

MEMBERSHIP

The Council relies on its members for their active engagement, substantive contributions, and support. It also counts on its members to take the initiative in identifying and proposing qualified prospects. Each candidate is judged on the basis of his or her intellectual attainment; degree of experience, interest, and current involvement in international affairs or in other areas affecting international affairs; promise of future achievement and service in foreign relations; potential contributions to the Council's work with a desire to participate; and community standing. Under the Council's By-Laws, membership is limited to U.S. citizens and permanent residents who have applied to become citizens.

As we approach the 21st century, the Council's board believes that it is essential for the Council to become a more diverse and more national organization. Toward these goals, the Directors approved the addition of 500 new members from beyond New York and Washington, D.C., over the next five years. This critical component of the strategy to transform the Council into a truly national organization—building membership in key cities around the country—is now underway.

On the West Coast, Warren Christopher and Peter Tarnoff co-chair a task force that is working in conjunction with our western partner, the Pacific Council on International Policy, to identify and bring forward qualified candidates from the local leadership for consideration by the Membership Committee. In the next three to five years, we expect to add between 100 and 200 new members from the West Coast.

In the South, the Council is reinvigorating efforts begun a couple of years ago to develop a substantial membership base in the greater Atlanta area. When the Atlanta Task Force first convened, there were 30 members in the entire state of Georgia; today that number has increased by more than 50 percent. Linda Brady, Chair of the Sam Nunn School of International Affairs at Georgia Tech, has taken the lead in efforts to add another 25 to 50 new members from the region in the next several years.

New groups are also coming together in Chicago, under the leadership of Board Directors Ken Dam and Michael Moskow; in Texas, headed up by Board Director Lee Cullum; and in Miami, headed by Ambler Moss of the North-South Center.

As always, we appreciate suggestions of qualified women and minority candidates, as well as individuals in the fields of business and finance, law, nongovernmental organizations, the foundation communities, and younger scholars and academics.

Elise Carlson Lewis
Vice President,
Membership and Fellowship Affairs

Profile of the Membership

As of June 30, 1999, the Council had 3,605 members, an increase of 128 (3.6 percent) over last year. Broadly categorized, the membership profile is as follows:

LOCATION	Number of Members	Percentage of Membership
New York Area	1,167	32
Washington, D.C., Area	1,143	32
National (including overseas)	1,295	36
Total	3,605	100

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PROFESSION	Number of Members	Percentage of Membership
Business Executives (including banking)	928	26
Academic Scholars and Administrators	761	21
Nonprofit Institution Scholars and Administrators	727	20
U.S. Government Officials	492	14
Journalists, Correspondents, and Communications Executives	366	10
Lawyers	307	8
Other	24	1
Total	3,605	100

MEMBERSHIP SELECTION PROCEDURE

Membership Selection

New members are named twice a year by the Board of Directors, which invites selected men and women to join based on recommendations by the Committee on Membership. The Committee meets twice a year and is composed of five members of the Board and such other members as the committee chair deems appropriate. To be considered by the Committee on Membership, candidates must be proposed for membership by Council members. The roster of members is listed in the annual report.

At every meeting, the Committee on Membership considers significantly more candidates than there are vacancies. Thus, it is inevitable that the names of some candidates will appear before the Committee on several occasions. Given the high level of the competition generally, some candidates may never be elected even though they may be thought by some to have the individual qualifications outlined below.

Term Membership

In an effort to reach out to the next generation of leaders, the Board has also established a separate Term Membership Committee. This committee meets annual-

ly in the spring to evaluate candidates age 34 and younger for consideration as five-year term members of the Council. The selection process for term membership is nearly identical to, although separate from, that for regular members. Initiated nearly 30 years ago, the program has grown to the point where the Board has gradually raised the yearly limit on the number of term members who may be elected. At present, the limit is 110, no more than 35 of whom are permitted to be age 30 and under.

Becoming a Member

Current procedure requires that every candidate for regular membership be formally *nominated in writing by one member and seconded by a minimum of two other individuals, at least one of whom is a Council member*. An additional letter or two, from Council members, reflecting different perspectives is welcome but is not technically required. Currently, an average candidacy includes four to five letters of support. All candidates must complete a nominee information form, which can be obtained from the Membership office or from the Council website (www.cfr.org). The candidate must provide the following information: *curriculum vitae* or chronological resume which must include the candidate's date of birth and, if foreign-born, a statement that he or she has been naturalized or is a permanent resident who has made formal application for citizenship. Additionally, the nominator or candidate should submit a list of the names of up to ten Council members by whom the candidate is well known.

Rules and Regulations to Keep in Mind

A candidate's nominator bears the chief responsibility for seeing to it that filing deadlines for a candidacy are met and that all required documents are submitted to the Council's membership affairs office in a timely manner. Candidates and/or their nominators are responsible for securing Council members to write seconding letters within the content guidelines prescribed below. Council members are advised to commit themselves to supporting a candidacy only when they can fairly meet the requirements of the process and the expectations of the candidates who depend on them for assistance. Please also know:

- Council membership is restricted to United States citizens (native-born or naturalized).

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- Members of the Council's Board of Directors and Membership Committee are precluded from nominating, seconding, and writing supporting letters on any candidate's behalf.
- A member who is a spouse, close relative (such as parent, brother or sister, cousin, etc.), or near in-law of a candidate may not formally propose or second that candidate for membership in the Council. Members should also refrain from writing on behalf of clients.
- Members should write only in support of candidates whom they know well.

Nominating Letters

Letters nominating a candidate for consideration by the Committee on Membership should address the following criteria, which have always been basic to the Committee's consideration of membership candidates:

- Intellectual attainment and expertise;
- Degree of experience, interest, and current involvement in international affairs or in other areas affecting international affairs;
- Promise of future achievement and service in foreign relations;
- Potential contributions to the Council's work;
- Desire and ability to participate in Council activities;
- Standing among his or her peers.

Seconding Letters

Seconding letters need not be so comprehensive, but should amplify why, in the opinion of the writer, a given candidate should be considered for Council membership. Thoughtful, candid, and succinct comments are far more important in seconding and proposing letters than formal endorsements of candidates. In seconding letters particularly, writers should express why a given candidate should be considered for Council membership for reasons beyond the basic criteria above.

While only two seconding letters are required to assure that a candidate's name will be forwarded to the Committee on Membership, one or two additional letters are frequently submitted at the initiative of either the nominator or the candidate. Such letters are particularly helpful to the Committee on Membership when they add information or insights about a candidate not already contained in a previous letter. All membership proposing, seconding, and supporting letters should be mailed to the address indicated at the end of this section.

Deadlines

Strict observance of deadlines is essential to staff support of the Committee on Membership's work and we request your continuing cooperation. The preparation of individual membership files for submission to the Committee on Membership is a continuing process. Candidates whose files are not completed in time for any given meeting of the Committee have their files carried forward, without prejudice, to the subsequent meeting, but are considered only if completed.

REGULAR MEMBERSHIP

For prospective regular members, the deadlines for receipt of all materials for the two yearly meetings of the Committee to consider regular membership candidates are March 1 and September 15.

TERM MEMBERSHIP

For prospective term members, the deadline for receipt of all materials for the annual meeting of the Committee to consider term membership candidates is January 31.

Notification of Candidates

Candidates recommended by the Committee on Membership and elected by the Board are so notified, as are their nominators and seconders. Candidates who are unsuccessful at any given meeting are not notified, as they remain eligible for consideration at subsequent meetings of the Committee, and may continue to submit new materials and secure additional letters of support. The process is entirely one of affirmative selection, i.e., from the large and evolving pool of nominees, the Committee and the Board choose a number of members without prejudice to the candidacies of those remaining in the pool.

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