Member Handbook
Fall 2012
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On behalf of the Council on Foreign Relations’ Board of Directors and staff, let me say how delighted we all are to have you in our midst. This handbook is designed to help you get the most out of your membership.

The Council on Foreign Relations (CFR) is the premier organization in the country devoted to U.S. foreign policy and international relations. Our mission statement captures our unique role as “an independent, nonpartisan membership organization, think tank, and publisher dedicated to being a resource for its members, government officials, business executives, journalists, educators and students, civic and religious leaders, and other interested citizens in order to help them better understand the world and the foreign policy choices facing the United States and other countries.”

Our members are literally the lifeblood of the organization. If you look at those who belong to CFR, you will encounter a group unmatched in accomplishment and diversity in the field of international affairs. If you scan our agenda of activities, you will see the liveliest and most varied program of speeches, debates, and discussions anywhere. If you read the pages of Foreign Affairs or visit CFR.org, you will find the most useful and thoughtful material available to those who follow or seek to learn more about U.S. foreign policy and world developments.

I hope that you will be an active member and derive great benefit and satisfaction from your participation at CFR.

Richard N. Haass
President
HOW TO GET INVOLVED

The participation of members is a primary objective of CFR. This guide is meant to help you get involved in the vast array of exciting programs and activities that CFR offers.

How do I find out what is going on at CFR?
• Member Services page on CFR.org (www.cfr.org/member);
• Invitations to upcoming CFR events; and
• The Chronicle, a monthly newsletter sent to all members that highlights what is happening at CFR.

Resources for members
On the Member Services page, you will have the opportunity to access your account and update your contact information and interest areas. Additionally, you will have access to CFR resources, which allow you to:
- View the most up-to-date schedule of upcoming meetings, register to attend, or cancel your registration;
- Download audio and video files of past on-the-record meetings;
- Connect with your fellow members through the secure online Member Directory;
- Connect with CFR fellows and learn about current research projects;
- Download CFR publications, such as Council Special Reports and Task Force Reports;
- Access the Foreign Affairs archive (contains all issues since 1973) via ForeignAffairs.com;
- Sign up for our various eNewsletters such as The World This Week and This Month in Geoeconomics to read about what is happening at CFR and around the world;
- Read current and past issues of the Chronicle;
- Review and pay your annual membership dues; and
- Give to the Annual Fund.
Library and Research Services
Members are welcome to use the CFR library, which contains a small reference collection (encyclopedias, statistical compilations, biographical directories, etc.) covering key foreign policy areas. We subscribe to more than one hundred international affairs journals and have copies of all the Foreign Affairs issues published.

Library Reference Desk
212.434.9583; asklibrary@cfr.org

CFR.org
CFR.org has become the leading “one-stop-shopping” nonpartisan online resource for analysis and background on foreign policy issues. The site aggregates the best work from the Council, other think tanks, universities, and the media. On the website you will find:

- Daily News Briefs providing concise, timely analysis by CFR experts on breaking international news;
- Tailored Resources organized by constituency, including educators, Congress, and the diplomatic community;
- Multimedia video highlights from CFR meetings and audio podcasts featuring interviews with CFR fellows and other experts;
- CFR Blogs providing up-to-date commentary and analysis;
- Crisis Guide Series presenting complex issues in an accessible and interactive format. Topics of this three-time Emmy award winning series include the global economy, the violence in Darfur, climate change, the Israeli-Palestinian conflict, Iran, and the Korean Peninsula;
- Global Governance Monitor interactively tracking, mapping, and evaluating multilateral efforts to address today’s global challenges; and
- Timelines tracing the historical unfolding of political and financial events.

Robert McMahon
Editor, CFR.org
212.434.8429 webmaster@cfr.org

The Chronicle
This monthly newsletter updates members on CFR publications, meetings and symposia, and other items of interest. Each issue is available on the Member Services page and is mailed at the beginning of each month.

Lisa Shields
Vice President, Global Communications and Media Relations
212.434.9888 communications@cfr.org
**MEETINGS PROGRAMS**

CFR Meetings, such as panel discussions, interviews, town halls, and film screenings, bring members together with government officials, world leaders, experts, global business leaders, and prominent thinkers to discuss the major foreign policy issues of our time.

**How will I be notified about upcoming meetings?**

Meeting invitations are sent by email and posted on the member website (CFR.org/member). If you would like to attend a meeting, please register in advance since the Council keeps close track of the number of members registered for each event. You can register online, or by email or phone.

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<tr>
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<th>New York</th>
<th>Washington, DC</th>
<th>Inter/National</th>
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<tbody>
<tr>
<td><strong>Phone</strong></td>
<td>212.434.9600</td>
<td>202.509.8479</td>
<td>212.434.9578</td>
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<tr>
<td><strong>Fax</strong></td>
<td>212.434.9804</td>
<td>202.509.8490</td>
<td>212.434.9829</td>
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<tr>
<td><strong>Email</strong></td>
<td><a href="mailto:meetings@cfr.org">meetings@cfr.org</a></td>
<td><a href="mailto:dcmeetings@cfr.org">dcmeetings@cfr.org</a></td>
<td><a href="mailto:national@cfr.org">national@cfr.org</a></td>
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**How late can I register for an event?**

Ideally, we would like to hear from members at least twenty-four hours before the event. We make every effort to accept late registrations, but as meeting materials are prepared in advance, we may not be able to include later registrations on rosters or other materials.

**Why was I placed on a waiting list?**

Due to the limited seating capacity of meeting rooms and the popularity of certain events, we sometimes find it necessary to “waitlist” members when our seating capacity has been reached.

**How do I cancel my registration for an event?**

If you can no longer attend a meeting for which you are registered, please let the relevant department know you are canceling your registration, either by email or phone, even if it is at the last minute, especially for smaller term member roundtable events.
Meeting Courtesies:

**Punctuality:** Council meetings start and end on time, so please do not be late and plan to stay for the duration of the meeting. When members arrive late or leave early, it is disruptive to your fellow members and can be embarrassing for our distinguished speakers.

**What to Wear:** Dress for Council meetings is always business attire.

**Guest Policy:** Meetings are open only to members of CFR, unless an event is specifically designated a guest event on the invitation.

**Cell Phones/Blackberries/iPads:** Please make sure your phone and any other electronics are turned off before the start of any Council meeting. Though silent, using and reading your Blackberry or other wireless devices during meetings is noticeable and distracts from discussions. It also interferes with the sound systems in the rooms. An overflow room with a live feed of the meeting is available at most general meetings if you would like to use an electronic device.

**Question and Answer Session:** The Council is dedicated to open and frank debate on foreign policy, and members of all ages are expected and encouraged to take part in the discussion. The most important rule is that your question should be in the form of a question, and not a speech. Please be aware that there is often not enough time for all members to ask their questions so if you have had the chance to ask a question at a few meetings, please be courteous and allow your fellow members the chance to ask a question at the next meeting. Most importantly, wait for the microphone, stand, and state your name and professional affiliation before you ask your question.

**Politics:** There are no political litmus tests at the Council. Our membership includes hawks and doves, liberals and conservatives, Republicans and Democrats. You do not have to support the current administration and you certainly do not have to agree with the speaker. However, the Council was founded to generate constructive discussion on U.S. foreign policy. As a result, discussions tend to have a fairly pragmatic, non-ideological tone.

**CFR’s attribution policies:**
CFR meetings that are “not-for-attribution” means that participants are welcome to make use of the information received at a meeting, but neither the identity of the speaker(s) nor that of any other participant may be revealed, nor may one cite CFR as the source of the information.

A CFR meeting is considered “on-the-record” when, in addition to CFR members, invited members of the press are present and audio and video of the event will be posted on CFR.org.

**What is the typical format of a CFR meeting?**
A hallmark of CFR events is to have speakers engage in a conversation-style format with a presider for about thirty minutes followed by a questions-and-answer session with members for the remainder of the hour.
What time are New York and Washington meetings held?
Most meetings fall within the times noted below. There are exceptions, however, driven by speakers’
schedules and other factors, so we urge you to note the meeting time listed on the meeting
announcement or the members’ webpage.

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<th><strong>NEW YORK</strong></th>
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<th>Washington, DC</th>
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<tr>
<td></td>
<td>Harold Pratt House</td>
<td>58 East 68th Street</td>
<td>1777 F Street, NW</td>
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<tr>
<td>Breakfast Meetings</td>
<td>7:45-8:00 a.m. Breakfast</td>
<td>8:00-8:30 a.m. Breakfast</td>
<td>8:30-9:30 a.m. Meeting</td>
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<td>8:00-9:00 a.m. Meeting</td>
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<td>Luncheon Meetings</td>
<td>12:30-1:00 p.m. Lunch</td>
<td>12:00-12:30 p.m. Lunch</td>
<td>12:30-1:30 p.m. Meeting</td>
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<td>1:00-2:00 p.m. Meeting</td>
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<tr>
<td>Evening Meetings</td>
<td>5:30-6:00 p.m. Reception</td>
<td>6:00-6:30 p.m. Reception</td>
<td>6:30-7:30 p.m. Meeting</td>
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<td>6:00-7:00 p.m. Meeting</td>
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How do I contribute a meeting idea?
CFR is always looking for good meeting ideas that move the foreign policy debate forward. We
regularly evaluate our programming against institutional and member needs and are happy to consider suggestions. Please send suggestions for meetings in Washington, DC, to dcmeetings@cfr.org and suggestions for meetings in New York to meetings@cfr.org.

How can I participate in a meeting if I cannot attend in person?
Videoconferenced meetings connect members in another city for interactive discussions.

Live webcasts and teleconferences are meetings broadcast live either on CFR.org or via password-protected teleconference call. CFR members can watch or listen to a meeting and submit questions via email prior to or during the meeting.

How can I learn about a past meeting?
- **Audio and video files** of on-the-record New York and Washington, DC, meetings are posted on CFR.org. Members may listen to or watch past meetings at any time.
- **Transcripts** are also available to read for select on-the-record meetings.
- **Audio recordings** of not-for-attribution meetings are available in the CFR library. Members may arrange to listen by contacting the Library at 212.434.9583.

Nancy D. Bodurtha
Vice President, Meetings and Membership
212.434.9466; nbodurtha@cfr.org
CFR in Washington

CFR’s dynamic Washington Program attracts new ideas and advances the policy debate in the nation’s capital, home to nearly a third of CFR’s membership. CFR uses its convening power and intellectual resources to inform not only our members, but also Congress, the administration, the media, and the business community. Policymakers regularly turn to CFR’s Washington Program for analysis, to test new ideas, and to engage with experts as they develop policy initiatives.

The Congress and U.S. Foreign Policy Program engages members of Congress and their staff in study and dialogue about international issues. These meetings bring varied perspectives to members of Congress on issues that matter to them and their constituents with a series of initiatives, including:
- Breakfast briefings for new members of Congress on a topic of their choice;
- Friday roundtable discussions among senior foreign policy staff;
- Monthly briefings for chiefs of staff; and
- Expert Bank briefings connecting Council members and fellows with members of Congress for customized, “on-demand” briefings.

The Diplomatic Program positions CFR as an important resource for the diplomatic community by fostering exchange between foreign representatives and American business, political, and academic leaders. CFR engages Washington’s diplomatic community through:
- An Embassy Lunch series, which provides a unique opportunity for diplomats and CFR members to exchange views in an intimate setting;
- Roundtable briefings for ambassadors and deputy chiefs of mission on pressing foreign policy issues and recommendations of CFR Task Forces; and
- Special invitations for ambassadors to attend select on-the-record meetings.

Christopher Tuttle
Director, Washington Program
202.509.8422; ctuttle@cfri.org
STEPHEN M. KELLEN
TERM MEMBERSHIP PROGRAM

The Stephen M. Kellen Term Member Program, established in 1970 to cultivate the next generation of foreign policy leaders, encourages promising young women and men from diverse backgrounds to engage in a sustained conversation on international affairs and U.S. foreign policy. Each year a new class of term members, between the ages of thirty and thirty-six, is elected to a five-year membership term.

Term members enjoy a full range of activities designed especially for them, including events with high-profile speakers, an annual Term Member Conference, roundtables, trips to financial and governmental institutions around the country, and a one-week study trip abroad every two years.

In 2011, term members went on a one-week trip to China and met with government officials, as well as leaders from the country’s business, academic, and nongovernmental sectors in Beijing and Shanghai.

Other trips featuring high-level briefings included visits to the Pentagon, the Federal Reserve Bank of New York, the World Bank, U.S. Southern Command, SEALs and Special Operations Forces training facilities, and a two-day trip to Atlanta, Georgia. The Term Member Program is supported by a generous gift from the Anna-Maria and Stephen Kellen Foundation.

Suggestions for future term member events are welcome and should be emailed to term_membership@cfr.org.

Nancy D. Bodurtha
Vice President, Meetings and Membership
212.434.9466; nbodurtha@cfr.org
**NATIONAL PROGRAM**

The Council on Foreign Relations is a truly national organization, with more than one-third of its members based outside of New York and Washington, DC. The National Program provides a forum for members across the country to discuss pressing foreign policy issues and contribute to CFR’s research and publications.

Convening approximately ninety-five on-the-ground sessions annually, the National Program is centered around foreign policy seminars at which CFR fellows discuss their research and writing. These are complemented by local roundtables that build upon the expertise of CFR members and community leaders in twelve select cities (Atlanta, Boston, Chicago, Dallas, Houston, Los Angeles, Miami, Phoenix, San Diego, San Francisco, Santa Fe, and Seattle), as well as internationally in London and Tokyo. The National Program also connects National members to CFR programming through weekly teleconferences of New York and Washington, DC, meetings; webcasts; and an interactive conference call series focused on current events.

The highlight of the National Program is the annual National Conference. Held at CFR’s headquarters in New York, the National Conference brings together members from across the country and around the world for two and a half days of discussions and networking with fellow members and other leading thinkers and practitioners.

The National Program also arranges talks at colleges and universities, editorial board briefings, and local media appearances for CFR fellows. Additionally, the National Program makes on demand audio and video recordings of on-the-record CFR meetings available to the general public on CFR.org.

*Irina Faskianos*  
*Vice President, National Program and Outreach*  
*212.434.9465; ifaskianos@cfri.org*
OUTREACH INITIATIVES

The Council on Foreign Relations is committed to reaching out to different constituencies so that they better understand the world and the foreign policy choices facing the United States and other governments. CFR is devoting more time and energy to connecting with and serving as a resource for groups of interested citizens whose voices are increasingly important to the national foreign policy debate. These constituencies include educators and students; religious and congregational leaders; and state and local officials.

The Academic Initiative seeks to serve as a valuable resource for the academic community by connecting educators and students at the college and graduate level with CFR’s research and nonpartisan analysis. CFR programming includes a bimonthly interactive Academic Conference Call series for students, access to webcasts of CFR meetings, student briefings with a CFR fellow at CFR’s New York headquarters and Washington, DC, office, online Academic Modules built around CFR publications, and other resources.

The Religion and Foreign Policy Initiative engages religious and congregational leaders, scholars, and thinkers from across the country in cross-denominational conversations on global issues, and seeks to serve as a resource of information and analysis on pressing foreign policy topics of interest to the religious community. CFR programming includes a monthly Religion and Foreign Policy Conference Call series featuring CFR fellows and scholars, access to live teleconferences and webcasts of CFR meetings, and briefings by CFR experts.

The State and Local Officials Initiative provides a forum for bipartisan discussion of pressing international issues that affect the priorities and agendas of state and local governments. CFR seeks to serve as a resource of information and analysis on critical local issues including homeland security, public health, immigration, trade, investment, competitiveness, and energy supply. CFR programming includes a State and Local Officials Conference Call series featuring CFR fellows and scholars, access to live teleconferences and webcasts of CFR meetings, and briefings by CFR experts.

Irina Faskianos
Vice President, National Program and Outreach
212.434.9465; ifaskianos@cfr.org
CORPORATE PROGRAM

CFR’s Corporate Program provides a unique forum for business leaders to interact with noted thinkers and practitioners in government, policy, academia, and business through invitations to exclusive events, direct engagement with CFR experts, and virtual access to our members-only website. With the guidance of James W. Owens, chairman and chief executive officer emeritus (2004-2010) of Caterpillar, Inc., and current chair of CFR’s Committee on Corporate Affairs, the Corporate Program offers a multitude of benefits for executives across your organization.

In addition to being able to participate in our annual Corporate Conference, corporate members regularly receive invitations and opportunities to join us when CFR hosts high-profile speakers from around the world.

How do corporate members realize value through Council membership?
- Access to business, policy, and thought leaders at over one hundred events in New York and Washington, in addition to thirty interactive conference calls with Council fellows and other experts each year;
- Professional development for rising young executives through the Corporate Leaders program;
- Participation at the annual Corporate Conference, recent speakers include: Neville Isdell, chairman of the Coca-Cola Company, Fareed Zakaria, editor of Newsweek International, and David M. Rubenstein, co-founder and managing director of the Carlyle Group;
- Access to resources, including multiple subscriptions to Foreign Affairs, Council reports, and the award-winning CFR.org; and
- Opportunities for member companies to interact with CFR fellows and other experts on a topic of their choice; specialized corporate presentations and briefings are also available upon discussion.

L. Camille Massey
Vice President, Global Strategy and Programs
212.434.9797; cmassey@cfr.org

Aimee Carter
Washington Director, Corporate Affairs
202.509.8459; acarter@cfr.org

Abigail Skidmore
New York Director, Corporate Affairs
212.434.9451; askidmore@cfr.org
**DAVID ROCKEFELLER STUDIES PROGRAM**

The David Rockefeller Studies Program is CFR’s “think tank.” Its work is integral to achieving CFR’s goal of contributing to the foreign policy debate. The Studies Program is home to nearly fifty adjunct and full-time scholars, called fellows, who research, write, and comment on the most important challenges facing the United States and the world.

**CFR Fellows**

Fellows come to CFR with a variety of backgrounds, including academia, government, law, the media, the military, and the private sector. In addition to resident fellows, the Studies Program hosts visiting fellows who spend a year at CFR while on leave from their parent organizations. CFR fellows write books, articles, and newspaper op-eds on issues in their areas of expertise, and also share their expertise with local, regional, and national media. They are frequently called upon by government policymakers for advice or to give congressional testimony.

**Independent Task Forces**

Independent Task Force reports offer comprehensive policy prescriptions for major foreign policy issues facing the U.S. government, developed through the deliberations of independent and nonpartisan Task Forces sponsored by CFR.

**Council Special Reports**

Council Special Reports (CSRs) are concise policy briefs that provide timely responses to developing crises or contributions to current policy dilemmas. The Studies Program commissions a CSR when events make a particular situation or conflict ripe for useful intervention and the window of opportunity is likely to close if action is not taken in a timely manner. Because a Special Report can be prepared quickly, it can have an impact when changing events create a space for useful involvement.

**Study Groups and Roundtables**

Study groups and roundtables are small-group discussions with fellows, members, and outside experts. Study groups are convened to help fellows with books in progress. Roundtables provide an ongoing forum for members and experts to exchange information and views on important functional and regional issues.

**How do I get involved in Studies activities?**

Members can read about new and ongoing Studies projects on CFR.org. Members should contact fellows directly if they wish to be involved in a roundtable series.

**James M. Lindsay**

Senior Vice President, Director of Studies, and Maurice R. Greenberg Chair

212.434.9626; jlindsay@cfr.org

**Janine W. Hill**

Director, Fellowship Affairs and Studies Strategic Planning

212.434.9753; jiwill@cfr.org
FELLOWSHIPS

The Council on Foreign Relations’ Fellowship Program offers unique opportunities for mid-career professionals focusing on international relations. The program affords fellows the opportunity to broaden their perspective of foreign affairs and to pursue proposed research, with a placement at either CFR or another institution in New York City or Washington, DC.

International Affairs Fellowship
Launched in 1967, the International Affairs Fellowship (IAF) is a distinguished program offered by CFR to assist mid-career scholars and professionals in advancing their analytic capabilities and broadening their foreign policy experience.

International Affairs Fellowship in Nuclear Security, sponsored by the Stanton Foundation
The International Affairs Fellowship in Nuclear Security (IAF-NS), sponsored by the Stanton Foundation, offers university-based scholars valuable hands-on experience in the nuclear security policymaking field and places selected fellows in U.S. government positions or international organizations for a period of twelve months to work with practitioners.

International Affairs Fellowship in Japan, sponsored by Hitachi, Ltd.
Founded in 1997, the International Affairs Fellowship in Japan (IAF-J), sponsored by Hitachi, Ltd., seeks to strengthen mutual understanding and cooperation between the rising generations of leaders in the United States and Japan.

International Affairs Fellowship in India
The International Affairs Fellowship in India (IAF-I) seeks to strengthen mutual understanding and cooperation between the rising generations of leaders in the United States and India by expanding cultural exchange and enhancing communication between both countries on global issues.
International Affairs Fellowship in South Korea, sponsored by the Asan Institute for Policy Studies

Launched in 2010, the International Affairs Fellowship in South Korea (IAF-SK), sponsored by the Asan Institute for Policy Studies, seeks to strengthen mutual understanding and cooperation between the rising generations of leaders in the United States and South Korea by expanding cultural exchange and enhancing communication between both countries on global issues.

National Intelligence Fellowship

The National Intelligence Fellowship provides an opportunity for an outstanding professional, on the cusp of a senior position, to expand his or her knowledge of international relations through a program of individual study, research and reflection, extensive participation in CFR’s active program of meetings and events, and interaction with the CFR’s diverse membership.

Edward R. Murrow Press Fellowship

Launched in 1949 with support from the Carnegie Corporation, the Edward R. Murrow Press Fellowship seeks to promote the quality of responsible and discerning journalism that exemplified the work of Edward R. Murrow.

Military Fellowship

Each year, the Chiefs of Staff of the Army and the Air Force, the Chief of Naval Operations, and the Commandants of the Coast Guard and the Marine Corps nominate an outstanding officer from their respective services as a candidate for a Military Fellowship. The program enables the selected officers to broaden their understanding of international relations by spending a year in residence at CFR’s headquarters in New York.

Cyrus Vance Fellowship in Diplomatic Studies

The Cyrus Vance Fellowship in Diplomatic Studies offers outstanding Foreign Service Officers from the U.S. Department of State the opportunity to spend a year affiliated with CFR as a visiting fellow and to step away from the demands of public service to reflect on foreign policy issues.

Stanton Nuclear Security Fellowship

Made possible by a generous grant from the Stanton Foundation, the fellowship offers younger scholars studying nuclear security issues the opportunity to spend a period of twelve months at CFR offices in New York or Washington, DC, conducting policy-relevant research. CFR awards up to three fellowships annually.

To nominate, contact fellowships@cfr.org or visit the Fellowships page on CFR.org for more information.

Janine W. Hill
Director, Fellowship Affairs and Studies Strategic Planning
212.434.9753; jhill@cfr.org

Victoria Alekhine
Associate Director, Fellowship Affairs and Studies Strategic Planning
212.434.9489; valekhine@cfr.org
FOREIGN AFFAIRS

Published by CFR since 1922, Foreign Affairs is generally considered to be the world’s preeminent international affairs periodical. It is more than a magazine—it is the international forum of choice for important new ideas, analysis, and debate on international issues. Foreign Affairs is published every two months.

Foreign Affairs offers numerous resources online, including an archive of articles dating back to 1922. With a circulation of approximately 160,000, the bimonthly magazine is available by subscription and at bookstores and newsstands. Foreign Affairs material is also available for classroom use in custom course packs and ebooks.

What is Foreign Affairs’ circulation?
Total circulation of the English-language version in 2012 was 161,451, 22 percent of which is outside the United States. Seventy-five percent of the circulation is via subscription; the balance is sold on newsstands. Foreign Affairs is also available in Japanese-, Spanish-, and Russian-language versions.

Who reads Foreign Affairs?
Sixty-seven percent of readers are in the private sector; 33 percent are in government, academia, and media. Readers are an exceptionally well-educated, influential, and affluent audience, and they spend an average of two hours reading each issue, well above the industry norm.

Do I need to pay extra for my Foreign Affairs subscription?
No. Your subscription is a benefit of Council membership and is included in your annual dues. If you are already a subscriber and have any questions regarding your subscription, please contact Jonathan Chung, Foreign Affairs, at jchung@cfr.org or 212.434.9786.

What is the relationship between CFR and Foreign Affairs?
The Foreign Affairs editor is appointed directly by the Council’s Board of Directors and has complete editorial autonomy. Otherwise, the operations and finances of the magazine are managed in the same way as any Council department.

Gideon Rose
Peter G. Peterson Chair and Editor, Foreign Affairs
212.434.9629; grose@cfr.org

Lynda Hammes
Publisher, Foreign Affairs
212.434.9524; lhammes@cfr.org
INDEPENDENT TASK FORCES

CFR launched the Independent Task Force Program in 1995 with a Task Force on nuclear nonproliferation, chaired by Stephen J. Hadley, who most recently served as the national security adviser in the George W. Bush administration. More than fifty reports later, Task Forces have become a trademark of the Council.

The Council sponsors an Independent Task Force when an issue of current and critical importance to U.S. foreign policy arises, and it seems that a group diverse in backgrounds and perspectives may nonetheless be able to reach a meaningful consensus on a policy through private and nonpartisan deliberations. Once formed, Task Forces are independent. Task Force chairs, directors, and members are solely responsible for the content of their reports.

As Task Forces are intended to help shape the public debate on critical foreign policy issues, the Council mobilizes its resources to maximize the impact of Task Force reports, both at the time of the initial release and as developments warrant. In addition to media outreach, the Council supports the efforts of Task Force chairs and members to reach influential practitioners in the executive branch, in Congress, and beyond.

For a complete list of Council-sponsored Independent Task Force reports online, visit www.cfr.org/about/task_forces.html.

Anya Schmemann
Director, Task Force Program
202.518.3419; aschmemann@cfr.org


**Publications**

CFR publishes reports and papers for the interested public, the academic community, and foreign policy experts. The full text of these publications, as well as excerpts from books by CFR fellows, are available on CFR.org. Hard copies can be purchased at local and online bookstores. CFR’s flagship publication is *Foreign Affairs*, the preeminent journal on international affairs and foreign policy. CFR reports and *Foreign Affairs* are also available as ebooks for the Amazon Kindle, Barnes & Noble Nook, iPad and iPhone, Kobo devices, and Sony Reader.

CFR fellows write books on timely and important policy issues, which are published by trade and academic publishers.

The Council on Foreign Relations Press publishes a variety of reports each year:

- **Independent Task Force reports** are consensus documents on U.S. foreign policy developed through private and nonpartisan deliberations.
- **Council Special Reports** are concise policy briefs that provide timely responses to developing crises or contributions to current policy dilemmas.
- **Other reports** include Center for Preventive Action Contingency Planning Memoranda, Policy Innovation Memoranda, Working Papers, and reports that have been published in cooperation with other organizations. Contingency Planning Memos identify plausible scenarios that could have serious consequences for U.S. interests and propose measures to both prevent and mitigate them. Policy Innovation Memos target global problems where new, creative thinking is needed. Working Papers provide thorough assessments and analysis of longer-term foreign policy issues.

Individual copies of reports are available for purchase through [Amazon.com](http://www.amazon.com). To order bulk copies of CFR reports, please contact Ingram at 800.234.6737, [ipage.ingrambook.com](http://www.ipage.ingrambook.com), or [orders@ingrambook.com](mailto:orders@ingrambook.com).

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*Patricia Dorff*

*Editorial Director*

212.434.9514; pdorff@cfr.org
MEMBERSHIP SELECTION PROCESS

CFR is first and foremost a membership organization. With nearly 4,700 members, CFR’s ranks include top government officials, renowned scholars, business leaders, acclaimed journalists, prominent lawyers, and a host of distinguished nonprofit professionals. The current membership is divided almost equally among New York, Washington, and those across the country and temporarily living abroad.

How are new members and term members selected?
New members are approved twice a year by the Board of Directors, which makes decisions based on the recommendations of the Committee on Membership. The committee is composed of at least five members of the Board and additional non-Board members that the committee chair appoints.

In an effort to reach out to the next generation of leaders, the Board also established a separate Committee on Term Membership. This committee meets annually to evaluate candidates between the ages of thirty and thirty-six for consideration as five-year term members of CFR.

What are the application deadlines?
The deadlines for receipt of all materials for membership are March 1 and October 1. The term membership deadline is November 1. Strict observance of deadlines is essential to staff support of the Committee on Membership’s work, and we request your continuing cooperation. Applications that are not completed prior to the deadline for any given committee meeting will not be forwarded for consideration. If a candidate wishes to apply at a later date, he or she will need to initiate a new application by emailing applications@cfr.org.
How do I nominate someone for membership?
CFR members are the best resource for identifying and attracting diverse leaders in international affairs across all sectors. Detailed guidelines and application materials are available on the membership page of CFR.org. All candidates must complete an online application, which can be accessed only by emailing applications@cfr.org, be nominated in writing by a current member, and provide a series of seconding letters (three for membership and two for term membership). All materials, including letters, must be submitted through the online application by the application deadline. Members may nominate or second any membership candidates, and there is no waiting period for new members before they can write on behalf of a candidate. Please write no more than two letters per round (either one nominating letter and one seconding letter, or two seconding letters).

What should nominating and seconding letters include?
Thoughtful, candid, and succinct comments are far more important in nominating and seconding letters than formal endorsements of candidates. Letters of nomination should be no more than five hundred words in length. Seconding letters need not be as comprehensive (and should be no more than three hundred words). The nature of the relationship with the candidate must be clearly explained in the opening lines, and members should refrain from writing on behalf of clients, spouses, close relatives, or near in-laws. The committee advises members to only write on behalf of candidates whom they know well, and encourages members to make comparative judgments about candidates where appropriate. Letters should also address the following criteria:

- 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.

Additional rules and regulations:
- CFR membership is restricted to U.S. citizens or permanent residents of the United States who have made application to become citizens.
- CFR visiting fellows are prohibited from applying for membership until they have completed their fellowship tenure;
- Officers of CFR as well as members of the Board of Directors and Committee on Membership are precluded from nominating or writing seconding letters on any candidate’s behalf;
- Candidates for term membership must be between the ages of thirty and thirty-six on January 1 of the year in which their election takes place. Term membership elections are held in June of the following year from the application deadline.

Nancy D. Bodurtha
Vice President, Meetings and Membership
212.434.9466; nbodurtha@cfr.org

Vera Ranola
Deputy Director, Membership
212.434.9605; vranola@cfr.org
Membership Dues

CFR depends on membership dues to fund its many membership activities and programs. All dues must be paid annually or semiannually (in equal installments) upon receipt of the invoice. You will receive your dues invoice in July, the first month of the fiscal year, and again in January if you choose to pay semiannually.

You can view your invoice and pay your dues online by logging on to the Member Services page on CFR.org. If you cannot remember your username or password, please send an email to membership@cfr.org. Dues may be paid by check or credit card (MasterCard, Visa, or American Express).

Membership dues are not tax deductible as a charitable contribution, as they cover goods and services provided by the Council, including meals during meetings and an annual subscription to Foreign Affairs. Members’ dues are determined by residence, age, and profession according to the chart below. Please keep your contact information current to ensure your dues invoice reflects the appropriate amount. You can view and update your contact information on the Member Services page.

<table>
<thead>
<tr>
<th>Residence and Age</th>
<th>Business</th>
<th>Nonbusiness</th>
</tr>
</thead>
<tbody>
<tr>
<td>New York Area</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Under 40</td>
<td>$1,790</td>
<td>$425</td>
</tr>
<tr>
<td>40 and Over</td>
<td>$3,475</td>
<td>$780</td>
</tr>
<tr>
<td>Washington, DC, Area</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Under 40</td>
<td>$1,520</td>
<td>$365</td>
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<tr>
<td>40 and Over</td>
<td>$2,950</td>
<td>$660</td>
</tr>
<tr>
<td>National/International</td>
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<td></td>
</tr>
<tr>
<td>Under 40</td>
<td>$970</td>
<td>$235</td>
</tr>
<tr>
<td>40 and Over</td>
<td>$1,875</td>
<td>$425</td>
</tr>
</tbody>
</table>

CFR plans projects, activities, and events for each fiscal year with the expectation that dues will be paid in a timely manner. CFR By-Laws allow for suspension of privileges of a member in default for more than sixty days.

Julie Jenkins  
Business and Online Manager, Membership  
212.434.9833; membership@cfr.org
ADDITIONAL CFR FUNDING

Maintaining the quality and variety of CFR’s work and programs requires a steady stream of independent operating support from a variety of sources. CFR is supported by the Annual Fund, membership dues, the endowment, the Corporate Program, Foreign Affairs, foundation grants and other restricted gifts, and facility rentals. One of the many ways members might wish to help CFR is by supporting the Annual Fund. Members may also direct gifts to support specific programs, such as a Task Force or roundtable, to CFR’s unrestricted endowment fund, or to endow a specific chair, fellowship, or program.

The Annual Fund provides a pool of critical unrestricted funds that support CFR’s daily operations. These unrestricted dollars support ongoing activities ranging from the research and analysis of the think tank to national programming and outreach and CFR’s award-winning website. The Annual Fund also provides support for new initiatives each year.

Members receive Annual Fund solicitations throughout the fiscal year (July 1 through June 30). However, once an Annual Fund gift is made, the member is not solicited for the Annual Fund again in that fiscal year. The names of members who have given are listed in the annual report.

Contributions to CFR are tax deductible to the extent permitted by law and can be made by check (payable to the Council on Foreign Relations), credit card via CFR.org, stock, or wire transfer. CFR is a 501(c)(3) not-for-profit organization and is publicly supported as described in 509(a)(1) of the Internal Revenue Code. CFR’s IRS Identification Number is 13-1628168. For more information, please visit the How to Give page on CFR.org.

The 1921 Society honors those who have made a planned gift to CFR. These gifts include bequests and other types of testamentary contributions that will help ensure CFR’s ability to continue its future vitality. All those who confirm that they have included CFR in their will or as a beneficiary in any other disposition of assets will be recognized as a member of the 1921 Society and will be listed in the annual report. In addition to supporting CFR, planned gifts often provide favorable tax considerations. For more information about planned giving opportunities, please contact your tax adviser or CFR’s Development office.

Suzanne Helm
Vice President, Development
212.434.9781; shelm@cfri.org
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Note: This list of Officers and Directors is current as of July 1, 2012