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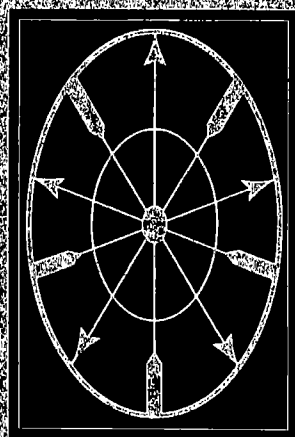
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COUNCIL
ON FOREIGN
RELATIONS
PRESS



NEW BOOKS
SPRING / SUMMER
1994

Theodore C. Sorensen, Senior Partner, Paul Weiss, Rifkind, Wharton & Garrison. Born 1928. Member of the Council on Foreign Relations since 1967 and of the Board since 1993.

Practice has focused on international business transactions and U.S. regulatory and policy questions, advising U.S. and foreign corporation and foreign governments in Western and Eastern Europe, Asia, Latin America, Africa and the Middle East. He is Chairman of the firm's International Practice Committee.

Special Counsel to the President of the United States; Member, Executive Committee of National Security Council, 1961-64. Member of Presidential Advisory Committee for Trade Negotiations, 1978-80.

Member of the Board of Directors for The Twentieth Century Fund and National Democratic Institute of International Affairs. Member of Advisory Board for International Parliamentary Group for Human Rights in the Soviet Union and Russian-American Press and Information Center. Trustee of the New York Academy of Medicine. Member of JFK Profiles in Courage Award Jury.

Author of seven books and numerous articles in *The New York Times*, *Foreign Affairs*, *Foreign Policy*, *The Washington Post*, *The Los Angeles Times*, *Newsweek* and various other publications.

B.S. in Law, 1949, LL.B., 1951, both from University of Nebraska.

Angela E. Stent, Associate Professor, Department of Government, Georgetown University. (Currently on leave with a MacArthur Fellowship in Peace and International Cooperation.) Born 1947. Member of Council on Foreign Relations since 1989.

Director, Georgetown University Russian Area Studies Program, 1984-87; Consultant to Department of State, 1976-77. Major Contractor for US Congress' Office of Technology Assessment's "Technology and East-West Trade" (1979) and "Technology and Soviet Energy Availability" (1982); Congressional testimony: Roundtable on US-Soviet Relations, Senate Foreign Relations Committee, House Foreign Affairs Committee, Helsinki Commission.

Member of the Advisory Board of the American Institute for Contemporary German Studies, Women in International Security, and the International Science Foundation. Member of the International Institute for Strategic Studies, American Council on Germany, Aspen Institute Young Leaders Group 1986-1992, Institute for East-West Forum Task Force on Western Policy Toward Eastern Europe. Senior Associate, Cambridge Energy Research Associates, Contributor to *Russia 2010*

Published seven books and monographs on Soviet, Russian and German foreign policy and on East-West trade; numerous chapters, articles, op-ed pieces; frequent commentary on US radio, television and German ZDF television.

B.A. Cambridge University, 1969, M.Sc. London School of Economics, 1970; M.A., 1972, and Ph.D., 1977, Harvard University.



April 29, 1994

Dear Council Member:

It is again time for the Council's Annual Meeting which, as in the past, will be held in two sessions, one on May 26 and the second on November 10, 1994. At the May session members will cast their ballots in the Annual Election of Directors. At the November session, the Council's Annual Report will be presented, as prescribed by New York law.

The Council is now in the third year of its transition under the new procedures approved by the membership in October 1991 to a Board composed of 25 Directors equally divided into five classes serving staggered five-year terms. Of the five Directors in each class, three are to be elected by the membership and two are to be appointed by the Board. Thus, it has been the task of the Nominating Committee to recommend nominees to fill the three elective slots in the class of 1999. In addition, Robert E. Allen, who was appointed by the Board in 1993 to fill the vacancy created by the resignation of Walter F. Mondale, must now be presented for election by the membership at large for the balance of the term (4 years). Since the Committee is now charged with nominating twice as many candidates as there are vacancies to be filled by election, its task this year has been to propose an eight-member slate. Each year, the membership is given the opportunity to nominate additional candidates by petition to be added to the ballot in the Annual Election of Directors. No such candidates, however, were nominated this year.

Accordingly, in this year's election, the ballot contains the slate of eight candidates proposed by the Nominating Committee. From this slate, the membership will elect three Directors to serve five-year terms, and one Director to serve a four-year term. The four Directors elected at the May 26 meeting (along with two Directors appointed by the Board to fill out the regular class of 1999 and three Directors appointed to two-year transitional terms) will take office on September 1. The transitional appointments are called for by the procedures approved in October of 1991 in order to maintain Board strength at 25 members plus the President, *ex officio*.

The names of the eight candidates, each of whom has agreed to serve if elected, are:

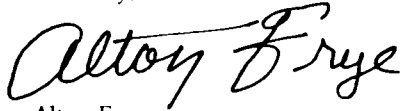
Paul A. Allaire
Robert E. Allen
E. Gerald Corrigan
Peggy Dulany

Carla A. Hills
Frank Savage
Theodore C. Sorensen
Angela E. Stent

The enclosed election materials include the formal Notice of Meeting, information about the election, biographies of the eight candidates, your ballot, ballot envelope, proxy and a postage paid return envelope. Remember to mark your ballot for no more or less than four (4) candidates and return it sealed in the ballot envelope, accompanied by your signed and dated proxy.

Ballots must be on hand at the Council's headquarters for tabulation no later than 12:00 noon on Thursday, May 26. To avoid a last minute rush, I would be grateful if you would complete your ballot and return it with your proxy as soon as you conveniently can.

Sincerely,



Alton Frye
Senior Vice President and
National Director

1994 NOMINATING COMMITTEE

Jeane J. Kirkpatrick, Chair

William S. Cohen
Kenneth W. Dam
Vivian Lowery Derryck
Thomas R. Donahue
Barbara Hackman Franklin

Ellen V. Futter
Maurice R. Greenberg
Keith Highet
Kenneth I. Juster
Robert G. Kaiser

James T. Lynn
William J. McDonough
Adele Smith Simmons
Joseph H. Williams

Carla A. Hills, Chairman and Chief Executive Officer, Hills & Company. Born 1934. Member of the Council on Foreign Relations since 1993.

United States Trade Representative, 1989-93. Member of President Bush's Cabinet and was principal advisor on international trade policy. She was also the nation's chief trade negotiator, representing American interests in multilateral and bilateral trade negotiations throughout the world. Chairman of the Urban Institute from 1983-88, and member of the Executive Committee of the American Agenda, co-chaired by Presidents Ford and Carter. Vice-Chairman of President Reagan's Commission on Housing in 1981-82 and member of the President's Commission on Defense Management in 1985-86. Active in the American Bar Association, serving as Chairman of Section of Antitrust Law in 1982-83 and as Chairman of the Conference of Section Chairmen in 1983-84.

Previously served as Secretary of the Department of Housing and Urban Development in the Ford Administration, and Assistant Attorney General, Civil Division, United States Department of Justice, 1974-75. Co-founded Los Angeles law firm of Munger Tolles & Hills, where she was a partner from 1962-74. Adjunct Professor at University of California at Los Angeles Law School, and co-authored the *Antitrust Advisor*, published in 1971.

TIME magazine named her as one of ten Women of the Year in 1976.

Member of the Board of Directors for AT&T, American International Group, Chevron, Time Warner, and United Air Lines.

Frank Savage, Chairman, Alliance Corporate Finance Group, Inc. Born 1938. Member of the Council on Foreign Relations since 1982.

Member of the Board of Directors of Alliance Capital Management Corporation and Senior Vice President of The Equitable Life Assurance Society of the United States. Formerly Chairman of Equitable Management Corporation, a \$35 billion Equitable Life investment management subsidiary which was merged with Alliance Capital in July 1993.

Spent early part of his career with the International Division of Citicorp, serving in the Middle East and Africa. After a brief period as a principal at TAW International Leasing, he spent several years as an investment officer with Equitable Life, lending directly to U.S. and foreign companies. He rose to the position of Chairman of Equitable Capital Management Corporation and built the firm's global investment management business.

Member of the Board of Directors for The Johns Hopkins University, Howard University, The New York Philharmonic, Lockheed, and Essence Corporation.

B.A. Howard University, 1962, M.A. The Johns Hopkins University School of Advanced International Studies, 1968.

E. Gerald Corrigan, Chairman, International Advisors, Goldman Sachs & Co. Born 1941. Member of the Council on Foreign Relations since 1986 and of the Board since 1993.

Completed a 25-year career with the Federal Reserve System as President and Chief Executive Officer of the Federal Reserve Bank of New York, 1985-1993. Economist with the domestic research division at the New York Fed, 1968; named Vice President in 1976. Special assistant to Federal Reserve Board Chairman Paul Volcker, 1979. Named Senior Vice President of the Federal Reserve Bank of New York, 1980; in August 1980 became President of the Federal Reserve Bank of Minneapolis.

Chairman of the Basle Committee on Banking Supervision. Appointed as non-Executive Chairman of the Russian-American Enterprise Fund by President Clinton. Co-Chairman of the Russian-American Banking Forum.

Honorary Trustee of Macalester College, St. Paul, MN. Member and Trustee of the Trilateral Commission, the Japan Society, and the Economic Club of New York. Member of the Board of Directors of the U.S.-Russia Business Council. Co-Chairman of the Aspen Institute. Member of the Center of Economic Policy Studies at Princeton University. Member of the Group of Thirty.

B.S. Fairfield University, 1963. M.A. in 1965, and Ph.D. in 1971, both from Fordham University.

Peggy Dulany, Founder and President, The Synergos Institute. Born 1947. Member of the Council on Foreign Relations since 1983.

Founded in 1986, the Synergos Institute is a non-profit organization that promotes public-private partnerships to address poverty issues. Previously lecturer at Harvard Graduate School of Education, 1971-80. Co-Director of STEP Program, Arlington High School, 1973-79. Consultant to various school systems, conferences and publishers, 1976-80. Consultant in Brazil, Portugal and U.S. on women's health issues, the Ford Foundation, 1979-81. Management Consultant at Michael Washburn Associates, 1981-82. Consultant, New York City Partnership, 1981-82; Senior Vice President for Education and Youth Employment, 1982-86. Extensive travel and work in Africa and Latin America.

On the Board of Directors of the Stockholm Environment Institute, the Rockefeller Foundation, and the Southern African Advanced Education and Training Project. On the Board of Trustees of International Development Research, the Mega-Cities Project, the Development GAP, the Overseas Development Council, African-American Institute, and Cambridge College. Member of Americas Society and the Club of Rome.

B.A. Radcliffe College, 1969. EdM in 1971 and EdD in 1976, both from Harvard Graduate School of Education.

NOTICE OF MEETING

Notice is hereby given that the 1994 Annual Meeting of the Members of the Council on Foreign Relations, Inc. will be held at the Council's headquarters, 58 East 68th Street, New York, New York, at 12:00 noon on Thursday, May 26, 1994. The first order of business at the meeting will be the tabulation of votes for the election of directors. Following the tabulation of votes, the meeting will be adjourned until November 10, 1994. At that time, in accordance with the requirements of Section 519 of the New York Not-for-Profit Corporation Law, the Council's Annual Report for the fiscal year ending June 30, 1994 will be presented for the consideration of the members. A copy of the Annual Report, which requires no action by vote, will be mailed to each member in advance of the November 10 meeting.

You will note that your enclosed proxy includes instructions for casting your vote at the May 26 meeting. As provided by Section 609 of the New York Not-for-Profit Corporation Law, "... every proxy shall be revocable at the pleasure of the member executing it."

VOTING

The accompanying ballot lists the eight candidates nominated by the Nominating Committee. The election regulations require that a ballot cannot be counted as valid unless it is marked for exactly four (4) candidates to fill the four elective positions. Instructions for voting appear on the enclosed proxy. Robert Carswell, Francis D. Logan and Robert B. von Mehren have agreed to serve as Election Overseers, to whom any questions of interpretation of election procedures will be referred for final determination.

NOMINEES AND BIOGRAPHIES

Biographies of each of the eight candidates appear on the following pages.

Paul A. Allaire, Chairman of the Board, Chief Executive Officer, Chairman of the Executive Committee, Xerox Corporation. Born 1938. Member of the Council on Foreign Relations since 1989 and of the Board since 1993.

Joined Xerox in 1966 as a financial analyst; with Rank Xerox Ltd. in England for 11 years and managing director from 1980-83. Named Senior Vice President and Chief Staff Officer of Xerox in 1983; elected President and member of the Board in 1986, Chief Executive in 1990 and Chairman in 1991.

Member of the Board of Directors of Rank Xerox, Fuji Xerox, Co. Ltd., Sara Lee Corporation, the New York City Ballet, the New York Stock Exchange, SmithKline Beecham p.l.c., Catalyst and the National Planning Association. Chairman of the Council on Competitiveness. Member of the Business Council and the Business Roundtable.

Member of the Board of Trustees of the Carnegie-Mellon University and serves on the Business Advisory Council of its Graduate School of Industrial Administration. Member of the Board of Trustees of Worcester Polytechnic Institute.

B.S. Worcester Polytechnic Institute, 1960; M.S. Carnegie-Mellon University, 1966.

Robert E. Allen, Chairman and Chief Executive Officer, AT&T. Born 1935. Member of the Council on Foreign Relations since 1990 and of the Board since 1993.

In 1969 he became General Commercial Manager of Indiana Bell; three years later was elected Vice President, Rates and Revenues, as well as Secretary. After serving as Vice President at Bell of Pennsylvania and Chief Operating Officer at Illinois Bell, became Business Services Vice President at AT&T in 1978. Elected President of Chesapeake and Potomac Telephone Companies in 1981; named Chairman in 1983. Executive Vice President and Chief Financial Officer at AT&T in 1983; Vice President, Corporate Administration and Finance, 1984. Named Chairman and Chief Executive Officer of AT&T Information Systems in 1985. Elected President and Chief Operating Officer of AT&T in 1986; assumed current responsibilities in 1988.

On the Board of Directors of AT&T, Bristol Myers Squibb Co., Pepsico, New American Schools Development Corporation, Chrysler Corporation, Federal Reserve Bank of New York and the America-China Society. On the Board of Trustees of Wabash College; granted an Honorary Doctorate of Law in 1984. Chairman of the Business Council and a member of, or affiliated with, numerous other organizations including the Business Roundtable and the US-Japan Business Council.

B.A. Wabash College, 1957; postgraduate study, Harvard Business School, 1965.

PRESENTLY SERVING DIRECTORS

Following is a complete list of the present Board of Directors. As noted below, one incumbent Director, who was appointed by the Board in 1993 to fill a vacancy created by the resignation of Walter F. Mondale (elected to a five-year term by the membership in the 1993 Election of Directors), is subject to election in 1994 by the membership at large for the balance of the term. Peter G. Peterson, earlier elected Chairman of the Board for a five-year term in accordance with By-law VII, will complete the current term in 1996.

Paul A. Allaire**	Maurice R. Greenberg
Robert E. Allen *	Rita E. Hauser
John E. Bryson	Robert D. Hormats**
James E. Burke	Karen N. Horn
Richard B. Cheney	James R. Houghton
John L. Clendenin	Karen Elliott House
William S. Cohen	Charlayne Hunter-Gault
Richard N. Cooper**	Jeane J. Kirkpatrick **
E. Gerald Corrigan**	Joshua Lederberg
Kenneth W. Dam	Peter G. Peterson
Thomas R. Donahue	Theodore C. Sorensen**
Robert F. Erburu	Garrick Utley
Thomas S. Foley**	Paul A. Volcker**

Leslie H. Gelb, ex officio

* Appointed in 1993 to fill a vacancy and candidate in 1994 for election by the membership at large to complete a term ending in 1998.

** Terms expiring in 1994.

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COUNCIL on FOREIGN RELATIONS

Calendar ^{of} General Meetings

MARCH 1994

This month...

As the U.S. takes a more direct role in Bosnia, a distinguished panel including Elie Wiesel and diplomats Robert Zoellick and Warren Zimmermann attempt to construct a "new architecture" in foreign policy. This event is for members and their spouses. Republican Senator John McCain of the Senate Foreign Relations Committee will assess the Clinton record which he calls a series of "squandered opportunities." As the noose tightens on Haiti, American Ambassador William Lacy Swing reports on the latest diplomatic maneuvers. Treasury Under Secretary Lawrence Summers argues that economic policy is foreign policy.



Karen M. Sughrue
Vice President, Meetings

Council on Foreign Relations
58 East 68th Street, New York, NY 10021
Phone: 212 / 734-0400, Voice-mail RSVP Ext. 565
Fax: 212 / 861-2504

**Meeting for Members
and Spouses**
Defining American Interests
Nobel Laureate Elie Wiesel & Others
March 24

**Critique of Clinton Foreign
Policy**
Senator John McCain March 21

**Breakfasts with Council
Fellows**
James Shinn on U.S.-Japan Tensions
March 29

**"New Faces of the
Clinton Administration"**
Under Secretary of Treasury
Lawrence Summers March 30

COUNCIL ON FOREIGN RELATIONS, INC.
58 East 68th Street, New York, NY 10021

TO THE NOMINATION COMMITTEE:

I, _____, recommend that, as the
Committee selects nominees as candidates for election to the Board, the
Council member(s) whose name(s) and description(s) are appended hereto
be considered.

Date: _____ Signature: _____

NOTE: Since the attached form, as completed, will be xeroxed and
distributed to each member of the Nominating Committee, please fill it
in by typewriter. The form may be duplicated if you have more than one
name to suggest.

Your suggestions should be mailed to the: Council on Foreign
Relations, Inc., 58 East 68th Street, New York, NY 10021, Attention:
Nominating Committee. Suggestions must be received no later than
February 18, 1994.

COUNCIL ON FOREIGN RELATIONS

KEMPTON DUNN
Director
Membership & Fellowship Affairs

August 17, 1993

Dear Council Member:

We are pleased to announce the International Affairs Fellowship competition for 1994-95. The Program seeks to nourish the relationship between scholarship and stewardship in international affairs by facilitating active policy involvement for scholars and analysts and reflective policy analysis for those in more active roles. As in the past, the Council will offer a number of grants to candidates between the ages of twenty-seven and thirty-five (inclusive) from government, academic life, business and the professions.

If you know of any exceptional man or woman who might be a suitable nominee for the Program, we would be very pleased to have your suggestions. We need to know the name, age, and address of your candidate, and we would appreciate a brief description of his or her background together with the reasons for your recommendation. You need not go into great detail since we will request a full curriculum vitae from each person we invite to apply for the competition.

We are especially interested in two types of candidates: (1) promising people in public service who have displayed notable intellectual gifts and whose professional growth would benefit from a period of reflection and writing about an important contemporary issue in international relations; and (2) those now in private life whose professional development and potential contributions to foreign policy would particularly benefit from a period of active public service.

We plan to extend our invitations promptly, so nominations should be submitted as soon as possible, in any case no later than September 15, 1993. I hope we shall be hearing from you.

Sincerely,



Kempton Dunn

Enclosures

COUNCIL ON FOREIGN RELATIONS

INTERNATIONAL AFFAIRS FELLOWSHIP PROGRAM

1994-95 COMPETITION

The Council on Foreign Relations is pleased to announce its 1994-95 International Affairs Fellowship competition. Initiated in 1967, the fellowships are designed to bridge the gap between theory and practice in international relations and to encourage the better use of scholarly or reflective wisdom in decisions on international problems. The Council will award a number of fellowships to **Americans between the ages of twenty-seven and thirty-five** with demonstrated intellectual ability and promise who come from the academic, government, business and professional communities. The fellowships will enable each to undertake an examination of an important problem in international affairs and to explore the implications of that problem for the interests and policies of the United States, foreign states, or international organizations.

With this broad objective, a wide variety of proposals will be considered. For example, the Advisory Selection Committee will welcome proposals which focus the fellowship year on the task of looking for solutions, or partial solutions, to an identified problem. Taking the point of view of government officials or others who are faced with alternative courses, a candidate might lay out a year's work designed to produce practical recommendations based on the information, analyses and theories already available.

An alternative for the candidate from the private sector, including individuals from the business community or academics who have already developed some hypotheses about policies to be adopted by governments, would be to spend up to a year in government in a position which permits him or her to observe and understand the forces that influence the decision-making process.

The younger government official, on the other hand, is encouraged to reflect on a problem in a scholarly environment free from the pressures of daily decision-making, and based on the lessons of his or her own first-hand experiences, to draw conclusions that may be of value both to scholars and to decision-makers who may be faced with similar problems in the future.

A fourth possibility would be to study some aspect of the policy-making process itself and how that process might be improved. One might, for example, study the process by which theoretical knowledge and scholarly understanding at present affect the conduct of foreign relations, and formulate suggestions for improving the process.

While these suggestions are illustrative of the main focus of the program, other proposals that examine the policy implications of a given problem may be considered. ***The program will not, however, support research as traditionally understood - the gathering of new information and the development of generalizations concerning it - if the results will be of primary interest only to scholars or theoreticians.*** Since one of the major purposes of the program is to have a constructive impact on the careers of promising young persons, the proposals will be judged not only for their creativity and practicality, but for the contribution they seem likely to make to each recipient's individual development.

While there is no fixed requirement that a Fellow produce a book, article or report, it is hoped that some written output will result. Awards will not generally be made to complete books or other projects on which substantial progress has been made prior to the beginning of the fellowship period. In any case, ***candidates are urged to consider their proposals with care*** and to discuss them thoroughly with advisors or others who are knowledgeable in their project area before submitting them to the Council for consideration. The Council may suggest revisions before a proposal is submitted to the Advisory Selection Committee.

Fellowships will ordinarily cover a period not to exceed twelve months. Since broadening the experience and understanding of each Fellow is an important aspect of the program, only under exceptional circumstances will an award be made permitting the recipient to remain at his or her home institution during the fellowship year. There are no other restrictions as to where or how a Fellow may work, although some Fellows may find it advantageous to be in residence in New York for all or part of the period. IAFs from the public sector often are based at the Council. Fellows residing in the New York area may participate more conveniently in Council meetings, study and discussion groups, and other activities relevant to their area of interest. They will also have the benefit of the advice of the Council's senior research staff.

The small size of the program affords Fellows an opportunity to develop a special sense of community. Those who are not resident in New York City will be brought to the Council during the year to meet with other Fellows, the Council's studies staff, and Council members. Fellows based in Washington will take part in the Council's program there including the Council Fellows Roundtable Series.

To ensure nomination of superior candidates, ***application will be primarily by invitation***, on the recommendation of a national panel of individuals in academic, government, and other institutions, who have occasion to know able young persons particularly well-suited for the experience the Council program offers. Others who inquire directly and who meet preliminary requirements may also be invited to apply without formal nomination. ***Nominations must be received by September 15, 1993.***

To be eligible for the fellowship, an applicant must be an American citizen or a permanent resident who has made application for citizenship. ***Candidates should be between the ages of twenty-seven and thirty-five at the time of nomination.*** While the Ph.D. degree or its equivalent is not a firm requirement for academic applicants, the Council will not grant fellowships to support writing of dissertations or research toward the Ph.D.

Application forms (which will be sent by the Council after receipt of nomination) and supporting materials must be filed no later than October 31, 1993. Following a preliminary screening by the Advisory Selection Committee, those candidates who are selected as finalists may be asked to furnish additional material and to participate in a personal interview. All candidates will be informed of their status following the preliminary screening, and ***notification of the awards themselves will be made by April 1994.*** In most cases ***fellowships are expected to begin in the fall of 1994***, although in special circumstances they may begin earlier or later in the year (or up until autumn 1995).

In making awards, consideration will be given to income from all sources and to the total expenditures essential to carrying out the project. The fellowship stipend normally will not exceed the salary relinquished during the period of fellowship. There is no objection to combining a fellowship with awards from other sources so long as these impose no conditions inconsistent with the Council's requirement that Fellows devote full time to the project they have outlined. Indeed, such additional awards will often be the best way of financing travel and other extra expenses.

(July 1993)



INTERNATIONAL AFFAIRS FELLOWS 1967-94

(as of July 1993)

1967-68

Ernest H. Preeg

1968-69

- + Graham T. Allison, Jr.
- + George A. Brinkley
- + Benjamin J. Cohen
- + Charles F. Hermann
- + Stephen Hymer*
- + Robert O. Keohane
- + Joan M. Nelson

1969-70

- + Ralph C. Bryant
- + John Franklin Campbell*
- + I. M. Destler
- + Charles R. Frank, Jr.
- + Jeremy J. Stone
- + James C. Thomson, Jr.

1970-71

- + David L. Aaron
- + Thomas J. Carolan, Jr.
- + Edwin B. Firmage
- + Alton Frye
- + Donald C. Hellmann
- + Philip Huyck
- + L. Craig Johnstone
- + Wilfrid L. Kohl
- + Marie A. Manca
- + William C. Taubman
- + Erwin Von den Steinen

1971-72

- + Robert J. Art
- + Robert M. Axelrod
- + M. Donald Hancock
- + Donald L. Horowitz
- + Robert L. Jervis
- + William I. Jones, Jr.
- + Donald F. McHenry
- + James M. Malloy
- + Edward L. Morse
- + Michel Oksenberg
- + William A. Rugh
- + Thomas W. Simons, Jr.
- + J. Richard Sisson
- + Richard H. Solomon

1972-73

- + William H. Branson
- + Barry E. Carter
- + Louis W. Goodman
- + Robert J. Lieber
- + Abraham F. Lowenthal
- + Edward L. Miles
- + Jeffrey S. Milstein
- + Alejandro Portes
- + William B. Quandt
- + W. Taylor Reveley III
- + Philippe C. Schmitter
- + Franklin B. Weinstein

1973-74

- + Lynn E. Davis
- + Robert H. Donaldson
- + Sari Gilbert
- + Jon D. Glassman
- + (T) Robert D. Hormats
- + Kenneth Jowitt
- + Jan H. Kalicki
- + R. Ned Lebow
- + Linda B. Miller

+ = CFR Member

T = CFR Term Member past (),
or present with final year of term

* = deceased

1974-75

- + Gordon M. Adams
- + Stephen Blank
- Cynthia H. Enloe
- + Richard D. Erb
- Michael A. Guhin
- P. Edward Haley
- + Geoffrey T. Kemp
- Christoph M. Kimmich
- Peter T. Knight
- David E. Long
- Christopher Mitchell
- Edward J. Schumacher
- Peter B. Zimmerman

1975-76

- + Robert L. Ayres
- Stanley W. Black III
- Cheryl J. Christensen
- Cameron R. Hume
- + Catherine M. Kelleher
- + Henry R. Nau
- Robert M. Price
- Robert W. Russell
- Peter J. Sharfman
- Stanley Sienkiewicz
- R. Grant Smith
- + Sandra L. Vogelgesang

1976-77

- Ronald D. Brunner
- + Robert L. Gallucci
- Rodney W. Jones
- +(T) Arnold Kanter
- Richard C. Marston
- Nicholas A. Robinson
- + Joan E. Spero
- + John A. Zysman

1977-78

- + John T. Basek
- + William H. Courtney
- Robert L. Farlow
- + Robert D. Putnam
- + Paula Stern
- + Frederick S. Tipson
- Franklin Tugwell

1978-79

- + Linda P. Brady
- Thomas S. Cox
- + Terry L. Deibel
- Julian Gresser
- George E. Hudson
- + Bruce R. Kuniholm
- + Susan K. Purcell
- + Leon V. Sigal
- James S. Wunsch

1979-80

- William L. Ascher
- Richard E. Darilek
- Galen W. Fox
- Robert C. Gray
- + Peter J. Katzenstein
- Melvyn P. Leffler
- +(T) Ian S. Lustick
- + George Moose
- Douglas M. Norton
- + William Schneider
- Wallace J. Thies

1980-81

- Richard E. Feinberg
- Sheila K. Fifer
- Richard J. Herring
- Michael C. Lemmon
- (T) Frederic A. Miller

1981-82

- +(T) Coit D. Blacker
- James J. Carragher
- + Craig G. Dunkerley
- Raymond D. Duvall
- Stephen R. Grummon
- + Michael C. Krepon
- Montgomery C. Meigs
- Robert D. Schulzinger
- (T) Marianne A. Spiegel
- + Jiri Valenta

1982-83

+ Jonathan D. Aronson
+(T) Joshua M. Epstein
Elliot J. Feldman
David B. Flood
+ William M. Leogrande
+(T) Michael E. Mandelbaum
Aaron D. Miller
Frederic A. Morris
+ John S. Odell
Eliza R. Patterson
+(T) Daniel Pipes
+(T) Barry R. Posen
Arthur A. Stein

1983-84

(T) David M. Adamson
Andrew J. Bacevich
(T) Robert J. Einhorn
+(T) Stephen J. Flanagan
+ Earl H. Fry
+ Pamela B. Gann
Robert F. Gorman
Barbara Insel
+(T) Miles E. Kahler
+ Steven P. Kramer
(T) David H. Lowenfeld
James J. Piscatori
Steven E. Sanderson
Steven R. Sturm

1984-85

+ Peter F. Cowhey
+ Karen L. Dawisha
Joseph T. Jockel
+(T) Zalmay Khalilzad
Daniel S. Koch
Philip R. Lindner
+ Gale A. Mattox
Barry Rubin
+(T) Scott D. Sagan
Francine Schulberg
+ Ernest J. Wilson III
David S. Yost

1985-86

T-95 Bruce D. Berkowitz
(T) Elizabeth A. Goldstein
+(T) Stephen R. Koltai
Judith S. McGuire
Michael E. Ranneberger
+(T) Condoleezza Rice
Richard M. Saunders
Robert Schware
(T) James B. Steinberg
+ Nancy B. Tucker

1986-87

T-94 Robin Broad
+ John A. Burgess
Anne G. Drabek
(T) Stephan M. Haggard
Bruce W. Jentleson
Geoffrey M. Levitt
Myra S. McKittrick
+(T) Janne E. Nolan
(T) Carlisle F. Runge
+(T) David J. Scheffer
Paul B. Thompson

1987-88

(T) Vinod K. Aggarwal
T-96 Kurt M. Campbell
Paul A. Dyster
+(T) Carol Rae Hansen
+(T) Lonnie S. Keene
Robert J. Kurz
Elizabeth S.F. Martella
T-94 Michael Mastanduno
David C. Mowery
Louis W. Pauly
Karen L. Puschel
+ Edwin M. Smith
Charles E. Ziegler

1988-89

T-96 Jose E. Alvarez
 Thomas Carothers
 T-95 Reba Anne Carruth
 Patrick J. Conway
 James B. Foley
 Richard K. Herrmann
 Jennifer Laurendeau
 Rajan Menon
 Stephen A. O'Connell
 Nicolai N. Petro
 Amelia Porges
 + Kevin F.F. Quigley
 + Shibley Telhami

1989-90

(T) Charles L. Glaser
 + Rose E. Gottemoeller
 T-95 Barbara D. Heep
 + G. John Ikenberry
 Eric R. Jensen
 (T) Charles A. Kupchan
 Kent H. Osband
 Philip J. Romero
 Kevin P. Sheehan
 Steven Simon
 Joel S. Wit

1990-91

Deborah A. Brautigam
 Dallas C. Brown III
 Clayton M. Clemens
 Joan E. Donoghue
 (T) Aaron L. Friedberg
 Joseph M. Grieco
 T-94 Thomas K. Longstreth
 T-94 Richard H. Moss
 Marcus Noland
 T-97 David M. Snyder
 (T) James G. Stavridis

1991-92

Gregory L. Aftandilian
 Daniel M. Bodansky
 Paul G. Buchanan
 Gordana S. Earp
 T-98 Stephen E. Flynn
 Daniel H. Foote
 T-95 Jane E. Holl
 Frederick W. Mayer
 Steven R. Ratner
 Richard M. Samans
 T-94 Gregory E. van der Vink
 T-94 Steven Weber

1992-93

T-97 Michael N. Barnett
 T-98 Deborah K. Burand
 Richard P. Burke
 Jean M. Callaghan
 (T) Daniel C. Esty
 T-95 Steve Fetter
 Michael B.G. Froman
 D. Holly Hammonds
 Jeri Jensen-Moran
 T-95 Sean D. Murphy
 Thomas J. Richardson

1993-94

James E. Bass
 Kevin A. Boreen
 T-97 Peter D. Feaver
 Thomas F. Lynch
 T-97 Richard K. Lyons
 Emily M. Murase
 Simon F. Reich
 Anne C. Richard
 Joan B. Rohlfing
 Eugene B. Rumer
 T-96 Peter J. Spiro
 Roderick von Lipsey
 T-97 Ricky L. Waddell

COUNCIL ON FOREIGN RELATIONS INC.

MEMBER'S BACKGROUND AND INTERESTS

The purpose of this questionnaire is to help us know of your experience and interests in the fields of foreign affairs, so we will know which meetings to invite you to. The questionnaire serves to identify:

1. Those areas in which you have developed a special KNOWLEDGE or work experience.
2. Those areas that are currently of particular INTEREST to you.

Since we assume that expertise in an area implies a special interest, if you are knowledgeable in a particular area, please do not also check that you are interested.

We distribute these questionnaires periodically to all Council members, but we also encourage you to send us changes whenever appropriate.

FUNCTIONAL TOPICS

Check no more than 4 topics of KNOWLEDGE and no more than 4 of INTEREST

	Special Knowledge	Special Interest	
feaf	☒	☒	ECONOMICS
fede	☐	☒	Economic Development
fela	☐	☐	International Labor
febf	☐	☐	International Banking and Finance
femo	☐	☐	International Monetary Systems and Exchange Rates
fetr	☐	☐	International Trade, Investment and Industrial Policies
fpaf	☐	☐	POLITICS
fpla	☐	☐	International Law
fpme	☐	☐	Media and Public Opinion
fpus	☒	☒	Formulation of US Policy (US political issues and congressional, executive and related agencies' policies.)
frac	☐	☐	ENERGY, ENVIRONMENT AND RESOURCES
frer	☐	☐	Environmental Regulations
fren	☒	☒	Energy Technology
fraw	☐	☐	Resource Management
frgl	☐	☐	Global Environment Threats
fdev	☐	☐	DEVELOPMENT
frag	☐	☐	Agriculture and Food
fdpo	☐	☐	Population Growth
ftfc	☐	☒	Technology Transfer and Development
fhea	☐	☐	Public Health and Epidemiology
fcom	☒	☒	ECONOMIC COMPETITIVENESS AND TECHNOLOGY
fcin	☒	☒	Information and Communication Technologies
fcbi	☐	☒	Biotechnology
fcit	☐	☐	Intellectual Property Protection
feco	☐	☒	Competitiveness and Regional Trade Entities

	Special Knowledge	Special Interest	
fsoc	_____	_____	SOCIAL ISSUES
fhum	_____	_____	Human Rights and Humanitarian Assistance
fpop	_____	_____	Population Migration
fset	_____	_____	Ethnic Rights and Political Structures
fsaf	_____	_____	SECURITY
fsfo	_____	_____	Conventional Force Structure
fsar	_____	_____	Arms Control and Arms Proliferation
fsnu	_____	_____	Nuclear Strategy and Force Planning
fsdf	_____	_____	Defense Technology and Dual Use Technologies
fsde	_____	_____	Space Defenses
fstc	_____	_____	Terrorism
fsin	_____	_____	Intelligence
fncc	_____	_____	Narcotics Control and Crime Prevention
fisc	_____	_____	INTERNATIONAL SCIENCE
fisp	_____✓_____	_____	Space Exploration
fime	_____	_____	Meteorology and Oceanography
fiin	_____	_____	International Scientific Cooperation

INTERNATIONAL ORGANIZATIONS

Check no more than 3 organizations of which you have special knowledge and 3 of special interest

	Special Knowledge	Special Interest	
oase	_____	_____	ASEAN
ocsc	_____	_____	CSCE
oerb	_____	_____	EBRD
oecm	_____	_____	EC
ogat	_____	_____✓_____	GATT
ogcc	_____	_____	GCC
oimf	_____	_____	IMF
onat	_____	_____	NATO
oas	_____	_____	OAS
oau	_____	_____	OAU
oec	_____	_____✓_____	OECD
opec	_____	_____	OPEC
oun	_____	_____✓_____	UN and affiliated agencies
oweu	_____	_____	WEU
owb	_____	_____	World Bank
	_____	_____	OTHER

LANGUAGES

Please check your familiarity with any of the following languages

	Complete Fluency	Moderate Fluency			Complete Fluency	Moderate Fluency	
lara	_____	_____	Arabic	lita	_____	_____	Italian
lchi	_____	_____	Chinese	ljap	_____	_____	Japanese
lfre	_____	_____	French	lpor	_____	_____	Portugese
lger	_____	_____	German	lrus	_____	_____	Russian
lheb	_____	_____	Hebrew	lspa	_____	_____	Spanish
					_____	_____	Other

REGIONS AND COUNTRIES

On the left side of this section are listed major regions and sub-regions (major regions have been capitalized). Please check no more than 4 regions of which you have special knowledge and no more than 4 of special interest. If you find that a sub-region is a more precise answer, please check it.

Toward the right side are listed the countries that comprise the region. Please check no more than 8 countries (or groups of countries) of which you have special knowledge and 8 which interest you.

REGIONS:			COUNTRIES:		
	Special Knowledge	Special Interest		Special Knowledge	Special Interest
rafa	_____	_____	AFRICA		
rafn	_____	_____	NORTH AFRICA		
			Algeria	nalg	_____
			Libya	nlib	_____
			Morocco	nmor	_____
			Tunisia	ntun	_____
rafs	_____	_____	SUB-SAHARAN AFRICA		
			Angola	nang	_____
			Ethiopia	neth	_____
			Ghana	ngha	_____
			Ivory Coast	nivo	_____
			Kenya	nken	_____
			Liberia	nlia	_____
			Mozambique	nmoz	_____
			Namibia	nnaa	_____
			Nigeria	nnig	_____
			Senegal	nsen	_____
			Somalia	nsom	_____
			South Africa	nsou	_____
			Sudan	nsud	_____
			Tanzania	ntan	_____
			Uganda	nuga	_____
			Zaire	nzai	_____
			Zimbabwe	nzim	_____
			Other		_____
rasa	_____	_____	ASIA		
rase	_____	_____ ✓	NORTH EAST ASIA		
			China	nchi	_____ ✓
			China (Taiwan)	nchn	_____
			Hong Kong	nhng	_____
			Japan	njap	_____ ✓
			Republic of Korea	nrko	_____ ✓
			Democratic Republic of Korea	ndko	_____
rssa	_____	_____	SOUTH ASIA		
			Afghanistan	nafg	_____
			Bangladesh	nban	_____
			India	nind	_____
			Nepal	nnep	_____
			Pakistan	npak	_____
			Sri Lanka	nsri	_____

REGIONS:			COUNTRIES:		
	Special Knowledge	Special Interest		Special Knowledge	Special Interest
rasp	_____	_____	SOUTHEAST ASIA, AUSTRALIA AND THE PACIFIC		
			Australia & New Zealand	naus	_____
			Fiji, Nauru, Tonga & the Pacific Islands	nfij	_____
			Indonesia & Papua New Guinea	nino	_____
			Laos and Cambodia	nlao	_____
			Malaysia	nmal	_____
			Myanmar	nmya	_____
			Philippines	nphi	_____
			Singapore	nsin	_____
			Thailand	ntha	_____
			Vietnam	nvnm	_____
rsov	_____	✓	FORMER SOVIET UNION		
rsca	_____	_____	CENTRAL ASIAN STATES		
			Armenia	narm	_____
			Azerbaijan	naze	_____
			Kazakhstan	nkaz	✓
			Kyrgyzstan	nkyr	_____
			Tajikistan	ntaj	_____
			Turkmenistan	ntuk	_____
			Uzbekistan	nuzb	_____
rsba	_____	_____	BALTIC STATES		
			Estonia	nest	_____
			Latvia	nlat	_____
			Lithuania	nlit	_____
rseu	_____	_____	EURO ASIAN STATES		
			Belarus	nbes	_____
			Georgia	ngeo	_____
			Moldova	nmol	_____
			Russia	nrus	✓
			Ukraine	nukr	_____
reec	_____	✓	EAST CENTRAL EUROPE		
			Albania	nalb	_____
			Bulgaria	nbul	_____
			Czech & Slovak Republics	ncze	_____
			Hungary	nhun	_____
			Poland	npol	_____
			Romania	nrom	_____
			Former Yugoslavia (Bosnia, Croatia, Kosovo, Serbia, Slovenia, Macedonia, etc.)	nyug	_____
rewa	_____	✓	WESTERN EUROPE		
			Austria	naut	_____
			Benelux (Belgium, Netherlands, Luxembourg)	nben	_____
			France	nfra	✓
			Germany	ngem	✓
			Holy See	nhls	✓
			Ireland	nirr	_____
			Italy	nita	✓
			Portugal	npor	_____
			Scandinavia (Denmark, Finland, Iceland, Norway, Sweden)	nden	_____
			Switzerland	nswi	_____
			United Kingdom	nuni	_____

SUPPLEMENTARY MEMBER'S INFORMATION

PLEASE PROVIDE A RECENT PHOTOGRAPH

PROFESSIONAL INFORMATION

Title Associate Director, Technology and Space
Affiliation & Address Office of Science and Technology Policy
Executive Office of the President White House
Work phone number 395 6175 Work fax number 395 4155

FAMILY DATA (we need this when we have special meetings with spouses and children of members)

Name of Spouse MARIBY B. JOHNS
Names of Children _____
Home Address 410 S. PITT ST.
ALEXANDRIA, VA 22314
Home phone number 703 548-8092 Home fax number _____

Corporate or Corporate Foundation Position(s) (Directorships, Trusteeships, etc.)

Name of Corporation	Position
1. _____	_____
2. _____	_____
3. _____	_____
4. _____	_____

Other Relevant Extracurricular Positions and Interests (such as task forces, commissions, etc.)

Name of Organization	Position
1. _____	_____
2. _____	_____
3. _____	_____
4. _____	_____

E-mail address(es):

Internet L. JOHNS @ 80P. 60V
Compu-Serve ✓
MCI Mail _____
Prodigy _____
America Online _____
Other _____

To what online services do you have access? (e.g. NEXIS, Dow Jones, Compu-Serve)

REGIONS:			COUNTRIES:		
	Special Knowledge	Special Interest		Special Knowledge	Special Interest
reus	_____	_____	SOUTHEASTERN EUROPE		
			Cyprus	ncyp	_____
			Greece	ngre	_____
			Malta	nmat	_____
			Turkey	ntur	_____
rmea	_____	_____	MIDDLE EAST		
			Egypt	negy	_____
			Gulf States (Bahrain, Kuwait, Oman, Katar, UAE)	nba	_____
			Iran	nira	_____
			Iraq	nirq	_____
			Israel	nizr	_____
			Jordan	njor	_____
			Lebanon	nleb	_____
			Saudi Arabia	nsau	_____
			Syria	nsyr	_____
			Yemen	nyem	_____
rwna	_____	_____	NORTH AMERICA		
			Canada	ncan	_____
			Mexico	nmex	_____
rWSC	_____	_____	CENTRAL AMERICA AND CARIBBEAN		
			Bahamas, Barbados, Dominica, Dominican Republic, Grenada, Haiti, Jamaica, Trinidad, Tobago	nbah	_____
			Belize	nbei	_____
			Costa Rica	ncos	_____
			Cuba	ncub	_____
			El Salvador	nels	_____
			Guatemala	ngua	_____
			Honduras	nhon	_____
			Nicaragua	nnic	_____
			Panama	npan	_____
rwss	_____	_____	SOUTH AMERICA		
			Argentina	narg	_____
			Bolivia	nbol	_____
			Brazil	nbra	_____
			Chile	nche	_____
			Colombia	ncol	_____
			Ecuador	necu	_____
			Guyana & Suriname	nguy	_____
			Paraguay & Uruguay	npar	_____
			Peru	nper	_____
			Venezuela	nven	_____

NEWS RELEASE

COUNCIL ON FOREIGN RELATIONS

MEMBERSHIP AND STAFF NEW ALERT: ALTON FRYE NAMED SENIOR VICE PRESIDENT AND NATIONAL DIRECTOR OF COUNCIL ON FOREIGN RELATIONS

New York, NY, June 28, 1993 -- The Board of Directors of the Council on Foreign Relations announced today the appointment of Alton Frye to the newly created position of Senior Vice President and National Director of the Council. Most recently, Mr. Frye served as President of the Council during the interim period before the selection of Leslie H. Gelb as President. Prior to that Mr. Frye, who has been with the Council since 1972, was Vice President, Washington Program and Senior Fellow for National Security.

"This new position is critically important to the Council as we set our strategy for the next century. I can think of no one more qualified to assume the job than Alton Frye, a close colleague and friend to many Council members and staff," said Peter G. Peterson, Chairman of the Council. "Alton has done a superb job establishing and directing the Council's program in Washington, DC and in leading the institution during our transition. These skills will be invaluable as we continue to strengthen our national membership, profile, and programming."

In addition to directing the Council's Washington Program, where Council membership and activities have grown rapidly in recent years, Frye is a widely published policy analyst. He has served as advisor to both legislative and executive branches of government, and was previously a member of the RAND Corporation and a U.S. Senate staff director. He received his bachelor's degree summa cum laude from Saint Louis University and his Ph.D. from Yale University. His career includes appointments from Harvard University, the American Political Science Association and the Woodrow Wilson International Center for Scholars. He is a Fellow of the National Academy of Public Administration and a board member of several organizations active in international affairs.

For more information, contact Jonathan I. Zemmol, Director of Public Affairs, at (212) 734-0400.

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COUNCIL ON FOREIGN RELATIONS

Membership Selection Procedure

Membership in the Council is by invitation of its Board of Directors, which acts at least twice a year on a list of candidates proposed to it by the Membership Committee. That Committee, itself chosen with the objective of maintaining diversity, is composed of five members of the Board and six non-members of the Board who serve for terms of four years. The Council's by-laws require that at least two of the non-Board members of the Committee be under the age of 40 when appointed. All names proposed for membership in the Council are referred to the Membership Committee, which also meets at least twice each year.

In its search for qualified younger candidates, the Membership Committee is assisted by a special Term Membership Committee with its chairman drawn from the Membership Committee itself. The Term Membership Committee meets once each year, usually in the spring, to evaluate candidates, age 34 and younger, for consideration as five-year term members of the Council. When the program began in 1970, the Board limited term memberships to no more than 10 each year. The program has been so successful, and the number of highly qualified candidates so large, that the Board has gradually raised the limit on the number of term members who may be elected each year to its present level of 60, no more than 36 of whom shall be age 31 or over. The selection process for term membership is identical to, but separate from, that for regular membership.

NOTIFICATION OF CANDIDATES

At every meeting, the Membership Committee considers a list of significantly more candidates than there are vacancies. Thus, it is inevitable that the names of some candidates will appear before the Committee on several occasions. Given the high level of the competition generally, some candidates may never be elected even though they be thought by some to satisfy the individual qualifications outlined above.

Candidates recommended by the Membership Committee and elected by the Board are so notified, as are their proposers and seconders. Candidates who are unsuccessful at any meeting are not notified, since they remain eligible for consideration at subsequent meetings of the Committee. The process is entirely one of affirmative selection, i.e., from the large and evolving pool of nominees, the Committee and the Board choose a number of members without prejudice to the candidacies of those remaining in the pool.

RULES AND REGULATIONS TO KEEP IN MIND

1. Council membership is restricted to United States citizens (native-born or naturalized).
2. Members of the Council's Board of Directors and Membership Committee are precluded from proposing, seconding and writing supporting letters on any candidate's behalf.
3. A member who is a spouse, close relative (such as a parent, brother or sister, cousin, etc.), or near in-law of a candidate may not formally propose or second that candidate for membership in the Council. Members should also refrain from writing on behalf of clients.
4. Members should write only in support of candidates whom they know well.

(over)

PROCEDURE FOR PROPOSING CANDIDATES

Current procedure requires that every candidate for membership must be formally proposed in writing by one member and seconded by at least one other member of the Council. An additional letter or two reflecting different perspectives would be welcomed but not technically required.

1. PROPOSING LETTERS

Letters proposing a candidate for consideration by the Membership Committee should touch on the following criteria which have always been basic to the Committee's consideration of membership candidates:

1. Intellectual attainment and expertise;
2. Degree of experience, interest, and current involvement in international affairs;
3. Promise of future achievement and service in foreign relations;
4. Potential contributions to Council work;
5. Desire and ability to participate in Council activities;
6. Standing among his or her peers.

To the extent not included in the above, proposing letters should include biographical information about the candidate (a separate *curriculum vitae* or a reference to *Who's Who*, where available, will suffice), which must include his or her date of birth and, if foreign-born, a statement that he or she has been naturalized or is a permanent resident who has made formal application for citizenship. Finally, the proposer should supply the Council with a list of Council members by whom the candidate is well known.

2. SECONDING LETTERS

Seconding letters need not be so comprehensive, but should amplify why, in the opinion of the seconder, the given candidate should be considered for Council membership. Thoughtful, candid and succinct comments are far more important than formal endorsements. While technically only one seconding letter is required to assure that a candidate's name will be forwarded to the Membership Committee, a proposer frequently will arrange one or two additional letters in behalf of the candidate. Such letters are particularly helpful to the Membership Committee where they add information or insights about a candidate not already contained in the proposing or seconding letter.

All proposing, seconding and supporting letters should be addressed to:

Kempton Dunn
Director of Membership & Fellowship Affairs
Council on Foreign Relations, Inc.
58 East 68th Street
New York, New York 10021.

3. TIMETABLE

The deadline for receipt of all materials for the winter meeting of the Membership Committee (usually held in late December or early January) is **October 15**; the deadline for the spring meeting (late May or early June) is **March 15**; the deadline for the annual Term Membership Committee meeting (held in the spring) is **January 31**. The preparation of individual membership files for submission to the Membership Committee is a continuing process. Candidates whose files are not completed in time for any given meeting of the Committee are carried forward, without prejudice, to the subsequent meeting.

Kempton Dunn
Director of Membership & Fellowship Affairs

COUNCIL ON FOREIGN RELATIONS

LESLIE H. GELB
President

June 24, 1993

Dear Council Member:

As I begin my stewardship as Council president, I want to ask your help in reaching out to new members. The Council counts on you and other members to identify and propose qualified candidates to sustain the perpetual process of collegial rejuvenation. As we strive for a diverse, balanced and distinguished community, we have made good progress on a number of fronts in recent years, but there is much more to be done.

You already know of our task force efforts to develop strong slates of nominees in particular categories, including women, minorities, and non-residents. As we undertake new efforts to extend the Council's national reach, we want particularly to know of leaders in such areas as California and the Southwest, and in such fields as international business, science and technology. We also want to present a larger number of younger nominees for consideration by the Membership Committee.

With these priorities in mind the Membership Committee will convene in Los Angeles for a special meeting in late September. We would welcome fresh nominations for that meeting and are inviting members to expedite submission of relevant materials, as described in the attached note on membership procedures, by July 23rd. I hope you will be inspired to offer one or more proposals and to enlist a suitable seconder for this purpose. The Council's future hinges above all on the talent we can harness within our membership to tackle the demanding agenda we must now address. Please carve out a few minutes to identify qualified candidates and to help launch their nominations.

With much appreciation,

Sincerely yours,



Les Gelb

Enclosure