

---

# MEMBERSHIP

The Council is a national membership organization with members divided almost equally among New York City, Washington, DC, and the rest of the country, plus those living overseas. The Council relies on its members for their active engagement, substantive contributions, and support, and counts on its members to identify and propose qualified prospects for membership. Membership development efforts are focused on identifying potential Council members from various professions, geographic areas, and racial and ethnic groups, as well as on finding qualified female candidates.

## MEMBERSHIP SELECTION PROCEDURES

New members are named twice a year by the Board of Directors, which invites selected men and women to join based on the recommendations of the Membership Committee. The committee, which meets twice a year, is composed of five members of the Board and other non-Board members that the committee chair appoints. To be considered by the Membership Committee, candidates must be proposed for membership by current Council members. The roster of members is listed at the end of this annual report.

At each of its meetings, the Membership Committee considers significantly more candidates than there are vacancies. Thus, it is inevitable that some nominations will appear before the committee on several occasions. Given the high level of the competition, some candidates may never be elected even though they may embody many of the individual qualifications outlined below.

## TERM MEMBERSHIP

In an effort to reach out to the next generation of leaders, the Board has established a separate Term Membership Committee. This committee meets annually in the spring to evaluate candidates between the ages of 30 and 36 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 life members. Initiated more than thirty years ago, the program has grown to the point where the Board has decided to index the number of term members to no more than 15 percent of the total Council membership.

## BECOMING A MEMBER

Every candidate for life membership must be formally nominated in writing by one member and seconded by three or four other individuals. To be considered for term membership, candidates must be nominated by one member and seconded by two or three other individuals. The seconding letters do not need to be from Council members, but letters from members are strongly encouraged. It is recommended that at least one letter from a current or former professional colleague be included. All candidates must complete a nominee information form, which can be found on the Council's website, and provide a curriculum vitae or chronological resume. If foreign-born, the candidate must submit a statement that he or she has been naturalized or is a permanent resident who has made formal application for citizenship. All materials should be sent electronically to [membership@cfr.org](mailto:membership@cfr.org). Emailed letters must include an electronic signature or letterhead or must be supplemented with a signed hard copy, sent via mail or fax.

## RULES AND REGULATIONS

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 Department in a timely manner. Candidates or their nominators are responsible for securing seconding letters within the 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 note the following:

- ◆ Council membership is restricted to citizens of the United States or permanent residents of the United States who have made application to become citizens.
- ◆ Officers of the Council as well as members of the Board of Directors or the Membership Committee are precluded from nominating or writing seconding letters on any candidate's behalf.
- ◆ A member who is a spouse, close relative (such as a parent, sibling, 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. Additionally, members are encouraged to make comparative judgments about candidates, where appropriate. The committee also advises members to write no more than two letters per round (either one nominating letter and one seconding letter, or two seconding letters).

## NOMINATING LETTERS

Letters nominating a candidate for consideration by the Membership Committee should be no more than five hundred words in length. Please 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; and
- ◆ Standing among his or her peers.

## SECONDING LETTERS

Seconding letters need not be as comprehensive (and should be no more than three hundred words in length) 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 nominating and seconding 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.

Although only three seconding letters are required to complete the application, additional letters may be submitted. 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. It is strongly recommended, however, that applications contain no more than four seconding letters.

All membership nominating and seconding letters should be emailed as text or Microsoft Word documents to [membership@cfr.org](mailto:membership@cfr.org).

## 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 an ongoing 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.

## LIFE MEMBERSHIP

The deadlines for receipt of all materials for the two yearly meetings of the Membership Committee to consider life membership candidates are March 1 and October 1.

## TERM MEMBERSHIP

The deadline for receipt of all materials for the annual meeting of the Term Membership Committee to consider term membership candidates is November 1.

## NOTIFICATION OF CANDIDATES

All membership candidates and their nominators will receive notification of the committee's decisions according to the schedule below. Seconders of elected candidates will also be notified.

	APPLICATION DEADLINE	NOTIFICATION
Life Membership	October 1	February
Term Membership	November 1	June
Life Membership	March 1	June

Candidates who are unsuccessful at any given meeting remain eligible for consideration at a subsequent meeting of the relevant committee. An application is reactivated when new materials are received. It is strongly recommended that candidates submit at least one new letter of support, an updated curriculum vitae, and a new nominee information form. If a candidate is not elected after two consecutive meetings, the application will be placed on hold for a period of three years for life membership candidates and one year for term membership candidates.

After the hold period, the candidate may reactivate the file for consideration.

The membership election process is entirely one of affirmative selection from the large and evolving pool of nominees. The membership committees and the Board choose a number of members without prejudice to the candidacies of those remaining in the pool.

## PROFILE OF THE MEMBERSHIP

	NUMBER OF MEMBERS	PERCENTAGE OF MEMBERSHIP
<b>LOCATION</b>		
New York Area	1,426	33
Washington, DC, Area	1,309	30
National/International	1,595	37
Total	4,330	100
<b>PROFESSION</b>		
Business	1,385	32
Professors, Fellows, and Researchers	777	18
Nonprofit	643	15
Government Officials	486	11
Lawyers	292	7
University and College Administrators	268	6
Correspondents, Journalists, and Editors	258	6
Other	221	5
Total	4,330	100

Contact for all membership matters and correspondence:

Office of Membership and Fellowship Affairs  
Council on Foreign Relations  
58 East 68th Street  
New York, NY 10065  
Telephone: (212) 434-9487  
Fax: (212) 434-9801  
Email: [membership@cfr.org](mailto:membership@cfr.org)