

COUNCIL *on*
FOREIGN
RELATIONS

About CFR





CFR Mission

The Council on Foreign Relations (CFR) is 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.

Founded in 1921, the Council on Foreign Relations takes no institutional positions on matters of policy. CFR carries out its mission by

- maintaining a diverse membership, with special programs to promote interest and develop expertise in the next generation of foreign policy leaders;
- convening meetings at its headquarters in New York and in Washington, DC, and other cities where senior government officials, members of Congress, global leaders, and prominent thinkers come together with CFR members to discuss and debate major international issues;
- supporting a Studies Program that fosters independent research, enabling CFR scholars to produce articles, reports, and books and hold roundtables that analyze foreign policy issues and make concrete policy recommendations;
- publishing *Foreign Affairs*, the preeminent journal on international affairs and U.S. foreign policy;
- sponsoring Independent Task Forces that produce bipartisan consensus reports with both findings and policy prescriptions on the most important foreign policy topics; and
- providing up-to-date information and analysis about world events and American foreign policy on its website, CFR.org.



Above: CFR members Madeleine K. Albright, Richard N. Haass (president), Richard N. Salomon, and Joan E. Spero at the annual Corporate Conference.



CFR Members

The Council on Foreign Relations is first and foremost a membership organization. With nearly 4,700 members, the institution's ranks include prominent government officials, scholars, business leaders, journalists, attorneys, and nonprofit professionals. The membership is divided almost equally among Americans living in New York, Washington, DC, and across the country and abroad, and it represents a diverse group unmatched in accomplishment in the field of international affairs.

Included among CFR members are six hundred term members. The Stephen M. Kellen Term Member Program—established to cultivate the next generation of foreign policy leaders—encourages promising young professionals from diverse backgrounds to engage in a sustained conversation on international affairs and the U.S. role in the world. Each year, a new class of term members, between the ages of thirty and thirty-six, is elected to a five-year term.

For more information on membership, please visit www.cfr.org/about.



The Corporate Program, comprising nearly two hundred leading corporations, provides executives an opportunity to contribute to the dialogue on international economic issues. Member companies enjoy access to briefings by in-house experts, a members-only website featuring CFR resources tailored for the private sector, and numerous special events each year on topics such as geopolitical risk, regulation and taxation, competitiveness, and emerging markets. CFR's convening power brings together decision-makers from government, finance, nongovernmental organizations, media, and academia, and connects business leaders with the foreign policy debate.

For more information about the Corporate Program and a membership roster, please visit www.cfr.org/corporate.

Above: BlackRock chairman and CEO Laurence Fink discusses the global financial system with CNBC's Maria Bartiromo as part of the CEO Speaker series.

Opposite left: Chinese activist and U.S.-Asia Law Institute special student Chen Guangcheng

Opposite right: IMF managing director and former French finance minister Christine Lagarde

Influential Forum

Each year the Council on Foreign Relations organizes nearly one thousand events for members, including meetings with high-level U.S. and foreign government officials, history-maker interviews, CEO forums, in-depth symposia, expert panels, book clubs, and film screenings. The Meetings Program provides CFR members in-person access to the most sought-after world leaders and policymakers. It convenes members of Congress, senior congressional staff, executive branch officials, diplomats, business leaders, academics, journalists, educators, and other professionals.





The Washington Program engages policymakers on critical debates playing out in the nation's capital. The Congress and U.S. Foreign Policy program brings CFR experts and ideas to Capitol Hill, offering members of Congress and their staffs nonpartisan analysis of the issues that matter most to them and their constituents. CFR also reaches out to decision-makers in the executive branch and the diplomatic community, offering an intellectually diverse range of perspectives on complex policy questions.

Above left: Stanford professor and former U.S. secretary of state Condoleezza Rice

Above right: CIA director and former commander of U.S. Central Command David Petraeus

Opposite: CFR member George Clooney gives a trip report following his return from South Sudan with the Enough Project.

For National members, those residing outside of New York and Washington, CFR organizes foreign policy seminars in more than a dozen cities that draw on the research of its fellows and its Independent Task Forces; local roundtables that build on the expertise of its members and community leaders; a national book club series; weekly teleconferences of New York and Washington meetings; webcasts; an interactive conference call series on current events; and an annual National Conference that brings members to the institution's New York headquarters.

While most sessions are exclusively for members, CFR and *Foreign Affairs* have increasingly opened meetings to the media and sponsored public events as a way to inform a broader audience.

Transcripts, audio, and video of on-the-record meetings are posted on CFR.org and ForeignAffairs.com and are distributed via social media platforms such as Facebook, YouTube, Twitter, iTunes, Pinterest, and Google+.





The Think Tank

The David Rockefeller Studies Program—CFR’s “think tank”—is composed of more than eighty full-time, part-time, and visiting scholars and practitioners, called fellows. They hail from varied backgrounds, including academia, the private sector, media, and government, and possess expertise on a broad range of issues. Fellows write and speak publicly on the foreign policy issues facing the United States, monitor developments in all the major geographical regions—Africa, Asia, Europe, Latin America, Russia, and the greater Middle East—and study topics such as trade, international finance, energy, climate change, global health, nuclear proliferation, international institutions, military interventions, and the effect of digital technology on statecraft.

Opposite: CFR Fellows Shannon O’Neil and Micah Zenko. Both made ForeignPolicy.com’s Who’s Who of the Twittersverse in 2012.



The Studies Program hosts two research centers and a number of other programs and initiatives:

- The Maurice R. Greenberg Center for Geoeconomic Studies examines how economic and political forces interact to influence world affairs.
- The Center for Preventive Action develops strategies to prevent, mitigate, and resolve deadly conflict.
- The International Institutions and Global Governance program works to improve multilateral cooperation.
- The Civil Society, Markets, and Democracy initiative explores ways to promote more open economies and societies.
- The Renewing America initiative examines the domestic economic underpinnings of U.S. power in six areas: infrastructure, education and human capital, debt and deficits, international trade and investment, corporate regulation and taxation, and innovation.



CFR awards over two dozen one-year fellowships annually to mid-career professionals focusing on international relations. The Fellowship Program—which includes the International Affairs Fellowship (IAF), IAF in Japan, IAF in South Korea, IAF in Nuclear Security, Stanton Nuclear Security Fellowship, Military Fellowship, National Intelligence Fellowship, and Edward R. Murrow Press Fellowship—affords recipients the opportunity to broaden their perspectives of foreign affairs and to pursue proposed research. Roughly half of the visiting fellows spend their year in residence at CFR in New York or Washington, DC, while the other half are placed in government or at academic institutions, think tanks, and nonprofits.

Above: Goldman Sachs Foundation president Dina Habib Powell with Melanne Verveer, U.S. State Department ambassador-at large for global women's issues, and Isobel Coleman, CFR senior fellow and director of the Civil Society, Markets, and Democracy initiative.

Some examples of the Studies Program's research questions:

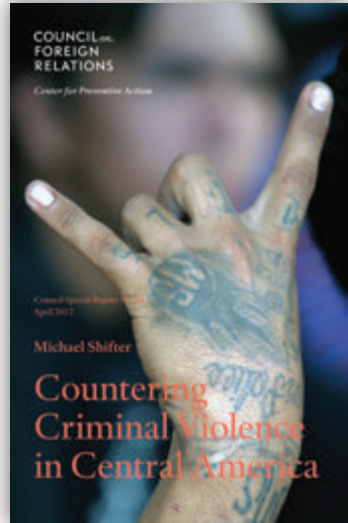
- How are economic problems at home constraining the U.S. government's ability to influence events and advance American interests overseas?
- How is the eurozone debt crisis reshaping politics in Europe and reordering economic and trade relations among the major economies?
- How can the United States curtail the proliferation of nuclear weapons technology and limit the nuclear capabilities of Iran and North Korea?
- What strategies work best to spread democratic governance and open markets?
- How are rising economies such as China, India, Brazil, Indonesia, and Turkey reshaping international institutions and global governance?

Thanks to the generosity of donors, many distinguished CFR fellows hold named endowed chairs.

The program's activities take a variety of forms:

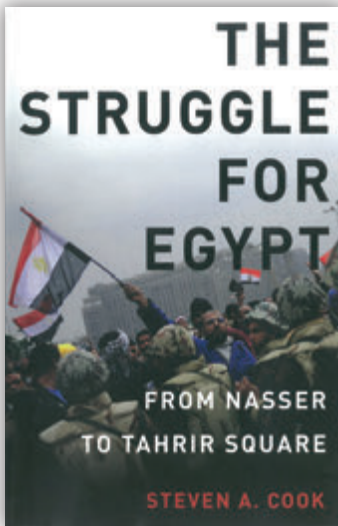
ROUNDTABLES bring together fellows with CFR members and other experts for discussions on foreign policy challenges and opportunities facing the United States. For example, the Roundtable Series on Cyberconflict and Cybersecurity convenes policymakers, scholars, and private-sector specialists to explore growing threats in cyberspace to the U.S. economy and security.

STUDY GROUPS provide a venue for experts to critique manuscripts by CFR fellows. A study group for Charles A. Kupchan, the Whitney H. Shepardson senior fellow and author of *No One's World: The West, the Rising Rest, and the Coming Global Turn*, assessed the political landscape and how to manage global change.

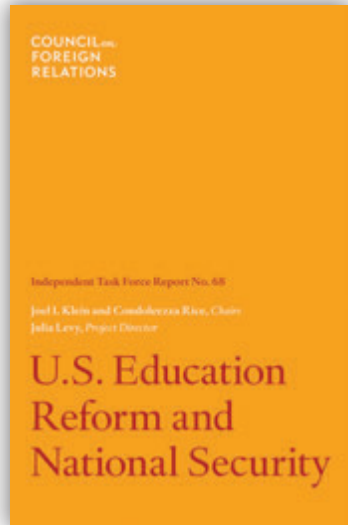


CFR PUBLICATIONS include Council Special Reports, Contingency Planning Memoranda, Policy Innovation Memoranda, Working Papers, and ebooks.

- Council Special Reports offer findings and recommendations on developing crises or emerging policy debates. Written by one or more authors in consultation with a group of independent experts, recent reports have analyzed U.S. relations with Saudi Arabia and evaluated the causes and consequences of criminal violence faced by several Central American countries.
- Sponsored by the Center for Preventive Action, Contingency Planning Memos identify plausible scenarios that could have serious consequences for U.S. interests and propose measures to both prevent and mitigate them. Recent memos have examined post-Qaddafi instability in Libya and territorial disputes in the South China Sea.



- Policy Innovation Memos target global problems where new, creative thinking is needed. Recent memos have considered steps the United States can take to secure Afghanistan’s future and offered a comprehensive strategy to advance the Arctic economy.
- Working Papers provide thorough assessments and analysis of longer-term foreign policy issues. Recent Working Papers have analyzed the future of U.S.-India strategic cooperation and the critical role that entrepreneurship can play in stabilizing postconflict zones.
- CFR fellows write books on a range of foreign policy and international issues that are printed by trade and academic publishers.
- CFR ebooks include *Iran: The Nuclear Challenge*, *Global Korea: South Korea’s Contributions to International Security*, and *Foreign Affairs’ The Clash of Ideas: The Ideological Battles that Made the Modern World—And Will Shape the Future*.



CFR-SPONSORED INDEPENDENT TASK FORCES are chaired by prominent policymakers and business leaders and bring together experts who work to reach bipartisan consensus on how best to deal with complex foreign policy issues.

The Task Force report *U.S. Education Reform and National Security*, chaired by Joel I. Klein and Condoleezza Rice, asserts that fixing the nation's underperforming K-12 public schools is critical for strengthening the country's security and increasing its economic competitiveness. *U.S.-Turkey Relations: A New Partnership*, chaired by Madeleine K. Albright and Stephen J. Hadley, recognizes Turkey as an increasingly influential regional and economic power and calls on the United States and Turkey to forge a strategic partnership. CFR has also launched a new Task Force on U.S. Policy in the Digital Age.

Foreign Affairs

Foreign Affairs—the leading magazine on international relations—features insightful and forward-leaning commentary on global politics and economics.

Published by CFR but editorially independent, the bimonthly is available via Kindle and other digital devices.

Edited by Gideon Rose, *Foreign Affairs* authors have included Hillary Rodham Clinton, Henry A. Kissinger, Gillian Tett, Robert B. Zoellick, Park Geun-hye, Michael Walzer, Zbigniew Brzezinski, Amory B. Lovins, Clay Shirky, and Laurie Garrett.

Among its best-known articles are “The Sources of Soviet Conduct,” written by George F. Kennan in 1947 under the pseudonym “X,” which first laid out the case for containment of the Soviet Union, and Samuel P. Huntington’s “The Clash of Civilizations?,” which in 1993 predicted growing conflict between “the West and the rest.”





Foreign Affairs Editor Gideon Rose with renowned political scientist Francis Fukuyama at the *Foreign Affairs* LIVE event “The Future of History.”

What You Will Find on ForeignAffairs.com

- Snapshots *providing concise analyses of developing world events, with such contributors as U.S. secretary for health and human services Kathleen Sebelius, U.S. senator Jeanne Shaheen, UNICEF executive director Anthony Lake, and U.S. secretary of homeland security Janet Napolitano*
- Letters From *offering firsthand reportage from international hotspots, with contributors including former Japanese prime minister Naoto Kan, CFR Senior Fellow Steven A. Cook, and author and journalist Hooman Majd*
- Author Postscripts, *which are succinct follow-up pieces by Foreign Affairs authors, including Johns Hopkins professor Michael Mandelbaum, former U.S. special envoy to Sudan Andrew Natsios, and CFR Senior Fellow Michael Levi*
- *Foreign Affairs* Focus, *a video interview series featuring notable thinkers such as Zalmay Khalilzad, Nicholas Kristof, Martin Feldstein, and Reihan Salam*
- Archives *dating back to 1922*

Informing the Public Debate

One of CFR's principal goals is to inform the country's foreign policy debate. The organization provides citizens with reliable information and authoritative analysis, as well as platforms for public conversation.

The Global Communications and Media Relations team holds rapid-response teleconferences pegged to breaking news, organizes editorial board briefings, and curates media guides on major world events.





Fellows are frequent contributors to major international print, broadcast, and online news outlets through interviews, articles, op-eds, regular columns, and blog posts. On CFR.org, more than twenty scholars blog in real time on world events. Nearly forty experts interact with 350,000 followers via their Twitter feeds, and CFR and *Foreign Affairs* have dedicated Facebook, Twitter, and YouTube channels.

Since its launch more than a decade ago, CFR.org has been required reading for those seeking background and analysis on U.S. foreign and economic policy. The site offers rich content that makes it a portal for anyone looking for high-quality analysis on international affairs. Tom Keene, Bloomberg News editor-at-large, says, “If you need to get up to speed like I need to get up to speed, there’s no better place to do it than CFR.org.” CFR has been nominated for four Emmys and has won three for its multimedia Crisis Guides, which have also garnered two Overseas Press Club Awards.

For more information, please email communications@cfr.org.



CFR.org Editor Robert McMahon welcomes students to a New York event launching “Crisis Guide: Iran.”

CFR’s influence extends beyond traditional foreign policy circles through its outreach initiatives, which bring together interested citizens whose voices are increasingly important to the foreign policy debate. These constituencies include educators and students, religious leaders and scholars, and state and local officials. Activities include workshops, dedicated conference call series, ebulletins, and customized online resources.

- The Academic Initiative connects educators and students at the college and graduate levels with CFR research and analysis.

Visit www.cfr.org/educators.

- The Religion and Foreign Policy Initiative unites religious and congregational leaders, scholars, and thinkers from across the country in cross-denominational conversation on questions of global significance.

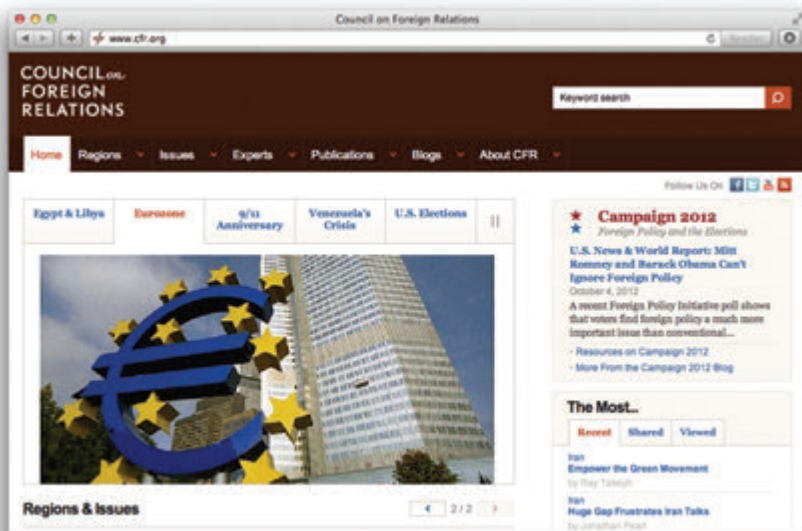
Visit www.cfr.org/religion.

- The State and Local Officials Initiative provides a forum for bipartisan discussion of international issues that affect the priorities and agendas of state and local governments.

Visit www.cfr.org/slo.

What You Will Find on CFR.org

- First Takes offering CFR experts' concise and timely responses to news developments
- More than eight hundred Backgrounders providing succinct overviews of current political and economic issues
- Interviews with international thought leaders by former New York Times editor Bernard Gwertzman
- Blogs by CFR fellows on development, energy security, preventive action, and other topics and each of the world's regions
- Interactive guides, maps, and timelines, including the Emmy Award-winning Crisis Guides, which use video, images, text, and charts to give context to complex global problems
- Free downloads of CFR publications
- Full-length audio and video of select CFR meetings with heads of state, government officials, and other newsmakers
- Resources tailored to specific audiences, such as educators and students, state and local officials, business leaders, and the religious community
- Infographics illustrating geoeconomic issues

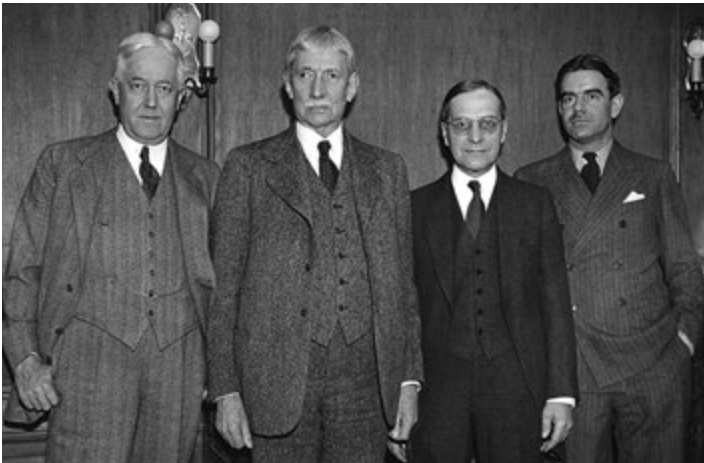


CFR History

After the difficult negotiations of the 1919 Paris Peace Conference, a group of diplomats, financiers, generals, and lawyers concluded that Americans needed to be better prepared for significant responsibilities and decision-making in world affairs.

With this in mind, they founded the Council on Foreign Relations in 1921 to “afford a continuous conference on international questions affecting the United States, by bringing together experts on statecraft, finance, industry, education, and science.”

CFR’s early members believed it was important for the institution to be both nonpartisan and noncommercial. Members were chosen for their knowledge of foreign affairs and their ability to contribute to discussions and debate. CFR carried out its mission by inviting important statesmen to speak and answer questions at meetings and by forming small groups to discuss serious issues of the day and publish their findings.



Former secretary of state and Nobel Peace Prize winner Elihu Root (*second from left*) was one of the founders of the Council on Foreign Relations. He is shown here (*left to right*) with CFR President John W. Davis, U.S. secretary of war Newton D. Baker, and *Foreign Affairs* Editor Hamilton Fish Armstrong.

Council on Foreign Relations



Carla A. Hills



Robert E. Rubin



David M. Rubenstein



Richard E. Salomon



Richard N. Haass

Officers

Carla A. Hills, *Co-Chairman*

Robert E. Rubin, *Co-Chairman*

David M. Rubenstein, *Vice Chairman*

Richard E. Salomon, *Vice Chairman*

Richard N. Haass, *President*

Keith Olson, *Executive Vice President
and Chief Financial Officer*

James M. Lindsay, *Senior Vice President,
Director of Studies, and Maurice R.
Greenberg Chair*

Nancy D. Bodurtha, *Vice President,
Meetings and Membership*

Irina A. Faskianos, *Vice President,
National Program and Outreach*

Suzanne E. Helm, *Vice President,
Development*

Jan Mowder Hughes, *Vice President,
Human Resources and Administration*

L. Camille Massey, *Vice President,
Global Strategy and Programs*

Lisa Shields, *Vice President, Global
Communications and Media Relations*

Lynda Hammes, *Publisher,
Foreign Affairs*

Jeffrey A. Reinke, *Secretary
of the Corporation*

Officers and Directors, Emeritus and Honorary

Peter G. Peterson, *Chairman Emeritus*

David Rockefeller, *Honorary Chairman*

Maurice R. Greenberg, *Honorary
Vice Chairman*

Leslie H. Gelb, *President Emeritus*

Board of Directors

John P. Abizaid

Peter Ackerman

Madeleine K. Albright

Alan S. Blinder

Mary McInnis Boies

David G. Bradley

Tom Brokaw

Sylvia Mathews Burwell

Martin S. Feldstein

Stephen Friedman

Ann M. Fudge

Pamela Brooks Gann

Thomas H. Glocer

Richard N. Haass, *ex officio*

Peter B. Henry

J. Tomilson Hill

Carla A. Hills

Donna J. Hrinak

Alberto Ibarguen

Shirley Ann Jackson

Muhtar Kent

Jami Miscik

Joseph S. Nye Jr.

James W. Owens

Eduardo J. Padrón

Colin L. Powell

Penny S. Pritzker

David M. Rubenstein

Robert E. Rubin

George Rupp

Richard E. Salomon

Frederick W. Smith

Margaret G. Warner

Vin Weber

Christine Todd Whitman

Fareed Zakaria

Note: This list is current as of September 2012.

CFR Resources Tailored for You

CFR offers more than a dozen public newsletters tailored to suit a range of interests, including:

- The *Daily News Brief*, a digest of global news and analysis from CFR.org’s editorial team
- *The World This Week*, a concise summary of news and events from inside CFR and around the world

Foreign Affairs Subscriptions

To subscribe to *Foreign Affairs*, visit www.ForeignAffairs.com/subscribe. For information on bulk subscriptions for businesses and other organizations, call 212.434.9747 or email fa-customer-service@cfr.org.

CFR Funding

CFR has an annual operating budget of \$60 million and an endowment of approximately \$300 million. The institution is funded primarily by members’ dues and donations to the Annual Fund, Corporate Program dues, special gifts from members and other individuals, grants from foundations and corporations, the endowment, and income from *Foreign Affairs*. CFR is nonpartisan and independent and receives no funding from the U.S. government.

CFR Career Opportunities

CFR has close to three hundred staff who work at the New York headquarters, located in a historic townhouse on the Upper East Side of Manhattan, or at its Washington operation, just steps from the White House. The institution offers exceptional opportunities for individuals at all stages of their careers, from college and graduate students interested in volunteer internships to recent graduates and skilled professionals with a range of expertise looking to enter the foreign policy field. CFR also awards several fellowships each year to mid-career professionals focused on international relations.

For information, please refer to the Career Opportunities section of the website at www.cfr.org/about/career_opportunities.

Hold Your Next Event at CFR

For information about event rentals in New York or Washington, DC, contact 212.434.9676 or 202.509.8465, respectively. Visit the rental websites at www.pratthouse.com and www.1777fstreetnw.com.



Council on Foreign Relations

58 East 68th Street
New York, NY 10065
tel 212.434.9400
fax 212.434.9800

1777 F Street, NW
Washington, DC 20006
tel 202.509.8400
fax 202.509.8490

www.cfr.org