

MEMBERSHIP

- The Council relies on its members for their active engagement, substantive contributions, and support. They are the main reason world leaders want to speak at the Council and why top writers in international affairs want to be Council Fellows.
 - The Council counts on its members to identify and propose qualified prospects for membership.
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The Council is a national membership organization with members divided almost equally among New York, Washington, D.C., and the rest of the nation. Its ranks include nearly all past and present senior U.S. government officials who deal with international matters, renowned scholars, and leaders of business, science and technology, media, human rights, humanitarian, and other nongovernmental groups. Its members choose new members, who aim to educate themselves and others.

Membership proactivity continues to be a top priority for the Council as it strives to become a more diverse and more national organization. Toward these goals, membership development groups are focused on identifying potential Council members from a variety of professional sectors, geographic areas, and racial and ethnic groups.

With the support of the Council's Board of Directors, which in 1997 approved the addition of 500 slots for members beyond New York and Washington, as well as another 250 slots for both the New York and Washington, D.C., areas, Council members have been working with staff in more than a dozen membership development groups.

On the West Coast, Warren Christopher and Peter Tarnoff co-chair a group working to identify and bring forward qualified candidates from Los Angeles and San Francisco Bay Area leadership. Their efforts have resulted in a 26 percent increase in candidates over the past two years. Linda Brady leads the efforts in Atlanta, where the

number of candidates has doubled over two years. In Chicago, Kenneth W. Dam and Michael Moskow's group has increased the pool of Chicago-based candidates fourfold. And in Texas, Lee Cullum is heading up the effort to build membership in Dallas and Houston. The candidate pool there has increased sevenfold over two years. The newest regional effort underway is in Miami, where Ambler Moss has led efforts that have more than doubled the number of candidates from the previous year.

To ensure a steady stream of high-quality candidates from key professional sectors, the Council has also created membership development groups in New York and Washington, D.C., focused on four professional areas: individuals in the fields of business and finance, law, the nongovernmental organization and foundation communities, and younger scholars and academics. Under the leadership of Richard Beattie, Kenneth Juster, Charles Kupchan, Reynold Levy, John Ruggie, and Thomas Schick, these groups are working to ensure that the Council's ranks include the up-and-coming as well as the established leaders in these fields.

The Council's Advisory Committee on Diversity established a Subcommittee on Membership Development chaired by George Dalley. The efforts of the Subcommittee this past year have resulted in larger candidate pools of individuals from diverse backgrounds for both term and regular membership.

Elise Carlson Lewis
Vice President, Membership and Fellowship Affairs

MEMBERSHIP

Profile of the Membership

As of June 30, 2000, the Council had 3,819 members, an increase of 214 (5.6 percent) over last year. Broadly categorized, the membership profile is as follows:

	Number of Members	Percentage of Membership
LOCATION		
New York Area	1,215	32
Washington, D.C., Area	1,208	32
National (including overseas)	1,396	36
Total	3,819	100
PROFESSION		
Business Executives (including banking)	1,003	26
Academic Scholars and Administrators	785	21
Nonprofit Institution Scholars and Administrators	742	19
U.S. Government Officials	548	14
Journalists, Correspondents, and Communications Executives	386	10
Lawyers	326	9
Other	29	1
Total	3,819	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 Membership Committee. The Committee also meets twice a year and is composed of six members of the Board and such other members as the committee chair deems appropriate. To be considered by the Membership Committee, candidates must be proposed for membership by Council members. The roster of members is listed in the annual report.

At every meeting, the Membership Committee 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 annually 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 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, and no more than 35 of these 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. For information on how to access the form through the Council's website, please contact the Membership office. The candidate must provide the following information: curriculum vitae or chronological resume that 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 U.S. citizens (native-born or naturalized) and permanent residents who have applied to become citizens.
- 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 Membership Committee should address the following criteria that 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 Membership Committee, 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 Membership Committee 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 Membership Committee's work, and we request your continuing cooperation. The preparation of individual membership files for submission to the Membership Committee 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 Membership Committee 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.

Contact for All Membership Matters and Correspondence

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