COUNCIL ON FOREIGN RELATIONS, INC.

BY-LAWS
WITH A
LIST OF OFFICERS & MEMBERS

January First, 1938

45 EAST SIXTY-FIFTH STREET
New York
PURPOSE

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BY-LAWS

I

The membership shall be divided into resident, non-resident, and honorary. All members shall be elected by the Board of Directors.

Resident members shall be limited to four hundred in number, who shall have their residences or places of business within fifty miles of City Hall, in the Borough of Manhattan, City of New York, and who shall be citizens of the U.S.A.

Non-resident members shall be limited to two hundred and fifty, who shall neither reside nor have places of business within the said specified distance from City Hall, and who shall be citizens of the U.S.A.

The Board of Directors in its discretion may elect honorary members.

II

There shall be no entrance dues. Resident members shall pay $100 per annum, except that those members who are thirty-five years of age and under shall pay $30 per annum, and that those members who are regular members of the faculty of any university or college, or accredited writers or newspaper men shall pay $15 per annum; non-resident members shall pay $50 per annum, except that those members who are regular members of the faculty of any university or college, or accredited writers or newspaper men shall pay $10 per annum. All dues shall be paid annually—or semi-annually in equal instalments at the option of the members—in advance. Default in the payment of any dues for a period of sixty days shall be equivalent to resignation.

III

There shall be a Board of eighteen Directors. The Board shall be divided into three classes of six Directors each, each class to serve for three-year terms and until their successors are elected. At each annual meeting of the Council there shall be elected six Directors to replace the outgoing class. The Board shall have power to fill, for the unexpired term, any vacancy that may occur in its own body. A Director absent from meetings of the Board for a period of two successive years shall be considered to have submitted his resignation from the Board.

IV

The Annual General Meeting of the Council shall be held in New York City on the third Wednesday of September. At this
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Clarence M. Woolley
Boykin C. Wright
Owen D. Young

Non-Resident Members

Herbert Agar
Wallace M. Alexander
S. C. Allyn
James Rowland Angell
Norman Armour
Frank Aydelotte
Gaspar G. Bacon
Ray Stannard Baker
Harry J. Bauer
James P. Baxter, 3rd
F. Lamont Belin
George H. Blakeslee
Robert Woods Bliss
Edwin M. Borchard
Isaiah Bowman
Spruille Braden
Admiral Mark L. Bristol
Philip Marshall Brown
John Stewart Bryan
George H. Bucher
William C. Bullitt
Harvey Bundy
Allston Burr
Wilbur J. Carr
Zechariah Chafee, Jr.
Ben M. Cherrington
Judge William Clark
W. L. Clayton
Charles W. Colby
Karl T. Compton
James B. Conant
T. Jefferson Coolidge
General William Crozier
John Cudahy
Henry G. Dalton
Charles F. Darlington, Jr.
Dwight F. Davis
Malcolm W. Davis
Charles G. Dawes
Clive Day
Tyler Dennett
William E. Dodd
Harold W. Dodds
W. B. Donham
J. Roscoe Drummond
Laurence Duggan
Frederick S. Dunn
James Clement Dunn
Edward M. Earle
Charles K. Edmunds
Lewis Einstein
Brooks Emeny
Max Farrand
Sidney B. Fay
Herbert Feis
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Guy Stanton Ford
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J. Wilson Furness
William T. Gardiner
Harry A. Gartield
John W. Garrett
John M. Gaus
Edwin F. Gay
Hugh Gibson
Huntington Gilchrist
Eugene G. Grace
U. Grant-Smith
Joseph C. Green
William Green
Jerome D. Greene
Roger S. Greene
Joseph C. Drew
William B. Hale
Chauncey J. Hamlin
Alvin H. Hansen
C. H. Harling
Heber R. Harper
Samuel N. Harper
Leland Harrison
Andrew A. Hauck
J. Ralston Hayden
Howard Heinz
Admiral Arthur J. Hepburn
Christian A. Herter
G. Burton Hibbert
Arthur D. Hill
Arthur N. Holcombe
Herbert Hoover
Ernest M. Hopkins
Bruce C. Hopper
Stanley K. Hornbeck
Halford L. Hoskins
Manley O. Hudson
Howard Huston
B. Edwin Hutchinson
J. Hugh Jackson
William K. Jackson
Chester Lloyd Jones
Carl Kelsey
BY-LAWS

I

The membership shall be divided into resident, non-resident, and honorary. All members shall be elected by the Board of Directors.

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The Board of Directors in its discretion may elect honorary members.

II

There shall be no entrance dues. Resident members shall pay $100 per annum, except that those members who are thirty-five years of age and under shall pay $50 per annum, and that those members who are regular members of the faculty of any university or college, or accredited writers or newspaper men shall pay $15 per annum; non-resident members shall pay $50 per annum, except that those members who are regular members of the faculty of any university or college, or accredited writers or newspaper men shall pay $10 per annum. All dues shall be paid annually—or semi-annually in equal instalments at the option of the members—in advance. Default in the payment of any dues for a period of sixty days shall be equivalent to resignation.

III

There shall be a Board of eighteen Directors. The Board shall be divided into three classes of six Directors each, each class to serve for three-year terms and until their successors are elected. At each annual meeting of the Council there shall be elected six Directors to replace the outgoing class. The Board shall have power to fill, for the unexpired term, any vacancy that may occur in its own body. A Director absent from meetings of the Board for a period of two successive years shall be considered to have submitted his resignation from the Board.

IV

The Annual General Meeting of the Council shall be held in New York City on the second Wednesday of October. At this
COUNCIL ON
FOREIGN RELATIONS, INC.

JANUARY FIRST
1940
COUNCIL ON FOREIGN RELATIONS, INC.

BY-LAWS

WITH A

LIST OF OFFICERS & MEMBERS

January First, 1940

45 EAST SIXTY-FIFTH STREET
New York
PURPOSE

THE Council on Foreign Relations is a non-partisan and non-commercial organization studying the international aspects of America's political, economic, and financial problems. It is not a trade organization and has no connection with any political party. Its membership is composed of men of many professions, with a variety of interests and views.

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The Council publishes the quarterly review, FOREIGN AFFAIRS, which has established itself as the most authoritative journal dealing with international relations.

The research staff of the Council prepares an annual survey of the foreign relations of the United States, an annual political handbook of the world, and individual volumes on special international questions.

The Council maintains a reference library in charge of a competent staff.

The Council House is at 45 East 65th Street, New York, where all the organization's activities are centered.

OFFICERS

Norman H. Davis
President

Edwin F. Gay
Vice-President

Allen W. Dulles
Secretary

Whitney H. Shepardson
Treasurer

Walter H. Mallory
Executive Director

DIRECTORS

Retiring 1940
Hamilton Fish Armstrong
Norman H. Davis
Isaiah Bowman
Whitney H. Shepardson
Paul D. Cravath
John H. Williams

Retiring 1941
Frank Altschul
Stephen Duggan
John W. Davis
Leon Fraser
Harold W. Dodds
Owen D. Young

Retiring 1942
Allen W. Dulles
Russell C. Leffingwell
Edwin F. Gay
George O. May
Philip C. Jessup
Frank L. Polk
Resident Members

CARL W. ACKERMAN
CHARLES E. ADAMS
Winthrop W. Aldrich
Douglas H. Allen
James B. Alley
Jay Allen
Frank Altschul
James W. Angell
Hamilton Fish Armstrong
George P. Auld
Jules S. Bache
Earle Bailie
H. Foster Bain
Boris A. Bakhmeteff
Hanson W. Baldwin
Henry de Forest Baldwin
Arthur A. Ballantine
Joseph Barnes
Adriaan J. Barnouw
Charles C. Batchelder
Gerald F. Beal
Neal Dow Becker
Sosthenes Behn
Percy W. Bidwell
Floyd G. Blair
George Blumenthal
Norbert A. Bodan
Robert de F. Boomer
Willis H. Booth
Phillips Bradley
Carter M. Braxton
Henry C. Breck
George P. Brett, Jr.

Donaldson Brown
Franklin Q. Brown
Rev. William Adams Brown
Percival F. Brundage
Raymond Leslie Buell
Calvin Bullock
Arthur H. Bunker
William A. M. Burden
W. Randolph Burgess
C. Charles Burlingham
James Byrne
James MacGregor Byrne
Robert J. Caldwell
H. Donald Campbell
Henry Seidel Canby
Cass Canfield
Alexis A. Carrel
Mitchell B. Carroll
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Edward C. Carter
James H. Causey
William M. Chadbourne
Joseph P. Chamberlain
Lewis S. Chanler, Jr.
Harry Woodburn Chase
Thomas W. Childs
Stephen C. Clark
Barron Collier, Jr.
Martin Conboy
Earl Constantine
John C. Cooper, Jr.
Frederic R. Coudert
Jay E. Crane
PAUL D. CRAVATH
ROBERT CRESSWELL
STUART M. CROCKER
CHARLES F. DARLINGTON, JR.
JOHN W. DAVIS
NORMAN H. DAVIS
GEORGE W. DAVISON
HENRY P. DAVISON
EDMUND E. DAY
ARTHUR H. DEAN
ELI WHITNEY DEBEVOISE
THOMAS M. DEBEVOISE
WILLIAM ADAMS DELAND
I. DE VEGH
JOHN DICKINSON
C. DOUGLAS DILLON
CLEVELAND E. DODGE
WILLIAM J. DONOVAN
GOLDSWAIITE H. DORR
JOHN V. N. DORR
LEWIS W. DOUGLAS
GENERAL HUGH A. DRUM
DAVID DUBINSKY
STEPHEN DUGGAN
ALLEN W. DULLES
JOHN FOSTER DULLES
ARTHUR DUNN
CLYDE EAGLETON
LUCIUS R. EASTMAN
PHANOR J. EDER
CLARK M. EICHELBERGER
MAJOR GEORGE FIELDING ELIOT
ABRAM I. ELKUS
WILLIAM N. ENSTROM
BENJAMIN F. FAIRLESS

EDWARD F. FEELY
FREDERICK Y. FIELD
MARSHALL FIELD
ROBERT M. FIELD
W. B. OSGOOD FIELD, JR.
THOMAS K. FINLETTER
JOHN H. FINLEY
EDGAR J. FISHER
HENRY J. FISHER
HARRY HARKNESS FLAGLER
HENRY FLETCHER
BERNARD FLEXNER
MICHAEL FLORINSKY
HOMER FOLKS
RAYMOND B. FOSDICK
WALDO FRANK
LEON FRASER
BERENT FRIELE
CARLTON P. FULLER
SIDNEY D. GAMBLE
LEWIS GANNETT
ARTHUR Z. GARDINER
PAUL W. GARRETT
GEORGE A. GASTON
ARTEMUS L. GATES
JAMES W. GERARD
HARRY D. GIDEONSE
WALTER S. GIFFORD
F. ABBOT GOODHUE
COLONEL U. S. GRANT, 3RD
WILLIAM S. GRAY, JR.
HEMAN GREENWOOD
PETER GRIMM
HARRY F. GUGGENHEIM
S. R. GUGGENHEIM
<table>
<thead>
<tr>
<th>Member Name</th>
<th>Non-Resident Members</th>
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<tbody>
<tr>
<td>Elisha Walker</td>
<td>Herbert Agar</td>
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<tr>
<td>Richard J. Walsh</td>
<td>S. C. Allyn</td>
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<td>Frederick M. Warburg</td>
<td>Charles Almy</td>
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<td>George H. Blakeslee</td>
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<td>Medley G. B. Whelpley</td>
<td>Robert Woods Bliss</td>
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<td>Francis White</td>
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<td>Everett Case</td>
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<td>General William Crozier</td>
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Dwight F. Davis
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U. Grant-Smith
Joseph C. Green
William Green
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Roger S. Greene
Joseph C. Grew
William B. Hale
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Heber R. Harper
Samuel N. Harper
Leland Harrison
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J. Ralston Hayden
Howard Heinz
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Manley O. Hudson
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The Annual General Meeting of the Council shall be held in New York City on the second Wednesday of October. At this
meeting the Board of Directors shall present a report of the activities of the Council during the past year; candidates shall be elected to fill vacancies on the Board of Directors of the Council in accordance with regulations laid down by the Board; and such other business shall be considered as shall be brought forward by or with the sanction of the Board of Directors, and which shall have been stated in the notice convening the meeting.

A majority of the members of the Council shall constitute a quorum for the transaction of business. Members may be represented by proxy.

The Board may constitute such committees of the Council as may from time to time be required, including an Executive Committee, a Finance and Budget Committee, a Membership Committee, and a Research Committee.

The Finance and Budget Committee shall be composed of five members of the Board of Directors elected at the annual meeting of the Board. It shall have general supervision of the investment of the funds of the Council and of its financial affairs, and shall present the budget at the annual meeting of the Board. In connection with the preparation of the budget, it shall be the duty of this Committee to allocate charges to the various departments and activities of the Council.

The Membership Committee shall be composed of five members of the Board of Directors elected at the annual meeting of the Board. It shall report at each regular meeting of the Board on all nominations for membership. The Membership Committee shall also act as a nominating committee to present names for officers and committee members at the annual meeting of the Board of Directors.

The Research Committee shall be composed of five members of the Board of Directors elected at the annual meeting of the Board. The Committee shall have power to co-opt not to exceed four additional members, who need not necessarily be members of the Board of Directors. All suggestions relating to matters of research shall be referred to it, and it shall be responsible for the initiation of research projects. The Research Committee shall submit a report of its activities in writing at the annual meeting of the Board.

The officers of the corporation shall be a President, one or more Vice-Presidents, a Secretary, and a Treasurer, who shall be elected annually by the Board of Directors.

The President shall preside at all meetings of the Board of Directors, may call meetings of the same, and shall have general executive direction of the corporation.

The Vice-Presidents in order of seniority shall discharge the duties of the President in his absence, and shall perform such other duties as from time to time shall be assigned them by the Board of Directors. The Treasurer shall have custody of the funds of the corporation. The Secretary shall conduct the correspondence of the corporation, and shall keep its records.

The Board shall annually appoint an Executive Director or Executive Directors. The Board shall fix the compensation and assign the duties of the Executive Director or Executive Directors.

The funds of the corporation and of FOREIGN AFFAIRS shall be deposited with trust companies or national banks in the Borough of Manhattan, City of New York, designated by the Board of Directors, or shall be invested by the Finance and Budget Committee. Disbursements shall be made only upon checks or vouchers approved by the Treasurer and either the Executive Director or the Editor of FOREIGN AFFAIRS, or in the case of funds of FOREIGN AFFAIRS by the Treasurer and the Editor of FOREIGN AFFAIRS (or in the absence of the Editor, the Executive Director or the Acting Managing Editor). In the absence of the Treasurer the President (or in the absence of the President, the Vice-President) shall have authority to appoint one of the Directors as Acting Treasurer with authority to sign checks in all cases in which the Treasurer is so authorized.

The annual meeting of the Board of Directors shall be held after the annual meeting of the Council and not later than November 15th. Seven Directors shall constitute a quorum for the transaction of business at any regular or special meeting of the Board of Directors.

These By-Laws may be amended at any meeting of the Board of Directors, provided notice of the proposed amendment shall have been given at a previous meeting or circulated in writing to the members of the Board not less than five days in advance.
PUBLICATIONS OF THE COUNCIL

FOREIGN AFFAIRS, an American Quarterly Review, edited by Hamilton Fish Armstrong. $5.00 a year


POLITICAL HANDBOOK OF THE WORLD (annual), edited by Walter H. Mallory. $2.50

WORLD ECONOMY IN TRANSITION, by Eugene Staley. $3.00

THE INVISIBLE TARIFF: A Study of the Control of Imports into the United States, by Percy W. Bidwell. $2.50

RAW MATERIALS IN PEACE AND WAR, by Eugene Staley. $3.00

OUR TRADE WITH BRITAIN: Bases for a Reciprocal Tariff Agreement, by Percy W. Bidwell. $1.50

LIMITS OF LAND SETTLEMENT: A Report on Present-Day Possibilities, prepared under the direction of Isaiah Bowman. $3.50

THE FAR EASTERN CRISIS: Recollections and Observations, by Henry L. Stimson. $3.75

PEACEFUL CHANGE: A Study of International Procedures, by Frederick Sherwood Dunn. $1.50

WHY WE WENT TO WAR, by Newton D. Baker. $1.50

CAN WE BE NEUTRAL?, by Allen W. Dulles and Hamilton Fish Armstrong. $1.50

ORES AND INDUSTRY IN THE FAR EAST, by H. Foster Bain. $2.00

ORES AND INDUSTRY IN SOUTH AMERICA, by H. Foster Bain and Thomas Thornton Read. $3.50

INTERNATIONAL SECURITY, by Philip C. Jessup. $1.50

SURVEY OF AMERICAN FOREIGN RELATIONS, prepared under the direction of Charles P. Howland. Volumes for 1928, 1929, 1930 and 1931. $5.00 each

THE RECOVERY OF GERMANY, by James W. Angell. $4.00

EUROPE: THE WORLD'S BANKER, 1870-1914, by Herbert Feis. $5.00

THE FOREIGN POLICY OF THE POWERS, by Jules Cambon, Richard von Kühlmann, Sir Austen Chamberlain, Dino Grandi, Viscount Ishii, Karl Radek, John W. Davis. $5.50

FOREIGN AFFAIRS BIBLIOGRAPHY, 1919-1933, by William L. Langer and Hamilton Fish Armstrong. $5.00
COUNCIL ON FOREIGN RELATIONS, Inc.

BY-LAWS

WITH A

LIST OF OFFICERS & MEMBERS

December, 1942

45 EAST SIXTY-FIFTH STREET
New York
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NORMAN H. DAVIS
President

FRANK L. POLK
Vice-President

ALLEN W. DULLES
Secretary

CLARENCE E. HUNTER
Treasurer

WALTER H. MALLORY
Executive Director

DIRECTORS

Retiring 1943

HAMILTON FISH ARMSTRONG LEWIS W. DOUGLAS
ISAIAH BOWMAN WHITNEY H. SHEPARDSON
NORMAN H. DAVIS JOHN H. WILLIAMS

Retiring 1944

FRANK ALTSCHUL STEPHEN DUGGAN
JOHN W. DAVIS LEON FRASER
HAROLD W. DODDS EDWARD P. WARNER

Retiring 1945

ALLEN W. DULLES RUSSELL C. LEFFINGWELL
EDWIN F. GAY GEORGE O. MAY
CLARENCE E. HUNTER FRANK L. POLK
STANDING COMMITTEES

Finance & Budget
GEORGE O. MAY, Chairman
FRANK ALTSCHUL
ALLEN W. DULLES

Leon Fraser
CLARENCE E. HUNTER

Studies
ALLEN W. DULLES, Chairman
HAMILTON FISH ARMSTRONG
ISAIAH BOWMAN
EDWIN F. GAY

ARThUR W. PAGE
BEARDSLEY Ruml
EDWARD P. WARNER

HAMILTON FISH ARMSTRONG
JULES S. BACHE
GEORGE BACKER
H. Foster Bain
Boris A. Bakhmeteff
HANSON W. BALDWIN
HENRY DE FOREST BALDWIN
ARTHUR A. BALLANTINE
JOSEPH BARNES
ADRIAAN J. BARNOUW
CHARLES C. BATCHELDER
GERALD F. BEAL
NEAL DOW BECKER
SOSTHENES BEHN
COL. HERMAN BEUKEMA
PERCY W. BIDWELL
FLOYD G. BLAIR
NOBERT A. BOGDAN
MORD M. BOGIE
ROBERT DE F. BOOMER
WILLIS H. BOOTH
PHILLIPS BRADLEY

Membership
FRANK L. POLK, Chairman
HAMILTON FISH ARMSTRONG
JOHN W. DAVIS

STEPHEN DUGGAN
RUSSELL C. LEFFINGWELL

Library
CLARENCE E. HUNTER, Chairman
FRANK ALTSCHUL
ROBERT WOODS BLISS
STEPHEN DUGGAN
FREDERICK P. KEPPEL

SAM A. LEWISOHN
HUNTER MILLER
EDWARD P. WARNER
JOHN H. WILLIAMS
Carter M. Braxton
George P. Brett, Jr.
Donaldson Brown
Franklin Q. Brown
John A. Brown
Walter Brown
Rev. William Adams Brown
James Bruce
Percival F. Brundage
Raymond Leslie Buell
Calvin Bullock
Ellsworth Bunker
William A. M. Burden
W. Randolph Burgess
Dr. C. Charles Burlingame
Charles C. Burlingham
Lt. Benjamin J. Buttenwieser
James MacGregor Byrne
Robert J. Caldwell
H. Donald Campbell
Henry Seidel Canby
Cass Canfield
Mitchell B. Carroll
Ralph M. Carson
Edward C. Carter
William D. Carter
William M. Chadbourne
Joseph P. Chamberlain
Lewis S. Chanler, Jr.
Harry Woodburn Chase
Ward Cheney
Thomas W. Childs
Edwin F. Chinlund

Stephen C. Clark
Martin Conboy
Alfred A. Cook
John C. Cooper, Jr.
Jay E. Crane
Stuart M. Crocker
John L. Curtis
Charles F. Darlington
John W. Davis
Norman H. Davis
George W. Davison
Edmund E. Day
Arthur H. Dean
Eli Whitney Debevoise
Thomas M. Debevoise
William Adams Delano
Wallace R. Deuel
Henry P. de Vries
John Dickinson
William Diebold, Jr.
Clarence Dillon
C. Douglas Dillon
Cleveland E. Dodge
William J. Donovan
Goldthwaite H. Dorr
John V. N. Dorr
Lewis W. Douglas
Lt. Gen. Hugh A. Drum
David Dubinsky
Stephen Duggan
Allen W. Dulles
John Foster Dulles
Arthur Dunn
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William K. Jackson
Walter B. Kahn
Edwin W. Kemmerer
Stanley King
Arthur Bliss Lane
William L. Langer
Kenneth S. Latourette
Owen Lattimore
David Lawrence
John G. Laylin
Charles K. Leith
Walter Lichtenstein
William E. Lingelbach
John E. Lockwood
Robert H. Loomis
J. V. A. MacMurray
Lincoln MacVeagh
Maj. William P. Maddox
Stacy May
Ferdinand L. Mayer
William C. McClellan
John J. McCloy
James L. McConaughy
Constantine E. McGuire
Frederick C. McKee
Thomas H. McKitterick
Walter W. McLaren
BY-LAWS

I

The membership shall be divided into resident, non-resident, and honorary. All members shall be elected by the Board of Directors.

Resident members shall be limited to four hundred in number, who shall have their residences or places of business within fifty miles of City Hall, in the Borough of Manhattan, City of New York, and who shall be citizens of the U.S.A.

Non-resident members shall be limited to two hundred and fifty, who shall neither reside nor have places of business within the said specified distance from City Hall, and who shall be citizens of the U.S.A.

The Board of Directors in its discretion may elect honorary members.

II

There shall be no entrance dues. Resident members shall pay $100 per annum, except that those members who are thirty-five years of age and under shall pay $50 per annum, and that those members who are regular members of the faculty of any university or college, or accredited writers or newspaper men shall pay $15 per annum; non-resident members shall pay $50 per annum, except that those members who are regular members of the faculty of any university or college, or accredited writers or newspaper men shall pay $10 per annum. All dues shall be paid annually—or semi-annually in equal instalments at the option of the members—in advance. Default in the payment of any dues for a period of sixty days shall be equivalent to resignation.

III

There shall be a Board of eighteen Directors. The Board shall be divided into three classes of six Directors each, each class to serve for three-year terms and until their successors are elected. At each annual meeting of the Council there shall be elected six Directors to replace the outgoing class. The Board shall have power to fill, for the unexpired term, any vacancy that may occur in its own body. A Director absent from meetings of the Board for a period of two successive years shall be considered to have submitted his resignation from the Board.

IV

The Annual General Meeting of the Council shall be held in New York City on the second Wednesday of October. At this
COUNCIL ON FOREIGN RELATIONS, Inc.

BY-LAWS
WITH A
LIST OF OFFICERS & MEMBERS

January, 1945

THE HAROLD PRATT HOUSE
58 EAST SIXTY-EIGHTH STREET
New York
PURPOSE

THE Council on Foreign Relations is a non-partisan and non-commercial organization studying the international aspects of America's political, economic, strategic, and financial problems. It is not a trade organization and has no connection with any political party. Its membership is composed of men of many professions, with a variety of interests and views.

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The research staff of the Council prepares an annual survey of the foreign relations of the United States, an annual political handbook of the world, and individual volumes on special international questions.

The Council maintains a reference library in charge of a competent staff.

The Council's headquarters are at the Harold Pratt House, 58 East 68th Street, New York 21, where all the organization's activities are centered.

OFFICERS

R. C. Leffingwell
President

Allen W. Dulles
Vice-President

Frank Altschul
Secretary

Clarence E. Hunter
Treasurer

Walter H. Mallory
Executive Director

DIRECTORS

Retiring 1945

Allen W. Dulles
Edwin F. Gay
Clarence E. Hunter

R. C. Leffingwell
George O. May
Myron C. Taylor

Retiring 1946

Hamilton Fish Armstrong
Isaiah Bowman
Lewis W. Douglas

Thomas K. Finletter
Whitney H. Shepardson
John H. Williams

Retiring 1947

Frank Altschul
John W. Davis
Stephen Duggan

Leon Fraser
Edward P. Warner
Henry M. Wriston
STANDING COMMITTEES

Finance & Budget

George O. May, Chairman

Frank Altschul
Leon Fraser

Clarence E. Hunter
John H. Williams

Studies

Isaiah Bowman, Chairman

Hamilton Fish Armstrong
Thomas K. Finletter
Arthur W. Page

Beardsley Ruml
Edward P. Warner
John H. Williams

Henry M. Wriston

Membership

John W. Davis, Chairman

Hamilton Fish Armstrong

Stephen Duggan
Henry M. Wriston

Library

Clarence E. Hunter, Chairman

Frank Altschul
Robert Woods Bliss
Stephen Duggan

Sam A. Lewison
Hunter Miller
Edward P. Warner

Resident Members

Carl W. Ackerman
Charles E. Adams
Rene Albrecht-Carrie
Winthrop W. Aldrich
Frederick L. Allen
Jay Allen
James B. Alley
Frank Altschul
Vice-Adm. Adolphus Andrews
James Rowland Angell
James W. Angell
Hamilton Fish Armstrong
I. C. Raymond Atkin
H. Foster Bain
Boris A. Bakhmeteff
Hanson W. Baldwin
Henry de Forest Baldwin
Arthur A. Ballantine
Joseph Barnes
Adriaan J. Barnouw
Charles C. Batchelder
Gerald F. Beal
Edwin De T. Bechtel
Neal Dow Becker
Sosthenes Behn
Elliott V. Bell
William B. Benton
Col. Herman Beukema
Percy W. Bidwell
Abraham L. Bienstock
John E. Bierwirth

John H. Williams
FLOYD G. BLAIR
Lt. NORBERT A. BOGDAN
MORD M. BOGIE
ROBERT DE F. BOOMER
WILLIS H. BOOTH
WILLIAM G. BRADY, JR.
PHILLIPS BRADLEY
CARTER M. BRAXTON
GEORGE P. BRETT, JR.
DONALDSON BROWN
FRANKLIN Q. BROWN
WALTER L. BROWN
JAMES BRUCE
PERCIVAL F. BRUNDAGE
LYMAN BRYSON
RAYMOND LESLIE BUELL
ELLSWORTH BUNKER
WILLIAM A. M. BURDEN
W. RANDOLPH BURGESS
DR. C. CHARLES BURLINGAME
CHARLES C. BURLINGHAM
LT. COMDR. BENJAMIN J. BUTTENWIESER
JAMES MACGREGOR BYRNE
ROBERT J. CALDWELL
H. DONALD CAMPBELL
HENRY SEIDEL CANBY
CASS CANFIELD
MITCHELL B. CARROLL
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MAJ. GEN. ARTHUR H. CARTER
EDWARD C. CARTER
WILLIAM D. CARTER
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JOSEPH P. CHAMBLAIN
LEWIS S. CHANLER, JR.
JOHN F. CHAPMAN
HARRY WOODBURN CHASE
COMDR. WARD CHENEY
RICHARD S. CHILDs
THOMAS W. CHILDs
EDWIN F. CHINLUND
STEPHEN C. CLARK
ALFRED A. COOK
JOHN C. COOPER, JR.
JAY E. CRANE
STUART M. CROCKER
LINCOLN CROMWELL
JOHN L. CURTIS
R. S. DAMON
FRANCIS B. DAVIS, JR.
JOHN W. DAVIS
NORMAN P. DAVIS
GEORGE W. DAVISON
ARTHUR H. DEAN
ELI WHITNEY DEBOVEISE
THOMAS M. DEBOVEISE
WILLIAM DE KRAFFT
WILLIAM ADAMS DELANO
WALLACE R. DUEUL
IMRIE DE VEGH
JOHN DICKINSON
WILLIAM DIELBOld, JR.
CLARENCE DILLON
LT. C. DOUGLAS DILLON
CLEVELAND E. DODGE
BRIG. GEN. WILLIAM J. DONOVAN
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<th>Goldthwaite H. Dorr</th>
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<td>John V. N. Dorr</td>
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<td>A. Randle Elliott</td>
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<td>Victor Elting</td>
<td>William S. Gray, Jr.</td>
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<td>William N. Enstrom</td>
<td>Lt. Col. Joseph A. Grazier</td>
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<td>Heman Greenwood</td>
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<td>Benjamin F. Fairless</td>
<td>Peter Grimm</td>
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<td>Edward P. Farley</td>
<td>Lt. Gen. George Grunert</td>
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<td>Edward F. Feeley</td>
<td>Comdr. Harry F. Guggenheim</td>
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<td>S. R. Guggenheim</td>
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<td>Marshall Field</td>
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<td>E. Roland Harriman</td>
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<td>Robert Herndon Fife</td>
<td>William A. Harriman</td>
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<td>Michael Florinsky</td>
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Robert C. Hill
Lt. Col. Harold K. Hochschild
Herbert S. Houston
Col. Graeme K. Howard
David E. Hudson
Justice Charles E. Hughes
John C. Hughes
Dr. Edward H. Hume
Lawrence Hunt
Richard C. Hunt
Clarence E. Hunter
Roscoe H. Hupper
Charles Cheney Hyde
O'Donnell Iselin
Henry Ittelson
Henry James
Alfred Jaretzki, Jr.
Nelson Dean Jay
Pierre Jay
Huger W. Jervy
Philip C. Jessup
Edward F. Johnson
Robert L. Johnson
Wayne Johnson
Henry R. Johnston
Hendrik R. Julles
Nicholas Kelley
William S. Kies
Frederic R. King
Dr. John A. Kingsbury
Grayson L. Kirk
Capt. Tracy B. Kittredge

Allen T. Klots
L. Werner Knopke
Arthur K. Kuhn
Francis La Farge
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Thomas W. Lamont
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Dwight E. Lee
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Herbert H. Lehman
Robert Lehman
Frederick D. Lehn
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Sam A. Lewison
M. C. Lightner
C. Bai Lihme
Walter Lippmann
Grover Loring
George de F. Lord
Robert F. Lorry
Henry R. Luce
J. C. Luitwiler
Rev. Charles S. Macfarland
James A. MacKay
Ewen C. MacVeagh
Severo Mallet-Prevost
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Paul Manship
Hiram A. Mathews
George O. May
John A. McAuliffe
Charles S. McCain
VANCE C. MCCORMICK  
Maj. Gen. Frank R. McCoy  
JAMES G. McDonald  
JAMES H. McGraw, Jr.  
ROBERT J. McKim  
NEILSON P. MEAD  
GAUDENS MEGARO  
JOHN L. MERILL  
CHARLES MEBZ  
EUGENE MEYER  
CRESSWELL M. MICOU  
ALBERT G. MILBANK  
WALTER MILLIS  
CLARK H. Minor  
W. A. MITCHELL  
WESLEY C. MITCHELL  
GILBERT H. MONTAGUE  
EDWARD F. MOOKE  
Lt. Comdr. Henry S. Morgan  
Shepard Morgan  
THOMAS A. Morgan  
PHILIP MOSLEY  
Lt. Col. John L. MOTT  
MALCOLM MUIR  
GRAYSON M. P. Murphy, Jr.  
GEORGE NEBOLINER  
ALAN NEVINS  
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HENRY KITTRIDGE Norton  
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JOHN E. ORCHARD  
WILLIAM CHURCH Osborn  
WILLIAM H. Osborn  
ARTHUR W. PACKARD  
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FRANK C. PAGE  
WILLIAM S. PALEY  
PHILo W. PARKER  
GEOFFREY PARSONS  
ROBERT H. PATCHIN  
CHARLES S. PAYSON  
NATHANIEL Peffer  
CURT G. Pfeiffer  
H. Harvey Pike  
FRANCIS T. P. PLIMPTON  
ALLAN M. Pope  
FREDERICK Pope  
EDWARD PullING  
WILLIAM L. RANSOM  
THOMAS THORNTON READ  
ROLAND L. REDMOND  
PHILIP D. REEd  
EDWARD F. REGAN  
Lt. (j.g.) Whitelaw Reid  
GORDON S. Rentschler  
JAMES B. RESTON  
A. Hamilton Rice  
RAYMOND T. RICK  
DORSEY RICHARDSON  
Lt. Col. Harold Riegelman  
EDWARD C. Riley  
JOSEPH P. RIPLEY  
Rev. Howard C. Robbins  
George Roberts  
GEROY T. ROBINSON
HERBERT BAYARD SWOPE
FRANK TANNENBAUM
CHARLES C. TANSILL
A. WELLINGTON TAYLOR
MYRON C. TAYLOR
ARCHIBALD G. THACHER
THOMAS D. THACHER
EUGENE P. THOMAS
H. GREGORY THOMAS
MAX W. THORNBURG
EDWARD L. TINKER
ROY E. TOMLINSON
B. A. TOMPKINS
WALTER S. TOWER
J. C. TRAPHAGEN
JUAN T. TRIPPE
MAJ. GEN. KARL TRUMPDELL
WILLIAM R. TYLER
SEWELL T. TYNG
REV. HENRY P. VAN DUSEN
REV. WALTER W. VAN KIRK
OSWALD GARRISON VILLARD
ELISHA WALKER
LT. COL. FREDERICK M. WARBURG
JAMES P. WARBURG
HARRY E. WARD
WILBERT WARD
ALLEN WARDWELL
EDWARD P. WARNER
R. GORDON WASSON
THOMAS J. WATSON
VANDERSILT WEBB
MAURICE WERTHEIM

MEDLEY G. B. WHELPLEY
LT. COL. JOHN T. WHITAKER
FRANCIS WHITE
LT. COL. ARNOLD WHITRIDGE
ALBERT N. WILLIAMS
JOHN H. WILLIAMS
LANGBOURNE M. WILLIAMS, JR.
JOSEPH H. WILLITS
LUCIUS WILMERDING
HERBERT E. WINLOCK
GARRARD B. WINSTON
GEORGE W. WOLF
LEO WOLMAN
BRYCE WOOD
WILLIS DELANO WOOD
REAR ADM. CLARK H. WOODWARD
CLARENCE M. WOOLLEY
BRIG. GEN. BOYKIN C. WRIGHT
Non-Resident Members

LT. Comdr. Herbert Agar
S. C. Allyn
Norman Armour
George P. Auld
Frank Aydelotte
Gaspar G. Bacon
John Balderston
Harry J. Bauer
James P. Baxter, 3rd
F. Lammot Belin
Brig. Gen. Thomas J. Betts
George H. Blakeslee
Robert Woods Bliss
Edwin M. Borchard
Isaiah Bowman
Spruille Braden
George H. Bucher
William C. Bullitt
Harvey Bundy
Arthur H. Bunker
Allston Burr
Oliver C. Carmichael
Everett Case
Zechariah Chafee, Jr.
Ben M. Cherrington
W. L. Clayton
Benjamin V. Cohen
Charles W. Colby
Karl T. Compton
James B. Conant
T. Jefferson Coolidge

Lammot du P. Copeland
Charles E. Cotting
Gardner Cowles, Jr.
Lt. Col. William S. Culbertson
Charles F. Darlington
Donald K. David
Dwight F. Davis
Malcolm W. Davis
Rear Adm. Ralph Davison
Charles G. Dawes
Clive Day
Tyler Dennett
Harold W. Dodds
W. B. Donham
Donald W. Douglas
J. Roscuro Drummond
Laurence Duggan
Allen W. Dulles
Frederick S. Dunn
Edward M. Earle
Lewis Einstein
Byron K. Elliott
Herbert B. Elliston
Brooks Emeny
Max Farrand
Sidney B. Fay
Herbert Feis
Franklin Field
Capt. W. B. Osgood Field
Ralph E. Flanders
Lamar Fleming, Jr.
Henry P. Fletcher
W. Cameron Forbes
AMES L. McConaughy
Ross A. McFarland
Constantine E. McGuire
Frederick C. McKee
Thomas H. McKittrick
Walter W. McLaren
Eliot G. Mears
George S. Messersmith
Maj. Gen. Sherman Miles
Lt. Col. Francis P. Miller
Hunter Miller
Hugh Moore
Felix Morley
Roland S. Morris
Ralph W. Morrison
Lewis Mumford
Dana G. Munro
Edward R. Murrow
Denys P. Myers
John W. Nason
William A. Neilson
Maj. Gen. Dennis E. Nolan
Barnet Nover
Frederic A. Ogg
Rt. Rev. G. Ashton Oldham
Lithgow Osborne
Bradley W. Palmer
Leo Paskovsky
Ernest Minor Patterson
Milo Perkins
Spencer Phenix
Wallace B. Phillips
William Phillips

L. Welch Pogue
William B. Poland
Seth Low Pierrepont
De Witt C. Poole
Rear Adm. William V. Pratt
Conyers Read
Charles J. Rhoads
Winfield W. Riefler
Andrew W. Robertson
Lessing J. Rosenwald
George Rublee
Bernadotte E. Schmitt
William R. Scott
William O. Scroggs
Charles Seymour
Henry D. Sharp
G. Howland Shaw
M. S. Sherman
Thomas L. Shilo
Kenneth C. M. Sills
H. Alexander Smith
Raymond J. Sontag
Charles E. Spencer, Jr.
O. M. W. Sprague
Robert G. Sproul
Harold Sprout
Eugene Staley
Frederico Stallforth
Oscar C. Stine
Silas H. Straw
Arthur Sweetser
Raymond Swing
Theodore M. Switz
Comdr. William Hallam Tuck
Arthur R. Upgren
Clifton M. Utley
Jacob Viner
Eliot Wadsworth
Frederic C. Walcott
Rev. Edmund T. Walsh
Walter Wanger
Robert J. Watt
Sumner Welles
Arthur P. Whitaker
John C. White
Dr. Ray Lyman Wilbur
Robert W. Williams
Lt. Lucius Wilmerding, Jr.
Edwin B. Wilson
Eugene E. Wilson
George Grafton Wilson
Hugh R. Wilson
Arnold Wolters
Robert G. Woolbert
Theodore P. Wright
Quincy Wright
Henry M. Wriston
Rear Adm. Harry E. Yarnell
Darryl Zanuck

BY-LAWS

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IV

The Annual General Meeting of the Council shall be held in New York City on the second Wednesday of October. At this
meeting the Board of Directors shall present a report of the activities of the Council during the past year; candidates shall be elected to fill vacancies on the Board of Directors of the Council in accordance with regulations laid down by the Board; and such other business shall be considered as shall be brought forward by or with the sanction of the Board of Directors, and which shall have been stated in the notice convening the meeting.

A majority of the members of the Council shall constitute a quorum for the transaction of business. Members may be represented by proxy.

V

The Board may constitute such committees of the Council as may from time to time be required, including an Executive Committee, a Finance and Budget Committee, a Membership Committee, and a Committee on Studies.

The Finance and Budget Committee shall be composed of five members of the Board of Directors elected at the annual meeting of the Board. It shall have general supervision of the investment of the funds of the Council and of its financial affairs, and shall present the budget at the annual meeting of the Board. In connection with the preparation of the budget, it shall be the duty of this Committee to allocate charges to the various departments and activities of the Council.

The Membership Committee shall be composed of five members of the Board of Directors elected at the annual meeting of the Board. It shall report at each regular meeting of the Board on all nominations for membership. The Membership Committee shall also act as a nominating committee to present names for officers and committee members at the annual meeting of the Board of Directors.

The Committee on Studies shall be composed of five members of the Board of Directors elected at the annual meeting of the Board. The Committee shall have power to co-opt not to exceed four additional members, who need not necessarily be members of the Board of Directors. All suggestions relating to matters of research shall be referred to it, and it shall be responsible for the initiation of research projects. The Committee on Studies shall submit a report of its activities in writing at the annual meeting of the Board.

VI

The officers of the corporation shall be a President, one or more Vice-Presidents, a Secretary, and a Treasurer, who shall be elected annually by the Board of Directors.

The President shall preside at all meetings of the Board of Directors, may call meetings of the same, and shall have general executive direction of the corporation.

The Vice-Presidents in order of seniority shall discharge the duties of the President in his absence, and shall perform such other duties as from time to time shall be assigned them by the Board of Directors.

The Treasurer shall have custody of the funds of the corporation.

The Secretary shall conduct the correspondence of the corporation, and shall keep its records.

VII

The Board shall annually appoint an Executive Director or Executive Directors. The Board shall fix the compensation and assign the duties of the Executive Director or Executive Directors.

VIII

The funds of the corporation and of FOREIGN AFFAIRS shall be deposited with trust companies or banking institutions designated by the Board of Directors, or shall be invested by the Finance and Budget Committee. Disbursements shall be made only upon checks or vouchers approved by the Treasurer (or in the absence of the Treasurer by the Secretary) and either the Executive Director or the Editor of FOREIGN AFFAIRS. The President (or in his absence the Vice-President) shall have power in the absence of the Executive Director to appoint an Acting Executive Director, and in the absence of the Treasurer or the Secretary to appoint from the Directors an Acting Treasurer or Acting Secretary with authority to sign checks in all cases in which the Executive Director, the Treasurer, or the Secretary, respectively, is so authorized.

IX

The annual meeting of the Board of Directors shall be held after the annual meeting of the Council and not later than November 15th. Seven Directors shall constitute a quorum for the transaction of business at any regular or special meeting of the Board of Directors.

X

These By-Laws may be amended at any meeting of the Board of Directors, provided notice of the proposed amendment shall have been given at a previous meeting or circulated in writing to the members of the Board not less than five days in advance.
COUNCIL ON FOREIGN RELATIONS, Inc.

BY-LAWS
WITH A
LIST OF OFFICERS & MEMBERS

January, 1946

THE HAROLD PRATT HOUSE
58 EAST SIXTY-EIGHTH STREET

New York
PURPOSE

THE Council on Foreign Relations is a non-partisan and non-commercial organization studying the international aspects of America’s political, economic, strategic, and financial problems. It is not a trade organization and has no connection with any political party. Its membership is composed of men of many professions, with a variety of interests and views.

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OFFICERS

Russell Leffingwell
President

Isaiah Bowman
Vice-President

Frank Altschul
Secretary

Allen W. Dulles
Vice-President

Clarence E. Hunter
Treasurer

Walter H. Mallory
Executive Director

DIRECTORS

Retiring 1946

Hamilton Fish Armstrong
Isaiah Bowman
Lewis W. Douglas

Thomas K. Finletter
Whitney H. Shepardson
John H. Williams

Retiring 1947

Frank Altschul
William A. M. Burden
John W. Davis

Stephen Duggan
Winfield W. Rietler
Henry M. Wriston

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<td>Victor Schoepferle</td>
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