehensive family-planning program. As a Catholic she didn't take this lightly. But, says Gates, "If Western women could make the most of their lives through family planning, why not the rest of the world? So much of my Catholic upbringing was about social justice, about equality." It's this attitude that causes people like Lena Dunham. *Continued on page 250*

PHOTOGRAPH BY JASON BELL FOR TIME MAGAZINE. GATES' HAIR: JAMES MCKAY FOR TIME MAGAZINE. GATES' MAKEUP: TAYLOR KATZ FOR TIME MAGAZINE. GATES' STYLING: JESSICA BROWN FOR TIME MAGAZINE.



Activist extraordinaire

Melinda Gates photographed at Seattle's Myrtle Edwards Park. "The center of the way that Melinda operates," says 2011 Woman of the Year Barbara Bush, "is listening. She wants to understand people. She wants to understand the world." Coat: Saint Laurent by Hedi Slimane.

Malala Yousafzai The Girls' Hero

is a Woman of the Year because...
"By targeting her, extremists showed what they feared most:
a girl with a book. Malala embodies the power of
education to build peace. She is truly a role model for the world."
—Ban Ki-moon, secretary general of the United Nations

Photograph by Norman Jean Roy



Star pupil
Malala at Girls Prep in
the Bronx, New York, which
is a classroom full of
girls. Malala has become a leader,
"I want to unite people."
I am not afraid of anyone.

Women of the Year 2013

Malala Yousafzai

The Woman of the Year Fund Honoree

For most of us, her story began on October 9, 2012, the day a young man with a handkerchief over his face boarded a bus filled with 20 singing, chatting girls on their way home from school in the lush Swat Valley of northern Pakistan. "Who is Malala?" the man asked. When the girls unwittingly glanced toward their 15-year-old friend near the back, he lifted a black Colt .45 and fired three shots, sending a bullet through her head.

But who is Malala? Her real story, she told me, started years before.

When Malala Yousafzai—named, fittingly, after Malala, a female Afghan martyr who died in battle—was born, her father, a teacher named Ziauddin, refused to grieve the way fathers in his culture were expected to upon having daughters; instead, he wrote her into his clan's family tree—a distinction usually reserved for boys. And Malala's sense of justice came young. When, at an early age, she saw children living on a garbage dump, she wrote a letter to God. "Give me strength and courage," she pleaded. "I want to make this world perfect."

Malala's valley had always been conservative; she remembers disliking having to cover her face, and bristling at the fact that while boys and men could walk freely around town, her mother could not go out without a male relative, "even if it was a five-year-old boy!" But real danger only came to her peaceful region when she was 10—in the form of the Taliban. Then, says Malala, "I got afraid. Not of the Taliban, but because they were banning girls' education." Schools closed; many were bombed; bodies of dissenters piled up in a town square. The local Taliban leader used his radio show to congratulate by name those girls who dropped out of school. The school Malala's father ran stayed open, but for safety, it removed its signs and the girls stopped wearing their uniforms, which would have made them targets.

And that's when Malala really became Malala. When a BBC journalist asked her father to recommend a teacher or student willing to document the terror, no one volunteered—except his own daughter. "I thought, What a great opportunity," she recalls. "Terrorism will spill over if you don't speak up." Under the pen name Gul Makai, she wrote frank, detailed diary entries about her life under the Taliban. Though many urged her to stop, and some have since criticized her father for allowing her to do it, Malala wasn't worried. The Taliban, she remembers, "had never come for a girl."

Emboldened, she began giving speeches across Pakistan in favor of education. She won the country's National Peace Prize and met the prime minister, presenting him with a list of demands on behalf of children—rebuild schools, a girls' college—but keeping her expectations low. "I told myself, 'I shall not wait for any prime minister—when I'm a politician, I will do these things myself,'" she says. Malala led a double life: In one world, she was an *Ugly Betty* fan known for her spot-on impersonations of teachers and friends; in the other, a rising voice of dissent against terror. She started to realize her work could be risky. "I used to think that one day the Taliban would come [for me]," she told me. "And I thought, What would I do? I said to myself, 'Malala, you must be brave. You must not be afraid of anyone. You are only trying to get an education—you are not committing a crime.' I would even tell [my attacker], 'I want education for your son and daughter.'" Her own mother decided to take classes to learn to read and write.

And then came October 9.

Her parents rushed to her bedside. "My brave daughter, my beautiful daughter," lamented her father, leaning over her. But his brave daughter recovered, thanks in part to two visiting British doctors who were able to take her to a hospital in Birmingham, England. Around the world, women, men, and children prayed for her. Thousands

Continued on page 220

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(Continued from page 206) of letters piled up (one addressed simply to "The Girl Shot in the Head, Birmingham"), and people everywhere asked: Would she be okay? Could she lead a normal life again?

It turns out that for Malala, normal was never the goal. In the year since her attack, she has spoken, written, and fought her way into history, becoming the world's leading advocate for educating girls. Not normal—extraordinary.

At the United Nations in July, she brought the general assembly to its feet. "One child, one teacher, one pen, and one book can change the world," she said. Since then she has Skyped with Syrian children, written the memoir *I, Am Malala*, charmed Jon Stewart and Barack Obama, and become one of the youngest-ever nominees for the Nobel Peace Prize. Throughout it all, she has stayed focused: Let girls go to school.

The issue certainly needs a hero right now. Around the world an estimated 66 million girls are being denied the right to an education. Fix that, scholars have long said, and you could change the course of human history. "There's a saying," says Sheryl WuDunn, coauthor of *Half the Sky*, "that when you educate boys, you educate boys; when you educate girls, you educate a village." Educated girls are safer from sexual assault and childhood marriage; they go on to raise more-educated children themselves. Her Muslim faith, Malala points out, is in her favor: "Islam tells us every girl and

boy should be educated," she says. "I don't know why the Taliban have forgotten it."

For that sensibility, and for her unstoppable drive to change the world, Malala is *Glamour's* 2013 Women of the Year Fund honoree. (See page 54 for details.) The money raised goes to the project she is most passionate about, The Malala Fund, which aims to help children all over the world get the education that is their birthright. The fund recently made its first grant, supporting the educations of 40 girls in the Swat Valley—an achievement that thrills Malala, who wants to expand to other regions and countries (she cites Syria, Afghanistan, Nigeria). "Nothing can happen when half the population is in the Stone Age," she says. "I believe that when women are educated, then you will see this world change."

Malala's own world has changed hugely, from a small town to the global stage. She plans to go to college—Oxford, Cambridge, maybe Harvard, "to learn and learn and learn"—and into politics: one of her heroes is the assassinated Pakistani prime minister Benazir Bhutto, whose scarf she wore during that address at the United Nations.

But the place she'd most like to go is home. She misses it dearly. "I miss my room, I miss the traffic—I even miss that garbage dump!" she says. But it's far too dangerous for her there. "We will target her again and attack whenever we have a chance," a Taliban spokesperson told reporters in October. So Malala and her family—her mother, father, and younger brothers Khushal and Atal—are changing the world from abroad. "If Malala can do what she did—take on the Taliban, at risk to her own life," notes 1997 Nobel Peace Prize winner (and Woman of the Year) Jody Williams, "then there is really no excuse for the rest of us not to get up off our butts and work to make the world a better place."

The last time I spoke to Malala (by Skype, with her family milling about behind her), I asked her what she wanted *Glamour's* 12 million readers to know. "You can tell them a story from my imagination!" she said cheerfully. "When God created man and woman, he was thinking,

Who shall I give the power to, to give birth to the next human being? And God chose woman. And this is the big evidence that women are powerful. Women are strong. Women can do anything. Come out and struggle for your rights; nothing can happen without your voice."

"Do not wait for me to do something for your rights. It's your world, and you can change it." —Cindi Leive



"I said to myself, Malala, you must be brave. You must not be afraid of anyone."

GLAMOUR WOMEN OF THE YEAR 2008



•The Trailblazer

HILLARY CLINTON

HILLARY CLINTON IS A WOMAN
OF THE YEAR BECAUSE:

She has changed the molecules in the air of this country. Thanks to her, America can now imagine having a female chief of state. With almost miraculous strength and courage, she has become the inspiration for generations of women to enter politics. Hillary Clinton has inspired the future."

—Gloria Steinem, *feminist*

THIS YEAR Hillary Clinton did something very rare for a politician: She won while losing. No, she didn't reach the White House—but she motivated a new generation of women of every political stripe. Former GOP congresswoman Susan Molinari told *Glamour*, "I'm a Republican, but I'm also a mother of two girls, and now my daughters have no doubts that they could grow up to be president."

Hillary (does anyone use her last name?) sometimes calls herself "the best-known person in the world whom you really don't know." As it happens, I know Hillary Clinton. Over the past decade I have spent a decent amount of time with her, partly because I interviewed her several times for a book I wrote about presidential marriages, and partly because my husband served in her husband's cabinet. So I have seen her in the White House and the Senate, and as an honored guest at our home on close to a dozen occasions. Perhaps this middle distance—not part of Hillaryland and not a complete outsider—allows me a useful perspective on this trailblazing political pioneer:

She has always defied the odds—and her critics. As First Lady, when she was called down and out after the failure of her health care reform, she picked herself up and used her bully pulpit to become a global advocate for women and children.

Continued on page 284 ➤

Profile by Kati Marton. Photographed by Ron Haviv at The Eleanor Roosevelt Legacy Committee luncheon at the Hilton New York.

BOB KRAVITZ/REDUX; HAIR: JANE ROSS/DAVID JOHNSON

GLAMOUR WOMEN OF THE YEAR 2008

HERE'S HOW we're used to seeing Condoleezza Rice: clicking down a cool marble hallway in her Ferragamo heels and tailored suit, the only female in a phalanx of men, ready to wrangle arms agreements and negotiate border disputes. Who would have expected to find her in khakis and a casual shirt, sitting in a stifling, dirt-floor tent in a Sudanese camp for displaced persons, surrounded by women talking about rape? Yet that's where she was in July 2005, hearing from women who'd fled genocide in Darfur only to fall victim to attacks by rebel troops, camp guards, even government officers. "I was really emotionally drained by that," Rice recalls of her visit. "The experience led me to want to do something about sexual violence against women."

It was another defining moment for the woman dubbed the Warrior Princess, whose rise is now political legend. She went from a childhood in segregated Birmingham, Alabama, to provost at Stanford University (where she was the first female, first minority and youngest person to hold the title), then to national security adviser for President Bush in 2001 and, four years later, to U.S. Secretary of State (the first African American female with *that* job, too).

Her tenure has been controversial, but the din over the war in Iraq has drawn public attention away from some of her most important work at the State Department: championing the

Continued on page 88 ➤

Photographed by Norman Jean Roy at the U.S. State Department in Washington, D.C.

The Champion for Women
**CONDOLEEZZA
RICE**

CONDOLEEZZA RICE IS A WOMAN
OF THE YEAR BECAUSE

She has made women's rights
a part of her global mission to
ensure that we break barriers
across the world. She is a woman
of phenomenal grace and grit.

—Donna Brazile, Democratic strategist

GLAMOUR WOMEN OF THE YEAR 2008

Lifetime Achievement Award

The Environmentalist

JANE GOODALL

JANE GOODALL IS A WOMAN
OF THE YEAR, BECAUSE

She is an absolute force.

She wants to connect us all,
not only to one another but to
the earth. She has shown us
how small, beautiful and
fragile this planet really is."

—Cameron Diaz, actress and eco-activist

ON AN AFTERNOON some 48 years ago, Jane Goodall approached a chimpanzee she'd been observing for months in the jungles of eastern Africa. The chimp, whom she'd named David Graybeard thanks to his silvery facial hair, often fled when she drew near. This time was different.

"I picked up a red fruit and held it out to him," says Goodall. The animal looked into her eyes, took the fruit and dropped it. Then he gently squeezed her fingers, a gesture chimpanzees make to reassure one another. No researcher had ever reported winning that kind of trust from a chimp in the wild. "It was a feeling of awe and wonder and joy," says Goodall, still sounding amazed almost five decades later, "a communication across worlds."

Since that encounter, Goodall—the revolutionary primatologist whose discoveries helped force science to redraw the dividing line between humans and animals—has devoted herself to bridging disparate worlds. Now 74, she's still a leading voice for animal rights and conservation, and travels an average of 300 days a year. "If there were some kind of pope for a religion of naturalists, that person would make Jane Goodall its first saint," says Michael Fay, a highly regarded explorer and conservationist.

Goodall's fascination with the natural world was, from the beginning, unquenchable. As a toddler in England, she brought earthworms to bed. Once she

Continued on page 285

Photographed by Norman Jean Roy
near the village of Kigoma, in Tanzania.

From: [Michelle Smith](#)
To: [Janet Yellen](#)
Cc: [Ingrid Naylor](#); [Cristina Miranda](#)
Subject: FW: Jessica E. Adler CCS: 14-1081 -FRSONLY-
Date: Tuesday, February 18, 2014 5:55:13 PM
Attachments: [Adler, Jessica E 14-1081.pdf](#)

(b)(5)

From: Cristina Miranda
Sent: Tuesday, February 18, 2014 5:41 PM
To: Michelle Smith
Cc: Cecelia Bradshaw; Ingrid Naylor
Subject: Jessica E. Adler CCS: 14-1081 -FRSONLY-

(b)(5)



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of the District of Columbia

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February 14, 2014

The Honorable Janet Yellen
Chair, Board of Governors
Federal Reserve System
20th Street and Constitution Avenue, NW
Washington, DC 20551

Re: Invitation to Present Keynote Address at WBA/WBAF 2014 Annual Dinner

Dear Chairman Yellen:

It is my pleasure and honor to invite you to be the Keynote Speaker at the Women's Bar Association (WBA) and WBA Foundation's (WBAF) 2014 Annual Dinner, which will be held on May 21, 2014, at the historic National Building Museum in Washington, DC. This is a signature event for our legal community, and brings together lawyers, judges, legislators, and other professionals in the area's largest local bar association dinner.

Our theme for this bar year is "Civility," and we are exemplifying the principles of this by helping others through mentoring, volunteering, and giving back. Throughout my involvement with the WBA, I have seen countless examples of such civility and have been very fortunate to have been the recipient of much help from other members. Acts of civility demonstrate our commitment to the WBA's mission as we help advance and protect other women lawyers, promote their improvement, and encourage friendship.

Throughout your career, I am confident that you have witnessed the effect and empowerment of women helping women and the value of civility in achieving one's goals. You have led by example in your efforts to encourage and mentor young women during your time as a professor at Harvard University, the London School of Economics, and the University of California, Berkeley. As the first female chair of the Board of Governors, your perspectives would be fascinating to our membership and event guests. The topic of your remarks would be, of course, a matter of your choice, but might address the path your career has followed, the women who have inspired you along the way, the challenges you have faced and overcome, the impact of women in public service, or other similar topics. Keynote speakers in the past have included Justice Ruth Bader Ginsburg, Justice Sandra Day O'Connor, then-U.S. Secretary of Labor Elaine L. Chao, and then-Senator Hillary Rodham Clinton.

Women's Bar Association of the District of Columbia

2020 Pennsylvania Avenue, NW, Suite 446
Washington, DC 20006

Phone: 202-639-8880 Fax: 202-639-8889

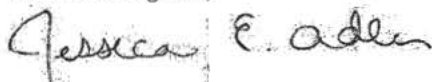
Email: admin@wbadc.org Web: www.wbadc.org

By way of background, the WBA is a nonpartisan organization founded in 1917 to maintain the honor and integrity of the legal profession, to promote the administration of justice, and to advance and protect the interests of women. Our founders also began the Washington College of Law, now the law school of American University, largely because women were denied access to the District's other law schools. Our sister organization, the WBA Foundation, is the charitable arm of the WBA. Its mission is to leverage the generosity of lawyers and friends to support nonprofits that serve the legal and related needs of women and girls in the DC Metropolitan community.

At the Annual Dinner, we will also present the 2014 Woman Lawyer of the Year Award to Judy Smith of Smith & Company. She will be honored for her exceptional achievements in the legal profession and her contributions to the advancement of women in the profession. Ms. Smith is a well-known crisis manager and the inspiration for the Olivia Pope character on ABC's *Scandal*. During her career, she has bridged the public and private sectors and broken barriers as a woman of color. Past recipients of our Woman Lawyer of the Year Award include Justice Elena Kagan; DC Court of Appeals Judge Vanessa Ruiz; attorney and Black Entertainment Television CEO Debra Lee, former American Bar Association President and White & Case partner and International Dispute Resolution specialist Carolyn Lamm; and former Secretary of the Departments of Transportation and Labor, then-President of the American Red Cross, and subsequently U.S. Senator, Elizabeth Dole.

We appreciate your consideration of this invitation and hope your schedule will permit you to deliver the keynote address at the WBA and WBAF's Annual Awards Dinner on May 21, 2014. I respectfully request the favor of a reply by Friday, February 28, 2014. You may contact me by telephone at 202-898-0055 or by email at jadler@jessicaadlerlaw.com if you have any questions. Again, I would like to sincerely thank you for your consideration.

With kind regards,



Jessica E. Adler
President

From: [Richard N. Haass](#)
To: [Janet Yellen](#)
Subject: The (Fiscal) Year Just Ended
Date: Tuesday, July 08, 2014 9:59:57 AM

If you are unable to see the message below, [click here to view](#).



Letter from the President Executive Office

June 30 marked the end of the fiscal year here at the Council on Foreign Relations and, since we traditionally schedule fewer meetings in July and August, the end of the programming year as well. It is a good time to reflect on what we have done, and I wanted to take the opportunity to let you know how your organization fared in a year that brought significant challenges to the United States and the international community.

A September address by Iranian president [Hassan Rouhani](#) on the eve of his meeting with President Barack Obama, and the day in June when we hosted two former secretaries of state ([Hillary Clinton](#) and Madeleine Albright), bookended a particularly impressive programming year of over two hundred and fifty meetings in New York and Washington. CFR welcomed some twenty-three foreign dignitaries and heads of state, as well as UN officials, directors of federal agencies, cabinet members, and congressmen from both sides of the aisle. We also launched several new meetings series, including the “[What to Do About](#)” series, which asks panels of experts to propose policy prescriptions to the most daunting challenges facing the United States. Thus far we have held sessions on Russia and Ukraine, Egypt, Syria, tensions in Asia, Guantanamo Bay, and, most recently, Iraq.

With [teleconferences](#) and [livestreamed events](#), [National members](#) had access to more than two hundred CFR events this year, half of which were convened across thirteen cities beyond New York and Washington. Meetings ranged from economics and digital policy to U.S.-Mexico relations and the future of the Middle East. The annual National Conference in New York was, as always, a highlight, with three days of sessions including ones that examined U.S.-Russia relations, the future of the financial system, and the first twenty years of the North American Free Trade Agreement. Madeleine Albright and I opened the conference, which also featured a discussion between John McCain and Margaret Warner, and small discussion groups convened on issues ranging from U.S. immigration policy to North Korea's relationship with its neighbors.

From a strong pool of applicants, we welcomed 142 new members and 178 term members this year. Accounting for graduating term members and a few deaths and resignations, this brings us to 4,900 members. The talent and diversity of the incoming group is thanks in no small part to those of you who nominated promising friends and colleagues. I encourage you to do so again, and would like to note that the next [application deadlines are October 1, 2014 for membership and January 5, 2015 for term membership](#).

The [Corporate Program](#) focused on strengthening and diversifying its [membership](#) this year, and now includes twice as many companies in the healthcare sector, a clear reflection of the strength of CFR's work on global health. Nearly four hundred executives—the most yet—attended this year's [Corporate Conference](#), opened by former New York City mayor Michael Bloomberg, where topics included political risk, the U.S. oil and gas boom, and a discussion with Robert Rubin, Alan Blinder, and Kenneth Rogoff on the economic outlook. Throughout the year, Corporate members attended [select CFR meetings](#) and [dedicated events](#), including a quarterly breakfast series that encourages informal discussion between executives and experts on a variety of issues. In addition, the [CEO Speakers Series](#) brought Stephen Schwarzman of Blackstone, Christophe de Margerie of TOTAL, and Paolo Scaroni, formerly of Eni, to CFR.

[Foreign Affairs](#) continues to outperform industry averages for print publications, while building its online presence and audience. Just this month, the magazine announced a partnership with Audible.com to release audio editions of articles from the magazine and select pieces from the website. Traffic to [ForeignAffairs.com](#), which publishes its own daily content, hit an all-time high this spring. Several excellent ebooks—including [Crisis in Ukraine](#) and [Tiananmen and After](#)—were published, combining current commentary with pieces from [Foreign Affairs'](#) archives. The magazine itself remains the standard-bearer, with notable packages this year on energy and emerging markets, and interviews with the prime minister of Japan and presidents of Mexico, Iceland, and Rwanda. [The most recent issue](#) features a package of four essays investigating what really took place during critical Cold War moments involving Iran, Congo, Pakistan, and Chile.

The Studies Program had [another productive year](#). The think tank generated 43 in-depth reports and memoranda, 51 magazine or journal articles, 358 op-eds (a rate of more than six per week), three new books, and two second editions. Fellows convened more than 250 roundtables and gave over [150 briefings](#) to foreign, congressional, and executive branch officials. CFR experts [testified before Congress](#) on twenty-eight occasions. We also welcomed an outstanding group of new and visiting fellows, including former deputy assistant secretary of state for South Asia Alyssa Ayres; Heidi Crebo-Rediker, the first chief economist at the State Department; Janine Davidson, former deputy assistant secretary of defense; Stanley Fischer, the former governor of the Bank of Israel who left the Council this spring to serve as vice chairman of the Federal Reserve; Fred Kaplan, author of *The Insurgents: David Petraeus and the Plot to Change the American Way of War*, which was a finalist for the 2014 Pulitzer Prize; Raymond Kelly, former New York City police commissioner; Mervyn King, former governor of the Bank of England; Karen Kornbluh, former U.S. ambassador to the Organization for Economic Cooperation and Development; and Jere Van Dyk, journalist and author of *Captive: My Time as a Prisoner of the Taliban*.

Studies has proven adept at balancing CFR's traditional strengths with its expansion into new media and digital products. As a result, fellows' work, in all forms, continues to garner attention, praise, and too many awards to list here. Investments in online media have contributed substantially to our profile and influence in the public debate. One example is Senior Fellow John Campbell's [Nigeria Security Tracker](#), which was widely referenced this year in reaction to Boko Haram's activities, and was included in State Department briefings on Nigeria. Another is Senior Fellow Laurie

Garrett's [Vaccine-Preventable Outbreaks map](#), which has received over 1 million visits to date.

A number of developments on CFR.org warrant mention. First are the InfoGuides, which use interactive multimedia—including infographics, slideshows, and videos—to complement in-depth analysis of issues that have so far included the [Arctic Sea](#), [child marriage](#), and [tensions in East Asia](#). The InfoGuides are less than a year old, and are already the recipients of several awards. The website also recently relaunched seventy of its popular [Backgrounders](#). The reports' enhanced content and new, mobile-responsive web page will make the Backgrounders easier to search, use, and share, upgrades that will allow them to remain one of CFR.org's most highly-trafficked features. Another new product, an interactive timeline, charts [U.S.-India relations](#) from 1947 through the present.

Operationally, CFR remains on strong footing. The endowment is healthy, our finances are sound, and we have surpassed our Annual Fund goal of \$8.2 million in contributions. My thanks to all of you who made this last achievement possible.

We have a few projects lined up for the summer, including some upgrades to our facilities in New York and Washington that will result in a better experience when we resume our regular programming schedule in the fall. If events warrant—and I fear they might—we will interrupt your summer for special meetings, the need for which will hopefully be modest.



Richard N. Haass

President

Council on Foreign Relations — 58 East 68th Street — New York, NY 10065
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From: [Patricia Duff](#)
To: [Janet Yellen](#)
Subject: You Are Invited
Date: Monday, November 16, 2015 12:38:37 PM

THE COMMON GOOD

You are cordially invited to a special evening with

Ambassador Melanne Verveer

"Empowering Half the World"

Special thanks to our Dinner Host: Nazee Moinian

Wednesday, December 9th

Reception and Remarks: 6:15pm-7:45pm

Members and Guests \$15. Non-Members \$50. Midtown East location will be provided upon RSVP.

Dinner and Conversation with host Nazee Moinian: 8:00pm-9:30pm

Executive members only, \$250.

The home of Nazee Moinian. Price includes earlier Reception/Remarks.

(Host Committee in Formation)

CHARLES ATKINS DAVID AVITAL CLAUDINE BACHER KIM BRIZZOLARA CHELE CHIAVACCI PATRICIA
DUFF RICHARD FARLEY DANIEL FASS JOSEPH FICHERA RICHARD GORDON DAVID KEMP OMEED
MALIK SALLY MINARD JOSEPH PAOLINO MICHELLE PAIGE PATTERSON ROBERT PIETRZAK
CONGRESSWOMAN CAROLYN MALONEY PETER MARONEY GAIL SHEEHY MARY ALICE STEPHENSON
HOPE WINTHROP

Ambassador Melanne Verveer is a world leader and advocate on empowering women and girls around the world. Ambassador Verveer served as the U.S. Ambassador-at-Large for Global Women's Issues under Secretary of State Hillary Clinton and currently leads the Georgetown Institute for Women, Peace and Security as its Executive Director. While much progress has been made in the United States and around the world, more can be done to ensure better education and opportunities for women.

Sign up [online](#) by Friday, December 4th to RSVP. Dinner seating is limited and will sell out quickly, but don't miss the remarks at the earlier reception.

Call (212) 599-7040 with any questions.



MARK YOUR CALENDARS!
The Rt. Honorable David Miliband

Wednesday, January 27, 2016

Reception & remarks: 6:15-7:45pm; Dinner & conversation: 8:00-9:30pm



Our mailing address is:
115 East 57th Street, Suite 1010
New York, NY 10022

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The Common Good - 115 East 57th St - Suite 1010 - New York, NY 10022 - USA

From: BOUNCE_1040_13574_1611@renetmailb03.blackbaudhost.com on behalf of meetings@piie.com
To: [Janet Yellen](#)
Subject: Thursday, March 13, 2014: Luncheon meeting to release IMF paper titled "Fiscal Policy and Income Inequality" at the Peterson Institute for International Economics
Date: Thursday, February 27, 2014 11:32:30 AM



February 27, 2014

Dr. Janet L. Yellen
Vice Chair
Federal Reserve Board

Dear Janet:

The Peterson Institute for International Economics will cohost with the International Monetary Fund (IMF) the release of an important and timely new IMF paper titled "Fiscal Policy and Income Inequality" on Thursday, March 13. Mr. David Lipton, the IMF's First Deputy Managing Director, will present the paper and its conclusions, followed by discussion from Dr. Nancy Birdsall, President of the Center for Global Development; and Prof. Robert Z. Lawrence, PIIE non-resident Senior Fellow.

Fiscal policy is the primary tool with which governments affect income distribution. Rising income inequality in both advanced and developing economies has coincided with growing public support for income redistribution. This comes at a time when fiscal restraint is an important priority in many economies. This paper helps contribute to the debate by assessing country experience with different fiscal instruments for redistribution. It also provides options for the reform of expenditure and tax policies to help achieve distributive objectives in an efficient manner that is consistent with fiscal sustainability.

Mr. Lipton became First Deputy Managing Director of the IMF in September 2011. Before re-joining the Fund, he was Special Assistant to the President, and served as Senior Director for International Economic Affairs at the National Economic Council and National Security Council at the White House. He served in the Clinton administration at the Treasury Department from 1993 to 1998, including as Under Secretary of the Treasury for International Affairs. Mr. Lipton holds a Ph.D. and an M.A. from Harvard University.

Nancy Birdsall is the Founding President of the Center for Global Development. Prior to launching the Center, she served for three years as Senior Associate and Director of the Economic Reform Project at the Carnegie Endowment for International Peace where her work focused on globalization, inequality and the reform of the international financial institutions.

Dr. Birdsall received her Ph.D. in economics from Yale University. Robert Z. Lawrence is Albert L. Williams Professor of Trade and Investment at the John F. Kennedy School of Government at Harvard University, as well as a non-resident Senior Fellow at the Peterson Institute for International Economics. He served as a member of the President's Council of Economic Advisers from 1998 to 2000. Prof. Lawrence received his Ph.D. in economics from Yale University.

This on-the-record presentation and discussion will be held in the Bergsten Conference Center at the Peterson Institute at 1750 Massachusetts Avenue, NW. Lunch will be served starting at

12:00 p.m. The program will begin at 12:15 p.m. sharp, with the panel and audience discussion to follow until 1:30 p.m. Please RSVP to Yvonne Priestley at meetings@piie.com.

With kind regards,



Adam S. Posen
President

[Click here if you do not want to receive further emails.](#)

From: BOUNCE_1040_13574_1789@renetmailb03.blackbaudhost.com on behalf of meetings@piie.com
To: [Janet Yellen](#)
Subject: Tuesday, July 15, 2014: Conference on "Mexico and the United States: Building on the Benefits of NAFTA" at the Peterson Institute
Date: Wednesday, July 02, 2014 4:44:25 PM



July 2, 2014

Dr. Janet L. Yellen
Chair
Federal Reserve Board

Dear Janet:

The Peterson Institute for International Economics invites you to attend a conference on "Mexico and the United States: Building on the Benefits of NAFTA" on Tuesday, July 15. Together with the Embassy of Mexico and the McKinsey Global Institute, we at the Institute would like to initiate a robust discussion about how NAFTA has benefited both countries.

The very name of the agreement is used by many as a powerful codeword for the perceived harms to the US from freer trade – though the reality of NAFTA is the opposite. Still, as you know all too well, invocations of NAFTA in this manner have created stumbling blocks to the passage of Trade Promotion Authority and trade liberalization more generally. Both Washington and the general public have so widely accepted this mischaracterization, that even trade advocates promote any new initiatives by saying they are "not another NAFTA." We will present new research challenging the false claims and exaggerations about NAFTA's harms on the twentieth anniversary of the agreement's signing.

- Our first session will discuss the record of and prospects for Mexican growth. **Jaana Remes**, Partner at McKinsey Global Institute, will present their [new report](#) "A Tale of Two Mexicos: Growth and Prosperity in a Two-Speed Economy." Longtime observers of the Mexican economy will comment on the analysis.
- Our second session will re-examine the strength of the North American manufacturing sector. **Lindsay Oldenski** of Georgetown University and the Peterson Institute will present new US-Mexico specific results extending her and Ted Moran's new [Policy Brief](#) in the panel "American Manufacturing – The Growth since NAFTA." **Douglas Bell**, Assistant USTR for Trade Policy and Economics, and business representatives from the two countries will discuss.
- Over lunch, Peterson Institute Senior Fellow **Gary Hufbauer** will roll out our [latest publication](#) "NAFTA at Twenty: Misleading Charges and Positive Achievements," followed by a discussion of NAFTA's impact on American workers and industry.
- The Americas' next trade policy steps will be the topic of the following session, featuring **Jeffrey Schott** on how TPP updates NAFTA, and **Barbara Kotschwar** on the success of the Pacific Alliance including Mexico and the US.

- Finally, **Amb. Mack McLarty**, a key figure in the creation of NAFTA during the Clinton Administration, and **Ambassador Eduardo Medina-Mora Icaza** of Mexico will join me in a conversation about “Challenging the American Myths about NAFTA and Mexico” as the closing panel.

This important and we hope particularly thought-provoking meeting will be held in the Bergsten Conference Center at the Peterson Institute at 1750 Massachusetts Avenue, NW. Lunch will be served starting at 12:00pm. The full-day conference will begin at 9am, and conclude at 3:30pm. On the record participation by our high-level audience will be encouraged after each session. Please RSVP to Yvonne Priestley at meetings@piie.com.

With kind regards,



Adam S. Posen
President

[Click here if you do not want to receive further emails.](#)

From: [Carnegie Endowment for International Peace](#)
To: [Janet Yellen](#)
Subject: Vice President Joe Biden to Keynote Infrastructure Forum
Date: Thursday, October 01, 2015 6:38:57 PM

THE GLOBAL THINK TANK

Carnegie Endowment for International Peace



YOU ARE INVITED TO ATTEND THE

American Job Creation and Infrastructure Forum

EVENT DETAILS

DATE Thursday, October 8, 2015
TIME 8:00 a.m. to 2:30 p.m.
LOCATION The Four Seasons
2800 Pennsylvania Ave NW
Washington, DC 20007
CONTACT Adam Cohen
+1 202 939 2258 | acohen@ceip.org

At the end of World War II, President Dwight Eisenhower and other American leaders undertook a massive program of infrastructure investment that enabled a half-century of national growth, job creation, and enhanced security that undergirded the rapid economic advancements of the second half of the twentieth century. Since that moment, however, the United States has failed to maintain those assets. Today, America's aging foundation is not only failing to live up to the challenges that the country faces, but is a serious liability in a highly-connected world.

But that can change. Just as President Eisenhower and the greatest generation ensured economic growth through modernization, the conditions today are ripe for us to make the critical investments from which the United States will continue reap benefits for decades to come.

Please join Carnegie's Bernard L. Schwartz Program in Competitiveness and Growth Policies as it convenes a group of

bipartisan leaders from the federal government—both the legislative and executive branches—as well as prominent mayors and governors, corporate executives, and experts from academia and think tanks. Together, they will explore practical means for addressing the nation's infrastructure crisis while building a foundation for future American economic strength.

[REGISTER](#)

[ADD TO CALENDAR](#)

Keynote Speakers

[Vice President Joe Biden](#) is the 47th vice president of the United States of America.

[Rahm Emanuel](#) is the mayor of the city of Chicago, serving the city since 2011. He previously served as White House chief of staff to U.S. President Barack Obama.

[Elizabeth Warren](#) is the senior U.S. senator from Massachusetts. She is the ranking member of the Committee on Banking, Housing, and Urban Affairs' Subcommittee on Economic Policy.

Discussants

[Robert Atkinson](#) is the founder and president of the Information Technology and Innovation Foundation.

[Carl Bernstein](#) shared a Pulitzer Prize with Bob Woodward for his coverage Watergate for the *Washington Post*. His most recent book is *A Woman in Charge: The Life of Hillary Rodham Clinton*.

[William J. Burns](#) is the president of the Carnegie Endowment for International Peace. He previously served as U.S. deputy secretary of state.

[Chris Coons](#) is the junior U.S. senator from Delaware. He is the ranking member of the Senate Appropriations Committee's Financial Services and General Service Subcommittee.

[Jonathan Cowan](#) is the president of Third Way.

[John Delaney](#) is the congressman representing Maryland's 6th District. He serves on the Joint Economic Committee.

[Deborah Gordon](#) is the director of the Energy and Climate Program at the Carnegie Endowment for International Peace.

[Robert D. Hormats](#) is the vice chairman of Kissinger and

Associates and former undersecretary for economic, business, and agricultural affairs at the U.S. Department of State.

David Livingston is an associate in the Energy and Climate Program at the Carnegie Endowment for International Peace.

Edward Luce is the chief commentator and columnist at the *Financial Times*.

Jeff Madrick is a senior fellow at the Century Foundation and director of its Bernard L. Schwartz Rediscovering Government Initiative.

Will Marshall is the president and founder of the Progressive Policy Institute (PPI).

Rosabeth M. Kanter is the Ernest L. Arbuckle professor at Harvard Business School and chair and director of the Harvard University Advanced Leadership Initiative.

Tim Pawlenty is the CEO of the Financial Services Roundtable and former two-term governor of Minnesota.

Robert Puentes is a senior fellow at the Brookings Institution's Metropolitan Policy Program and director of its Metropolitan Infrastructure Initiative.

Heidi Crebo-Rediker is a senior fellow at the Council on Foreign Relations and former chief economist at the U.S. Department of State.

Edward G. Rendell is the former governor of Pennsylvania and a distinguished scholar at the Brookings Institution.

David Rothkopf is the CEO and editor of the FP Group, publishers of *Foreign Policy*. He is the president and CEO of Garten Rothkopf, an international advisory firm specializing in transformational trends. He is a visiting scholar at Carnegie, where he chairs the Carnegie Economic Strategy Roundtable.

Bernard L. Schwartz is the chairman and CEO of BLS Investments, LLC, a private investment firm, and manager of the Bernard and Irene Schwartz Foundation.

Damon Silvers is the director of policy and special counsel for the AFL-CIO.

Scott Smith is a resident fellow at the Harvard Kennedy School of

Government's Institute of Politics. He previously served as the mayor of Mesa, Arizona, and president of the U.S. Conference of Mayors.

[Neera Tanden](#) is the president of the Center for American Progress and the Center for American Progress Action Fund.

[Felicia Wong](#) is the president and CEO of the Roosevelt Institute.

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[janet.yellen@frb.gov](#) is subscribed to receive emails from Carnegie.

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From: [The Brookings Institution](#)
To: [Janet Yellen](#)
Subject: Watch Live: President Clinton on the Global Economy
Date: Thursday, May 08, 2014 4:58:41 PM

Robert S. Brookings President's Lecture



WATCH LIVE: PRESIDENT CLINTON AT BROOKINGS

Dear Friends & Colleagues,

Next Thursday, May 15, at 5:00 PM EDT, Brookings will host President Bill Clinton for the inaugural Robert S. Brookings President's Lecture. Clinton will speak on "The Global Economy: Challenge of the Century." You can register to receive a reminder about the lecture here:



President Clinton will be taking questions from viewers around the world, and we invite you to submit your own in advance of his address. You can do so on Twitter by using the hashtag **#ClintonAtBrookings**. If

you're not on Twitter, you can [**submit a question here**](#).

Named in honor of Brookings's founder, the annual Robert S. Brookings Lecture Series was launched in 2014 to provide a platform for a leading public figure to address major governance issues. While Brookings experts work on the full breadth of policy issues locally, nationally and globally, all of the Institution's work focuses on governance.

We hope you can join us.

Sincerely,

The Brookings Institution

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From: [Pete Peterson](#)
To: [Janet Yellen](#)
Subject: Your Invitation to the 2014 Fiscal Summit: President Bill Clinton, Governor Chris Christie, and others...
Date: Friday, March 28, 2014 2:17:03 PM

MG



The Peter G. Peterson Foundation cordially invites you to attend the

2014 Fiscal Summit: Our Economic Future

May 14th

The Mellon Auditorium, 1301 Constitution Avenue, Washington, D.C.

Registration and breakfast begin at 8am

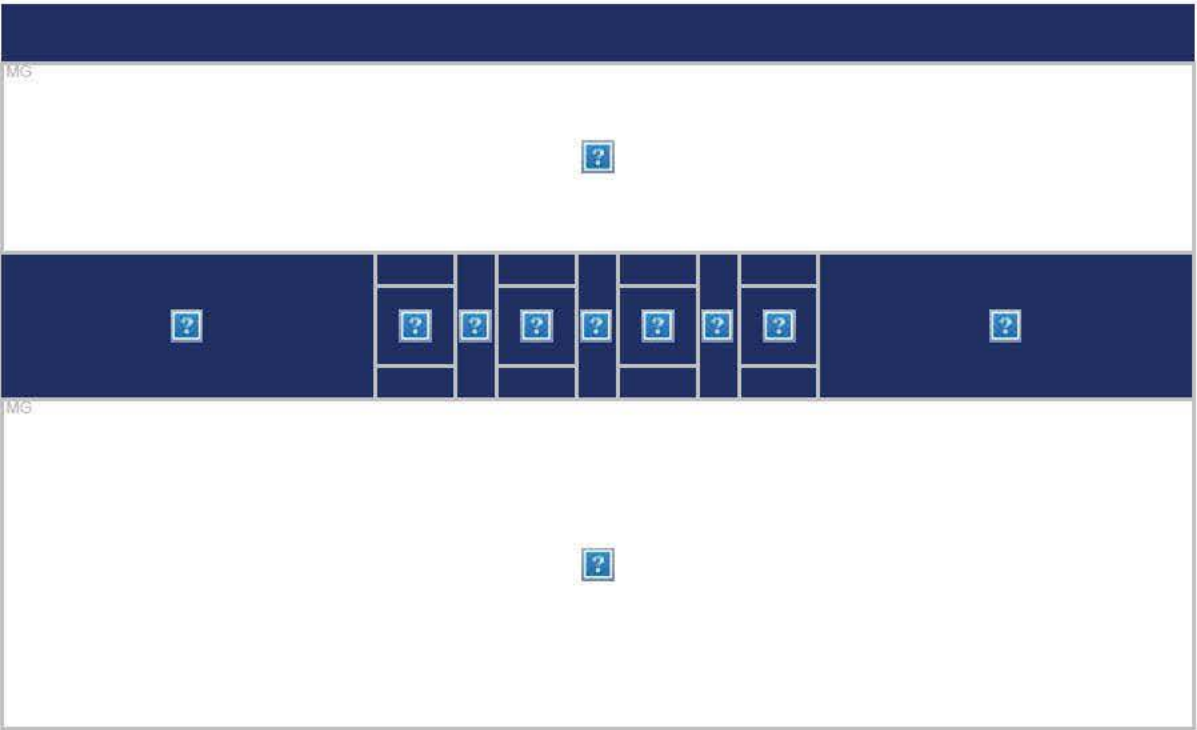
Program begins at 9am

Keynote Guest: President Bill Clinton
Featured Special Guest: Governor Chris Christie

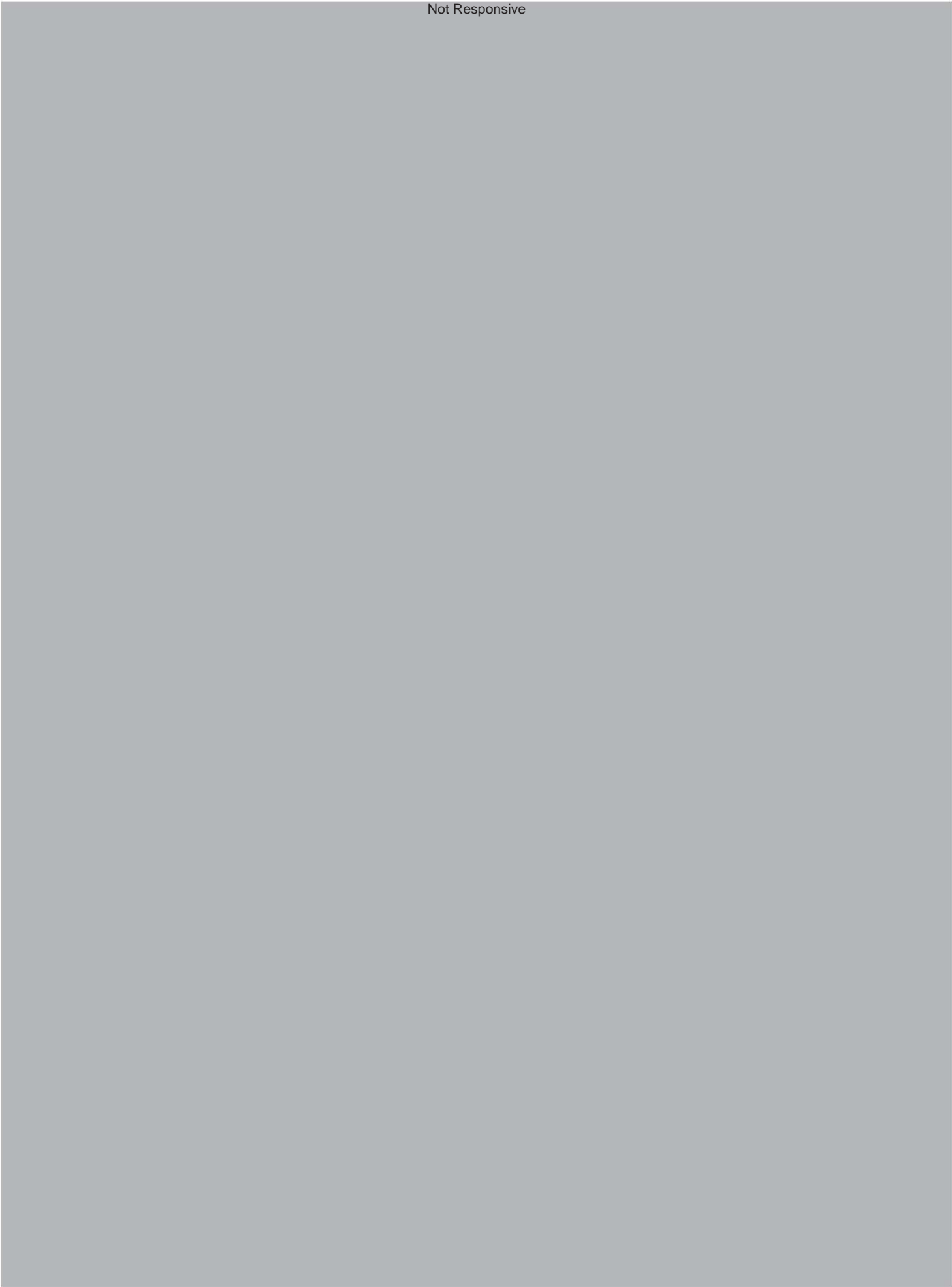
Featuring conversations and interviews with other leading thinkers
and policymakers

How do today's fiscal choices affect our economic future? The Peter G. Peterson Foundation 2014 Fiscal Summit will ask some of the country's leading thinkers and policymakers to discuss how we can ensure economic growth and prosperity through smart fiscal policy.

While policymakers, in recent years, have focused on reducing near-term deficits, we have yet to address the fundamental drivers of our unsustainable long-term debt. How we choose to deal with our long-term debt will have profound effects on our shared economic future, including public and private investment, job creation, wages, mobility, technological innovation, consumer confidence, and overall economic growth. Join us to hear how addressing long-term fiscal challenges today can help ensure that our future won't be crowded out by our past.



Unsubscribe



From: Michelle Smith

Sent: Monday, July 25, 2016 3:10 PM

To: Janet Yellen Chair Yellen's Email Address

Subject: just fyi

INTERNAL FR

The NYT is writing a curtain-raiser piece on the fomc in tomorrow's paper. It will focus a good deal on Lael as an outspoken member favoring a more cautious approach to monetary policy. Lael did not speak to Binya for the piece and we weren't aware of it until just recently. (b)(5)

(b)(5)