

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 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 U.S. foreign policy on its websites, CFR.org and ForeignAffairs.com.



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



## CFR Members

The Council on Foreign Relations is first and foremost a membership organization. With nearly 4,900 members, the institution's ranks include prominent government officials, scholars, business leaders, journalists, attorneys, educators, religious leaders, 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 more than 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/membership](http://www.cfr.org/about/membership).*



Founded in 1953 with twenty-five corporate members, the Corporate Program has since expanded to include nearly 170 companies from various sectors and regions of the world. The program provides executives with an opportunity to contribute to the dialogue on global issues via a robust meetings lineup including the CEO Speaker Series. Member companies enjoy briefings by in-house experts, a members-only website with CFR resources tailored for the private sector, and an annual corporate conference on topics such as geopolitical risk, regulation and taxation, competitiveness, and emerging markets. CFR's convening power brings together business with decision-makers from government, media, nongovernmental organizations (NGOs), and academia, and connects business leaders with the foreign policy debate.

*For more information about the Corporate Program, please visit [www.cfr.org/corporate](http://www.cfr.org/corporate).*

*Above: CFR Board Member Laurence Fink, chairman and CEO of BlackRock, discusses the global financial system with journalist Maria Bartiromo as part of the CEO Speaker series.*

# 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, in-depth symposia, expert panels, book clubs, and film screenings. The Meetings Program provides CFR members with in-person access to sought-after world leaders and policymakers. Recent speakers have included Indian Prime Minister Narendra Modi, former Secretary of State and National Security Advisor Henry Kissinger, and Morgan Stanley Chairman and CEO James P. Gorman.



*Left:* Indian Prime Minister Narendra Modi



*Right:* IMF Managing Director and former French Finance Minister Christine Lagarde



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 staff 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.

*Left:* Turkish President Recep Tayyip Erdoğan

*Right:* Former U.S. Secretary of State Hillary Clinton

*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, DC—CFR organizes foreign policy seminars in more than a dozen cities at which CFR fellows discuss their research and writing; local roundtables that build on the expertise of its members and community leaders; a national book club series; teleconferences and livestreams of New York and Washington meetings; and an annual National Conference at the institution’s New York headquarters.

Although most sessions are exclusively for members, CFR and *Foreign Affairs* have increasingly opened meetings to the media and have held public events as a way to inform a broader audience. Most on-the-record meetings are livestreamed to the public on CFR.org and the transcripts, audio, and video are posted to the site.





# The Think Tank

The David Rockefeller Studies Program—CFR’s “think tank”—comprises more than seventy full-time, part-time, and visiting scholars and practitioners, called fellows. They hail from varied backgrounds, including academia, government, the media, and the private sector, and provide analysis on the significant issues shaping today’s global agenda. Fellows monitor developments in the major regions and countries around the world and study topics such as defense policy, nuclear proliferation, terrorism, global governance, energy, trade, international economics and finance, climate change, development, global health, and cyber and digital policy.

*Opposite:* CFR Senior Fellows Elizabeth C. Economy and Michael A. Levi



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 identifies ways to improve multilateral cooperation.
- The Civil Society, Markets, and Democracy program explores methods to promote open economies and societies.
- The Renewing America initiative looks at 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.
- The Program on Digital and Cyberspace Policy encourages exchanges between the public and private sectors to shape U.S. policy and the emerging global rules and norms of cyberspace.

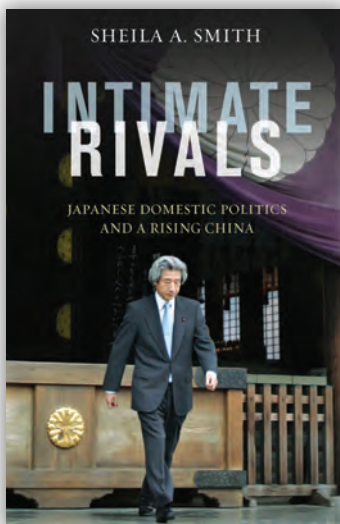
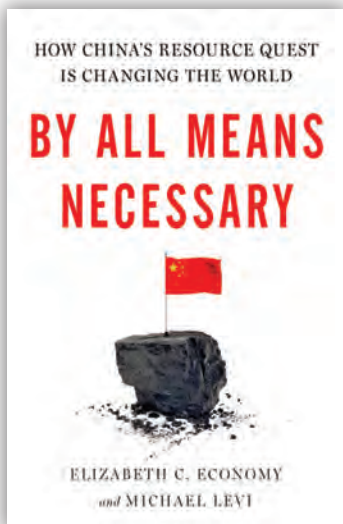
*Opposite top:* Goldman Sachs Foundation President Dina Habib Powell; Melanne Vermeer, former U.S. State Department ambassador-at-large for global women's issues; and Isobel Coleman, U.S. ambassador for UN management and reform and former CFR senior fellow

*Opposite bottom:* Task Force Chairs David H. Petraeus and Robert B. Zoellick preside over the first meeting of the Independent Task Force on North America in New York.

Each year, CFR awards fellowships to highly accomplished 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, Washington, DC, or abroad. Fellows are recruited year-round and the duration of each fellowship is generally twelve months. Selected fellows from academia and the private sector spend fellowship tenures in public service and policy-oriented settings, while government officials spend their tenures in a scholarly atmosphere free from operational pressure.

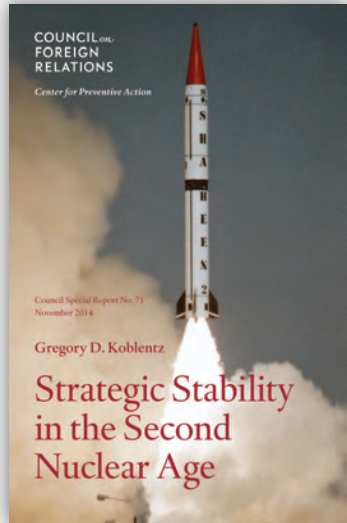
The Fellowship Program comprises the International Affairs Fellowship (IAF), IAF in Japan, IAF in South Korea, and IAF in Nuclear Security; Stanton Nuclear Security Fellowship; Military Fellowships; National Intelligence Fellowship; and the Edward R. Murrow Press Fellowship.

Thanks to the generosity of donors, many of CFR's fellows hold endowed chairs.

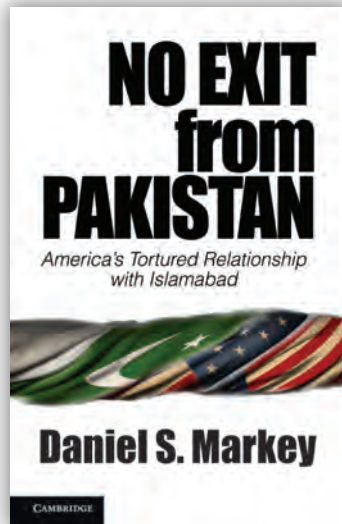
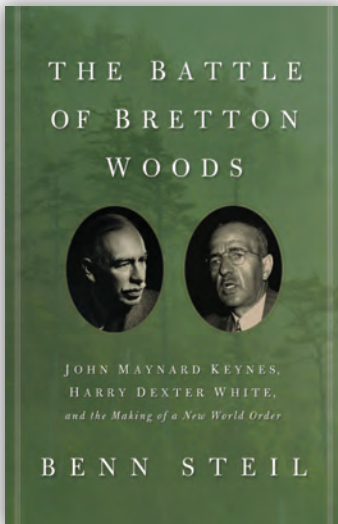


*PUBLICATIONS* include Council Special Reports, Contingency Planning Memoranda, Policy Innovation Memoranda, Working Papers, and other reports.

- 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 include *U.S. Policy to Counter Nigeria’s Boko Haram* and *Strengthening Nuclear Stability in the Second Nuclear Age*.
- Contingency Planning Memos from the Center for Preventive Action identify plausible scenarios that could have serious consequences for U.S. interests and propose measures to both prevent and mitigate them. “Renewed Conflict in Lebanon,” “Dangerous Space Debris,” and “Egypt’s Solvency Crisis” are examples of recent memos.



- Policy Innovation Memos target global problems where new, creative thinking is needed. Recent memos have proposed ways to counter violent extremism and strategies for tackling European debt.
- Working Papers and other reports provide assessments of longer-term foreign policy issues. The Global Economics Monthly, available as an email newsletter, analyzes major developments in macroeconomic policy and financial markets.
- CFR Books, which fellows write for trade and academic publishers, tackle a wide range of foreign policy and economic issues.





*THE COUNCIL OF COUNCILS*, an international network of twenty-four policy institutes from both established and emerging powers, facilitates candid dialogue among influential opinion leaders on issues of global governance and multilateral cooperation. Convened regionally throughout the year and annually at CFR, the group aims to find common ground on shared threats and opportunities, build support for innovative ideas, and introduce remedies into the public debate and policymaking process of member countries.

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

A new CFR-sponsored Independent Task Force report, *North America: Time for a New Focus*, asserts that elevating and prioritizing the U.S.-Canada-Mexico relationship offers the best opportunity for strengthening the United States and its place in the world. Chaired by David H. Petraeus, retired U.S. Army general and chairman of the KKR Global Institute, and Robert B. Zoellick, former president of the World Bank Group and chairman of Goldman Sachs's International Advisors, the Task Force is composed of a diverse and distinguished group of experts that includes former government officials, scholars, and others. The project is directed by CFR Senior Fellow for Latin America Studies Shannon K. O'Neil.

# *Foreign Affairs*

Since its founding in 1922, *Foreign Affairs* magazine has been the leading forum for serious discussion of American foreign policy and global affairs. Nearly a century later, it has evolved into a multiplatform media organization with a print magazine, website, mobile site, ebooks, apps, social media feeds, a live event business, and more.

*Foreign Affairs* is published by the Council on Foreign Relations but is editorially independent. Its authors include U.S. and foreign officials, diplomats, and military officers; academic and think tank scholars; corporate and NGO leaders; journalists; scientists; and many other experts.

The magazine's first issue led with a statement setting out an editorial vision that has remained constant ever since:

The articles in *Foreign Affairs* will deal with questions of international interest today. They will cover a broad range of subjects, not only political but historical and economic, and they will be accompanied, when it is desirable, by maps and diagrams. Technical articles will be left to more special magazines. There will be numerous foreign contributors, but the fact that the interest and profit of the American reader are a first consideration will not be forgotten. In pursuance of its ideals *Foreign Affairs* will not devote itself to the support of any one cause, however worthy. Like the Council on Foreign Relations from which it has sprung it will tolerate wide differences of opinion. Its articles will not represent any consensus of beliefs. What is demanded of them is that they shall be competent and well informed, representing honest opinions seriously held and convincingly expressed.



The magazine's print edition is published bimonthly, while its website, [ForeignAffairs.com](http://ForeignAffairs.com), publishes fresh daily content. It also offers the magazine's full ninety-plus years of archives, audio and video content, and curated collections of editorial material.

*Above: CNN anchor Fareed Zakaria and Foreign Affairs Editor Gideon Rose unveil the magazine's new design.*

# 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 prepares media guides on major world events.



*“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.”*

—Tom Keene, Editor-at-Large, *Bloomberg News*



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 over five hundred thousand followers via their Twitter feeds. Both CFR and *Foreign Affairs* share content and news with their large followings on Facebook, Twitter, and YouTube.

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.

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](mailto:communications@cfr.org).*



Senior Vice President and Director of Studies James M. Lindsay discusses teaching foreign policy in the classroom with educators.

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. Activities include workshops, conference call series, ebulletins, and customized online resources.

- The Academic initiative connects educators and students at the undergraduate and graduate levels with CFR's research and analysis.  
*Visit [www.cfr.org/educators](http://www.cfr.org/educators) and [www.cfr.org/students](http://www.cfr.org/students).*
- The Religion and Foreign Policy initiative provides a forum for religious and congregational leaders, scholars, and thinkers from across the country to discuss issues of global significance  
*Visit [www.cfr.org/religion](http://www.cfr.org/religion).*
- The State and Local Officials initiative provides information and analysis on international issues that affect the priorities and agendas of state and local governments.  
*Visit [www.cfr.org/slo](http://www.cfr.org/slo).*

## *What You Will Find on CFR.org*

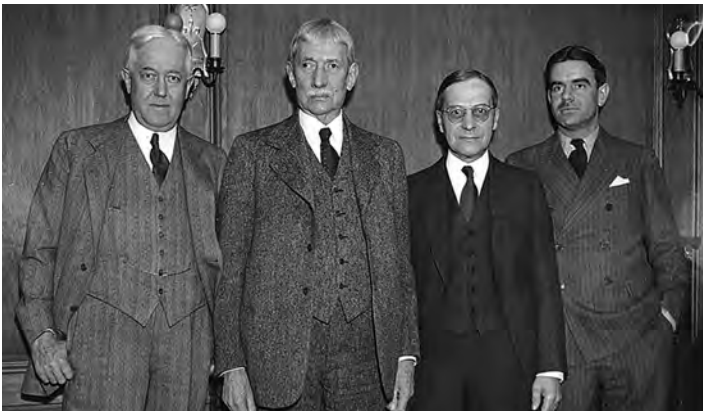
- daily home page packages with timely analysis and background on major foreign policy developments
- hundreds of Backgrounders, succinct overviews of current political and economic issues
- interviews with international thought leaders by former *New York Times* editor Bernard Gwertzman
- blogs by CFR fellows on development, energy security, preventive action, and other topics
- interactive Infoguides and Emmy Award–winning Crisis Guides, which use video, maps, and timelines to give context to complex global problems
- full-length audio, video, and transcripts of select CFR meetings with heads of state, government officials, and other newsmakers
- “Three Things to Know,” breaking analysis videos with experts on specific current events
- “The World Next Week” podcast, forecasting upcoming news events
- resources tailored to specific audiences such as educators and students, state and local officials, business leaders, Congress, and religious communities
- geoeconomic chartbooks
- free downloads of CFR publications

# 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 laureate Elisha Root (*second from left*) was one of the founders of the Council on Foreign Relations. He is shown here with (*left to right*) CFR President John W. Davis, U.S. Secretary of War Newton D. Baker, and *Foreign Affairs* Editor Hamilton Fish Armstrong.



# Global Board of Advisors



The Global Board of Advisors (GBA) consists of prominent business leaders, noted academics, and former government officials from developed and emerging-market countries. This prestigious group provides CFR with insight about their regions and offers GBA members the opportunity to join discussions on international relations and the United States' role in the world.

David M. Rubenstein  
*GBA Chair,  
Carlyle Group*

Kofi Annan  
*Former Secretary-General  
of the UN*

Hakeem Belo-Osagie  
*Etisalat Nigeria*

Anatoly Chubais  
*RUSNANO*

Paul Desmarais Jr.  
*Power Corporation  
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Mathias Döpfner  
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*Mo Ibrahim Foundation*

Gail Kelly  
*Westpac Banking  
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Mustafa V. Koç  
*Koç Holding*

Yorihiko Kojima  
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Anand Mahindra  
*Mahindra & Mahindra  
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*Quantum Pacific Group*

Lubna Olayan  
*Olayan Financing  
Company*

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Charles David Powell  
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Nassef Sawiris  
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*Rothschild Group*

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Patrick Walujo  
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# Council on Foreign Relations



Carla A. Hills



Robert E. Rubin



David M. Rubenstein



Richard N. Haass

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Note: Lists are current as of April 2015.

## CFR Newsletters

CFR offers more than a dozen public email 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; and *This Week on Foreign Affairs*, a roundup of highlights from the award-winning magazine.

## Foreign Affairs Subscriptions

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## CFR Funding

CFR has an annual operating budget of approximately \$63.3 million and an endowment of over \$375 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.

## Career Opportunities

CFR has approximately three hundred staff who work at either 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](http://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](http://www.pratthouse.com) and [www.1777streetnw.com](http://www.1777streetnw.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

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