

COUNCIL ON
FOREIGN RELATIONS, INC.

NOVEMBER FIRST

1922

PURPOSE

THE Council on Foreign Relations aims to provide a continuous conference on the international aspects of America's political, economic and financial problems. Its membership, made up of men of many professions, is limited in number, as a large body would be unwieldy and freedom in discussion would be lost.

At the Council's round-table meetings and dinners foreign guests are entertained, and the attitude which the United States might properly assume toward the problems they raise is discussed. The Council is not a trade organization nor has it any connection with any political party. It simply is a group of men concerned in spreading a knowledge of international relations and, in particular, in developing a reasoned American foreign policy.

In addition to holding regular meetings, the Council on Foreign Relations publishes occasional bulletins and has recently founded a quarterly review, FOREIGN AFFAIRS, under the editorship of Dr. Archibald Cary Coolidge, of Harvard University. FOREIGN AFFAIRS, a non-partisan medium for the discussion of international problems, has been warmly welcomed both here and abroad. The Council feels that it is performing an important public service in making possible the publication of an authoritative review of this nature.

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BY-LAWS

I

The membership shall be divided into resident, non-resident, academic and honorary.

Resident members shall be limited to two hundred and fifty in number, who shall have their residences or places of business within ~~one hundred~~ miles of City Hall, in the Borough of Manhattan, City of New York.

Non-resident members shall be limited to two hundred and fifty, who shall neither reside or have places of business within the said specified distance from City Hall.

Academic members are those who, while members, are regular members of the faculty of any university or college, or accredited authors, writers and newspaper men.

The Board in its discretion may elect honorary members.

Members of either class of the unincorporated association from which this body was incorporated shall continue as corresponding members of the corporation, subject to the provisions of law and of these by-laws.

II

Dues

There shall be no entrance dues. Resident members shall pay ~~One Hundred Dollars (\$100)~~ ^{\$100} per annum; non-resident members, Fifty Dollars (\$50) per annum; and academic members Ten Dollars (\$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 pay-

ment of any dues for a period of sixty days shall be equivalent to resignation.

III

Officers

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.

IV

There shall be an Executive Committee of six members beside the President, who shall be ex-officio a member, which Committee shall have and may exercise all the powers of the Board of Directors, unless the Board is in session. Three members of the Committee shall constitute a quorum.

V

The Executive Committee shall annually elect a Chairman from among its members, whose duty it shall be to preside at the meetings of the Committee, and who shall also have power to call meetings of the Committee on such notice as from time to time shall be approved by it.

The Executive Committee shall have power to fill vacancies occurring in its number during the current year.

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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 or the Executive Committee.

The Secretary shall conduct the correspondence of the corporation, shall keep all its records, and shall act as secretary of the meetings of the Board and the Executive Committees, and at such committee meetings as may be directed by the President from time to time.

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

VII

The Board shall annually choose a General Manager who shall receive compensation as may be fixed from time to time and who shall discharge such duties as from time to time shall be assigned him by the Board or the Executive Committee.

VIII

The funds of the corporation shall be deposited with a trust company in the Borough of Manhattan, City of New York, designated by the Board of Directors, or the Executive Committee, and disbursements shall be made only upon checks or vouchers approved by the President or one or more Vice-Presidents, or the Treasurer and the General Manager, or the Chairman of the Executive Committee.

IX

The annual meeting shall be held on the first Monday of June in each year.

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.

COUNCIL ON
FOREIGN RELATIONS, INC.

JANUARY FIRST

1924

COUNCIL ON
FOREIGN RELATIONS, INC.



BY-LAWS
WITH A
LIST OF OFFICERS & MEMBERS

January First, 1924

25 WEST FORTY-THIRD STREET
New York

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BY-LAWS

I

The membership shall be divided into resident, non-resident, academic and honorary.

Resident members shall be limited to two hundred and fifty 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.

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.

Academic members are those who, while members, are regular members of the faculty of any university or college, or accredited authors, writers and newspaper men.

The Board in its discretion may elect honorary members.

Members of either class of the unincorporated association from which this body was incorporated shall continue as corresponding members of the corporation, subject to the provisions of law and of these by-laws.

II

Dues

There shall be no entrance dues. Resident members shall pay \$100 per annum, except that those thirty-five years of age and under shall pay \$50 per annum; non-resident members shall pay \$50 per annum; academic members shall pay \$15 per annum, except that those who neither reside nor have places of business within fifty miles of New York 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

Officers

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.

IV

There shall be an Executive Committee of six members beside the President, who shall be ex-officio a member, which Committee shall have and may exercise all the powers of the Board of Directors, unless the Board is in session. Three members of the Committee shall constitute a quorum.

V

The Executive Committee shall annually elect a Chairman from among its members, whose duty it shall be to preside at the meetings of the Committee, and who shall also have power to call meetings of the Committee on such notice as from time to time shall be approved by it.

The Executive Committee shall have power to fill vacancies occurring in its number during the current year.

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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 or the Executive Committee.

The Secretary shall conduct the correspondence of the corporation, shall keep all its records, and shall act as secretary of the meetings of the Board and the Executive Committees, and at such committee meetings as may be directed by the President from time to time.

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

VII

The Board shall annually choose a General Manager who shall receive compensation as may be fixed from time to time and who shall discharge such duties as from time to time shall be assigned him by the Board or the Executive Committee.

VIII

The funds of the corporation shall be deposited with a trust company in the Borough of Manhattan, City of New York, designated by the Board of Directors, or the Executive Committee, and disbursements shall be made only upon checks or vouchers approved by the President or one or more Vice-Presidents, or the Treasurer and the General Manager, or the Chairman of the Executive Committee.

IX

The annual meeting shall be held on the first Monday of June in each year.

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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.

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- CHARLES C. BATCHELDER
- CHARLES C. BAUER
- ✓ AMOS L. BEATY
- LAWRENCE BENNETT
- ✓ JOHN G. BERGQUIST
- ✓ PEMBERTON BERMAN
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- ✓ GEORGE H. BLAKESLEE

✓ BRUCE BLIVEN
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✓ JAMES BYRNE
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✓ STEPHEN P. DUGGAN
✓ JOHN FOSTER DULLES
✓ ARTHUR DUNN
✓ T. COLEMAN DU PONT
MARTIN EGAN
✓ OTTO M. EIDLITZ
✓ KARL EILERS
✓ ABRAM I. ELKUS
✓ THOMAS EWING
✓ WILLIAM H. P. FAUNCE
SIDNEY B. FAY
✓ EDWARD A. FILENE
✓ JOHN H. FINLEY
✓ HENRY HARKNESS FLAGLER
✓ ANDREW FLETCHER
✓ HENRY FLETCHER
✓ RAYMOND B. FOSDICK
✓ AUSTEN G. FOX
✓ P. A. S. FRANKLIN

✓ LEOPOLD FREDRICK
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✓ HOWARD HEINZ

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✓ HENRY R. ICKELHEIMER
✓ WILL IRWIN
✓ ARTHUR CURTISS JAMES
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JEREMIAH W. JENKS
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✓ FRED I. KENT
✓ WILLIAM S. KIES

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OSWALD W. KNAUTH
✓ ALVIN W. KRECH
✓ THOMAS W. LAMONT
- ✓ KENNETH S. LATOURETTE
✓ A. B. LEACH
✓ HENRY GODDARD LEACH
✓ IVY L. LEE
✓ R. C. LEFFINGWELL
✓ HERBERT H. LEHMAN
C. K. LEITH
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✓ SAMUEL McCUNE LINDSAY
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✓ WILLIAM A. LOCKWOOD
✓ ROBERT H. LORD
A. LAWRENCE LOWELL
✓ CHARLES S. MACFARLAND
V. EVERIT MACY
CHARLES D. MAKEPEACE
✓ SEVERO MALLET-PREVOST
✓ LOUIS C. MARBURG
- GEORGE W. MARTIN
✓ GREGORY MASON
JULIAN MASON
✓ GEORGE O. MAY
WILLIAM McCLELLAN

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✓ VANCE C. McCORMICK
✓ JAMES G. McDONALD
✓ JAMES H. MCGRAW
✓ CONSTANTINE E. MCGUIRE
✓ SAMUEL McROBERTS
✓ VAN S. MERLE-SMITH
✓ HERMAN A. METZ
✓ SIDNEY E. MEZES
ALBERT G. MILBANK
✓ JOHN G. MILBURN
✓ DAVID HUNTER MILLER
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- ✓ WILLIAM BARCLAY PARSONS
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- ✓ NICHOLAS ROOSEVELT
- ✓ ARTHUR J. ROSENTHAL
- ✓ GEORGE RUBLEE
- ✓ LINDSAY RUSSELL

- ✓ MELVIN E. SAWIN
- ✓ MORTIMER L. SCHIFF
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- ✓ JAMES BROWN SCOTT
- ✓ HENRY R. SEAGER
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- ✓ CORDENIO A. SEVERANCE
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- ✓ WILLIAM R. SHEPHERD
- ✓ ALBERT SHIELS
- ✓ WILLIAM H. SHORT
- ✓ JAMES T. SHOTWELL
- ✓ FRANCIS H. SISSON
- ✓ LLOYD W. SMITH
- ✓ HAROLD STANLEY
- ✓ EDWARD R. STETTINIUS
- ✓ HENRY L. STIMSON
- ✓ JESSE ISIDOR STRAUS
- ✓ OSCAR S. STRAUS
- ✓ ALBERT STRAUSS
- ✓ FREDERICK STRAUSS
- ✓ SIMEON STRUNSKY
- ✓ ARTHUR SWEETSER
- ✓ GERARD SWOPE
- ✓ HENRY W. TAFT
- ✓ MYRON C. TAYLOR
- ✓ A. WELLINGTON TAYLOR

✓ CARL TAYLOR
 ✓ ERASTUS T. TEFFT
 ✓ ARCHIBALD G. THACHER
 ✓ HARRY B. THAYER
 J. A. THOMAS
 ✓ ROY E. TOMLINSON
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 ✓ JOHN I. WATERBURY
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 ✓ VANDERBILT WEBB
 ✓ CURTIS WHEELER
 ✓ HENRY WHITE
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 ✓ GEORGE W. WICKERSHAM
 ✓ ALBERT H. WIGGIN
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 ✓ ALLYN A. YOUNG
 ✓ C. G. YOUNG
 ✓ OWEN D. YOUNG

ABSTRACT FROM BY-LAWS

I

The membership shall be divided into resident, non-resident, academic and honorary.

Resident members shall be limited to two hundred and fifty 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.

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.

Academic members are those who, while members, are regular members of the faculty of any university or college, or accredited authors, writers and newspaper men.

The Board in its discretion may elect honorary members.

II

There shall be no entrance dues. Resident members shall pay \$100 per annum, except that those thirty-five years of age and under shall pay \$50 per annum; non-resident members shall pay \$50 per annum; academic members shall pay \$15 per annum, except that those who neither reside nor have places of business within fifty miles of New York 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

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.

VI

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 or the Executive Committee.

The Secretary shall conduct the correspondence of the corporation, shall keep all its records, and shall act as secretary of the meetings of the Board and the Executive Committees, and at such committee meetings as may be directed by the President from time to time.

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

VII

The Board shall annually choose a General Manager who shall receive compensation as may be fixed from time to time and who shall discharge such duties as from time to time shall be assigned him by the Board or the Executive Committee. The Board shall appoint an Acting General Manager (without salary) to serve as such in the absence of the General Manager.

VIII

The funds of the corporation shall be deposited with a trust company in the Borough of Manhattan, City of New York, designated by the Board of Directors, or the Executive Committee, and disbursements shall be made only upon checks or vouchers approved by the President or one or more Vice-Presidents, or the Treasurer and the General Manager, or the Treasurer and the Acting General Manager (in the absence of the General Manager), or the Chairman of the Executive Committee.

IX

The annual meeting shall be held not later than December fifteenth.

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.

COUNCIL ON
FOREIGN RELATIONS, INC.



BY-LAWS
WITH A
LIST OF OFFICERS & MEMBERS

January First, 1926

25 WEST FORTY-THIRD STREET
New York

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C6

PURPOSE

THE Council on Foreign Relations provides a continuous conference on the international aspects of America's political, economic and financial problems. Its membership, made up of men of many professions, is limited in number in order that freedom in discussion may be maintained.

At the Council's round-table meetings and dinners distinguished American and foreign guests are entertained, and opportunity is afforded for discussion of the attitude which the United States might properly assume toward current international problems. The Council is not a trade organization nor has it any connection with any political party. It simply is a group of men, many of whom have had wide experience in international affairs, who wish by scientific and impartial study to aid in the development of a reasoned American foreign policy.

In addition to holding regular meetings, the Council on Foreign Relations publishes the quarterly review, FOREIGN AFFAIRS, under the editorship of Archibald Cary Coolidge, of Harvard University. FOREIGN AFFAIRS has established itself as the most authoritative American review dealing with international relations.

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for Int. Peace

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JAN 31 1934

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JOHN W. DAVIS
President

PAUL D. CRAVATH
Vice-President

EDWIN F. GAY
Secretary and Treasurer

HAMILTON FISH ARMSTRONG
MALCOLM W. DAVIS
Executive Directors

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| ARCHIBALD C. COOLIDGE | FRANK L. POLK |
| NORMAN H. DAVIS | WHITNEY H. SHEPARDSON |
| STEPHEN P. DUGGAN | WILLIAM R. SHEPHERD |
| JOHN H. FINLEY | PAUL M. WARBURG |
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ELIHU ROOT

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FREDERICK J. LISMAN
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ROBERT H. LORD
A. LAWRENCE LOWELL
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CLARENCE H. MACKAY
V. EVERIT MACY
CHARLES D. MAKEPEACE
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LOUIS C. MARBURG
GREGORY MASON
JULIAN MASON
GEORGE O. MAY
WILLIAM McCLELLAN
VANCE C. McCORMICK
JAMES G. McDONALD
JAMES H. McGRAW
CONSTANTINE E. McGUIRE
WALTER W. McLAREN
SAMUEL McROBERTS
VAN S. MERLE-SMITH
JOHN C. MERRIAM
JOHN L. MERRILL

HERMAN A. METZ
SIDNEY E. MEZES
ALBERT G. MILBANK
JOHN G. MILBURN
DAVID HUNTER MILLER
THOMAS W. MILLER
HENRY E. MILLS
OGDEN L. MILLS
W. H. MINER
CHARLES E. MITCHELL
WESLEY CLAIR MITCHELL
GILBERT H. MONTAGUE
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WILLIAM CHURCH OSBORN
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GEORGE FOSTER PEABODY
JAMES H. PERKINS
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ARNOLD WHITRIDGE
GEORGE W. WICKERSHAM
LOUIS WILEY
WESTEL W. WILLOUGHBY
WILLIAM H. WOODIN
CLARENCE M. WOOLLEY
BOYKIN C. WRIGHT
HENRY M. WRISTON
ALLYN A. YOUNG
C. GRIFFITH YOUNG
OWEN D. YOUNG

BY-LAWS

I

The membership shall be divided into resident, non-resident, academic and honorary.

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The Board in its discretion may elect honorary members.

II

There shall be no entrance dues. Resident members shall pay \$100 per annum, except that those thirty-five years of age and under shall pay \$50 per annum; non-resident members shall pay \$50 per annum; academic members shall pay \$15 per annum, except that those who neither reside nor have places of business within fifty miles of New York 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

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.

IV

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.

V

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.

VI

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, and (or) shall be invested by an investment committee of three, appointed by the President from among the Directors. Disbursements shall be made only upon checks or vouchers approved by the Treasurer and one or the other of the Executive Directors, or in the case of the funds of FOREIGN AFFAIRS by the Treasurer and the Managing Editor of FOREIGN AFFAIRS (or in the absence of the Managing Editor, 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.

VII

The annual meeting shall be held after the completion of the fiscal year and not later than December fifteenth.

VIII

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.

COUNCIL ON
FOREIGN RELATIONS, INC.



BY-LAWS
WITH A
LIST OF OFFICERS & MEMBERS

January First, 1927

25 WEST FORTY-THIRD STREET
New York

PURPOSE

THE Council on Foreign Relations provides a continuous conference on the international aspects of America's political, economic and financial problems. Its membership, made up of men of many professions, is limited in number in order that freedom in discussion may be maintained.

At the Council's round-table meetings and dinners distinguished American and foreign guests are entertained, and opportunity is afforded for discussion of the attitude which the United States might properly assume toward current international problems. The Council is not a trade organization nor has it any connection with any political party. It simply is a group of men, many of whom have had wide experience in international affairs, who wish by scientific and impartial study to aid in the development of a reasoned American foreign policy.

In addition to holding regular meetings, the Council on Foreign Relations publishes the quarterly review, *FOREIGN AFFAIRS*, under the editorship of Archibald Cary Coolidge, of Harvard University. *FOREIGN AFFAIRS* has established itself as the most authoritative American review dealing with international relations.

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BY-LAWS

I

The membership shall be divided into resident, non-resident, academic and honorary.

Resident members shall be limited to two hundred and fifty 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.

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.

Academic members are those who, while members, are regular members of the faculty of any university or college, or accredited authors, writers and newspaper men.

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 thirty-five years of age and under shall pay \$50 per annum; non-resident members shall pay \$50 per annum; academic members shall pay \$15 per annum, except that those who neither reside nor have places of business within fifty miles of New York 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

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.

IV

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.

V

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.

VI

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, and (or) shall be invested by an investment committee of three, appointed by the President from among the Directors. Disbursements shall be made only upon checks or vouchers approved by the Treasurer and one or the other of the Executive Directors, or in the case of the funds of FOREIGN AFFAIRS by the Treasurer and the Managing Editor of FOREIGN AFFAIRS (or in the absence of the Managing Editor, 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.

VII

The annual meeting shall be held after the completion of the fiscal year and not later than December fifteenth.

VIII

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.

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PURPOSE

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The Council has recently undertaken a program of research under the direction of Charles P. Howland. He and his collaborators are planning an annual survey of American foreign policy, as well as to continue the publication of the Council's series of individual volumes on special international questions.

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BY-LAWS

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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.

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PURPOSE

THE Council on Foreign Relations provides a continuous conference on the international aspects of America's political, economic and financial problems. Its membership, made up of men of many professions, is limited in number so that freedom in discussion may be maintained.

At the Council's round-table meetings and dinners distinguished American and foreign guests are entertained, and opportunity is afforded for discussion of the attitude which the United States might properly assume toward current international problems.

The Council is not a trade organization nor has it any connection with any political party.

In addition to holding regular meetings, the Council on Foreign Relations publishes the quarterly review, FOREIGN AFFAIRS, under the editorship of Hamilton Fish Armstrong. FOREIGN AFFAIRS has established itself as the most authoritative American review dealing with international relations.

The Council has recently undertaken a program of research under the direction of Charles P. Howland. He and his collaborators prepare the annual SURVEY OF AMERICAN FOREIGN RELATIONS and plan individual volumes on special international questions.

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COUNCIL ON
FOREIGN RELATIONS, INC.



BY-LAWS
WITH A
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January First, 1930

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New York

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WALTER H. MALLORY
Executive Director

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✓ JAMES G. WHITE
✓ GEORGE WHITNEY
✓ ARNOLD WHITRIDGE
✓ GEORGE W. WICKERSHAM
✓ LOUIS WILEY
✓ LINSLEY R. WILLIAMS
✓ ROGER H. WILLIAMS
✓ GARRARD B. WINSTON
✓ HENRY ROGERS WINTHROP
✓ CLARENCE M. WOOLLEY
✓ BOYKIN C. WRIGHT
✓ OWEN D. YOUNG

Non-Resident Members

WILLIS J. ABBOT
✓ JOHN JAY ABBOTT
✓ JAMES ROWLAND ANGELL
✓ NEWTON D. BAKER
✓ RAY STANNARD BAKER
✓ GEORGE H. BLAKESLEE
✓ ROBERT WOODS BLISS
✓ EDWIN M. BORCHARD
✓ ROLAND W. BOYDEN
✓ ROBERT S. BROOKINGS
✓ PHILIP MARSHALL BROWN
✓ WILLIAM BUTTERWORTH
✓ ARTHUR CAPPER
✓ BENJAMIN F. CASTLE
✓ JAMES H. CAUSEY
✓ ZECHARIAH CHAFEE, JR.
✓ EMORY W. CLARK
✓ WILLIAM CLARK
✓ CHARLES W. COLBY
✓ WALTER P. COOKE
✓ RICHARD CRANE
✓ WILLIAM CROZIER
✓ VICTOR M. CUTTER
✓ HARRY G. DALTON
✓ MALCOLM W. DAVIS
✓ F. TRUBEE DAVISON
✓ CHARLES G. DAWES
✓ CLIVE DAY
✓ TYLER DENNETT

✓ HENRY S. DENNISON
✓ FREDERIC R. DOLBEARE
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✓ CHARLES K. EDMUNDS
✓ MAX FARRAND
✓ SIDNEY B. FAY
✓ EDWARD A. FILENE
✓ HENRY P. FLETCHER
✓ MITCHELL D. FOLLANSBEE
✓ W. CAMERON FORBES
✓ JAMES J. FORSTALL
✓ LEON FRASER
✓ HOMER GAGE
✓ HARRY A. GARFIELD
✓ JOHN W. GARRETT
✓ EDWIN F. GAY
✓ HUGH GIBSON
✓ S. PARKER GILBERT
✓ HUNTINGTON GILCHRIST
✓ FRANK J. GOODNOW
✓ EUGENE G. GRACE
✓ WILLIAM GREEN
✓ ROGER S. GREENE
✓ JOSEPH C. GREW
✓ ERNEST GRUENING
✓ CHAUNCEY J. HAMLIN
✓ C. H. HARING
✓ SAMUEL N. HARPER
✓ FRANCIS R. HART
✓ CHARLES H. HASKINS
✓ HOWARD HEINZ

RAPHAEL HERMAN
CHRISTIAN A. HERTER
HAMILTON HOLT
ERNEST M. HOPKINS
MANLEY O. HUDSON
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SAMUEL MATHER
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WILLIAM A. NEILSON
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G. ASHTON OLDHAM
ROBERT E. OLDS

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WALTER S. PENFIELD
JOSIAH H. PENNIMAN
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JOHN PERRIN
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HARLAN T. PIERPONT
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JAMES BROWN SCOTT
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FREDERICO STALLFORTH
JOHN F. STEVENS
SILAS H. STRAWN
ARTHUR SWEETSER
FRANK W. TAUSSIG

EDMUND A. WALSH
RAY LYMAN WILBUR
DANIEL WILLARD
GEORGE GRAFTON WILSON
MATTHEW WOLL
HENRY M. WRISTON

BY-LAWS

I

The membership shall be divided into resident, non-resident, academic and honorary.

Resident members shall be limited to two hundred and fifty 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.

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.

Academic members are those who, while members, are regular members of the faculty of any university or college, or accredited authors, writers and newspaper men.

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 thirty-five years of age and under shall pay \$50 per annum; non-resident members shall pay \$50 per annum; academic members shall pay \$15 per annum, except that those who neither reside nor have places of business within fifty miles of New York 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 to be elected annually by the Board of Directors at their first meeting in the autumn of each year.

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.

IV

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.

V

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.

VI

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, and (or) shall be invested by an investment committee of three, appointed by the President from among the Directors. 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 the 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.

VII

The annual meeting shall be held after the completion of the fiscal year and not later than December fifteenth.

VIII

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.

Publications of the
COUNCIL ON FOREIGN RELATIONS, INC.

FOREIGN AFFAIRS
AN AMERICAN QUARTERLY REVIEW
Edited by HAMILTON FISH ARMSTRONG
\$5 a year

**ANNUAL SURVEY OF
AMERICAN FOREIGN RELATIONS**

Prepared under the direction of
CHARLES P. HOWLAND
Volume for 1928. \$5.00
Volume for 1929. \$5.00
Volume for 1930. \$5.00

THE RECOVERY OF GERMANY

By JAMES W. ANGELL
\$4.00

**POLITICAL HANDBOOK
OF THE WORLD, 1931**
Parliaments, Parties and Press

Edited by WALTER H. MALLORY
\$2.50

**ORES AND INDUSTRY
IN THE FAR EAST**

By H. FOSTER BAIN
\$3.50

**EUROPE: THE WORLD'S BANKER
1870-1914**

By HERBERT FEIS
\$5.00

1932

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President

PAUL D. CRAVATH
Vice-President

EDWIN F. GAY
Secretary

WHITNEY H. SHEPARDSON
Treasurer

WALTER H. MALLORY
Executive Director

DIRECTORS

Retiring 1932

JOHN W. DAVIS

OTTO H. KAHN

STEPHEN P. DUGGAN

GEORGE W. WICKERSHAM

OWEN D. YOUNG

Retiring 1933

ALLEN W. DULLES

GEORGE O. MAY

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WESLEY C. MITCHELL

RUSSELL C. LEFFINGWELL

FRANK L. POLK

Retiring 1934

HAMILTON FISH ARMSTRONG

NORMAN H. DAVIS

ISAIAH BOWMAN

WHITNEY H. SHEPARDSON

PAUL D. CRAVATH

PAUL M. WARBURG

Honorary Member

ELIHU ROOT

Resident Members

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WINTHROP W. ALDRICH

FREDERICK H. ALLEN

FRANK ALTSCHUL

COPLEY AMORY, JR.

JAMES W. ANGELL

HAMILTON FISH ARMSTRONG

GORDON AUCHINCLOSS

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EARLE BAILIE

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HENRY G. BARBEY

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CHARLES C. BAUER

GERALD F. BEAL

AMOS L. BEATY

NEAL DOW BECKER

SOSTHENES BEHN

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SAMUEL R. BERTRON

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FRANKLIN Q. BROWN
JAMES BROWN
WILLIAM ADAMS BROWN
RAYMOND LESLIE BUELL
CHESTER G. BURDEN
C. CHARLES BURLINGAME
CHARLES C. BURLINGHAM
JAMES BYRNE
ROBERT J. CALDWELL
WILLIAM B. CAMPBELL
HENRY SEIDEL CANBY
CASS CANFIELD
NEWCOMB CARLTON
ALEXIS A. CARREL
EDWARD C. CARTER
LOUIS S. CATES
THOMAS L. CHADBOURNE
WILLIAM M. CHADBOURNE
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L. H. PAUL CHAPIN
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STEPHEN C. CLARK
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FREDERIC R. COUDERT
FREDERIC R. COUDERT, JR.

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R. BERNARD CRISPELL
STUART M. CROCKER
PATRICK E. CROWLEY
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NORMAN P. DAVIS
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SAMUEL P. GILMAN
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F. ABBOTT GOODHUE
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SIDNEY L. GULICK
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JOHN HENRY HAMMOND
LEARNED HAND
JAMES G. HARBORD
EDWARD HARDING
HEBER R. HARPER
WILLIAM A. HARRIMAN
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SAMUEL HEILNER
ALEXANDER I. HENDERSON
EDWIN M. HERR
JEROME S. HESS
CHARLES R. HICKOX
WALKER D. HINES
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EDWARD M. HOUSE
HERBERT S. HOUSTON
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JOHN CHAMBERS HUGHES
EDWARD H. HUME
CLARENCE E. HUNTER
ROSCOE H. HUPPER
CHARLES CHENEY HYDE
HENRY R. ICKELHEIMER

WILL IRWIN
ARTHUR CURTISS JAMES
HENRY JAMES
PIERRE JAY
PHILIP C. JESSUP
FRANK B. JEWETT
OTTO H. KAHN
WALTER B. KAHN
NICHOLAS KELLEY
FREDERIC R. KELLOGG
FRED I. KENT
FREDERICK P. KEPPEL
WILLIAM S. KIES
WILLARD V. KING
OSWALD W. KNAUTH
THOMAS S. LAMONT
THOMAS W. LAMONT
HENRY GODDARD LEACH
IVY L. LEE
RUSSELL C. LEFFINGWELL
ARTHUR LEHMAN
HERBERT H. LEHMAN
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SAM A. LEWISOHN
SAMUEL McCUNE LINDSAY
WALTER LIPPMANN
FREDERICK J. LISMAN
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WILTON LLOYD-SMITH
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SEVERO MALLET-PREVOST
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HERBERT L. MAY
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OGDEN L. MILLS
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WESLEY C. MITCHELL
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J. D. MOONEY
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SHEPARD MORGAN
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WILLIAM H. OSBORN
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NICHOLAS ROOSEVELT
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CARL TAYLOR
GRAHAM R. TAYLOR
MYRON C. TAYLOR
BENJAMIN B. THAYER
HARRY B. THAYER

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ELISHA WALKER
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EDWARD P. WARNER
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ERNEST M. HOPKINS
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WILLIAM COOPER PROCTER
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FRANK W. TAUSSIG
RICHARD M. TOBIN
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RAY LYMAN WILBUR
DANIEL WILLARD
GEORGE GRAFTON WILSON
RUSSELL WILSON
MATTHEW WOLL
QUINCY WRIGHT
HENRY M. WRISTON

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.

IV

The Annual General Meeting of the Council shall be held in New York City on the third Wednesday of September. At this meeting the Board of Directors shall present a report of the

COUNCIL ON
FOREIGN RELATIONS, INC.



BY-LAWS
WITH A
LIST OF OFFICERS & MEMBERS

January First, 1933

45 EAST SIXTY-FIFTH STREET

New York

PURPOSE

THE Council on Foreign Relations provides a continuous conference on the international aspects of America's political, economic, and financial problems. Its membership, limited in number, is made up of men of many professions.

The Council's round-table meetings and dinners for distinguished American and foreign guests afford an opportunity for discussion of the American attitude toward current international problems.

The Council is not a trade organization and has no connection with any political party.

The Council publishes the quarterly review, *FOREIGN AFFAIRS*, under the editorship of Hamilton Fish Armstrong. *FOREIGN AFFAIRS* has established itself as the most authoritative review dealing with international relations.

The Council also carries on a program of research. The research staff prepares an annual survey of the foreign relations of the United States under the editorship of Walter Lippmann, an annual political handbook of the world edited by Walter H. Mallory, and individual volumes on special international questions.

At a meeting of societies engaged in the scientific study of international relations, held in London in 1929, the Council was designated as the "national center" for such organizations in the United States.

The Council maintains its own quarters at 45 East 65th Street, New York, where all its activities are centered and where its reference library is housed.

OFFICERS

ELIHU ROOT
Honorary President

JOHN W. DAVIS
President

PAUL D. CRAVATH
Vice-President

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FRANK L. POLK

Retiring 1934

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NORMAN H. DAVIS

ISAIAH BOWMAN

WALTER LIPPMANN

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WHITNEY H. SHEPARDSON

Retiring 1935

JOHN W. DAVIS

GEORGE W. WICKERSHAM

STEPHEN P. DUGGAN

CLARENCE M. WOOLLEY

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✓ CASS CANFIELD
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✓ CLEVELAND E. DODGE
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✓ S. R. GUGGENHEIM
✓ SIDNEY L. GULICK
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✓ VAN S. MERLE-SMITH
✓ JOHN L. MERRILL
✓ HERMAN A. METZ
✓ CHARLES F. MEYER
✓ ALBERT G. MILBANK
✓ WALTER MILLIS
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✓ VERNON MUNROE
✓ GEORGE MURNANE
✓ PHILIP C. NASH
✓ ALLAN NEVINS
✓ HENRY KITTREDGE NORTON
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✓ PALMER E. PIERCE
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✓ MICHAEL I. PUPIN
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✓ THOMAS THORNTON READ
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✓ LANSING P. REED
✓ GORDON S. RENTSCHLER
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✓ F. BAYARD RIVES
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✓ GEORGE ROBERTS
✓ OWEN F. ROBERTS
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✓ LINDSAY ROGERS
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✓ NICHOLAS ROOSEVELT
✓ JAMES N. ROSENBERG
✓ RALPH S. ROUNDS
✓ P. A. ROWLEY
✓ BEARDSLEY RUMML
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✓ WALTER E. SACHS
✓ MELVIN E. SAWIN
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✓ FRANZ SCHNEIDER, JR.
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✓ ROBERT P. SCRIPPS
✓ WILLIAM O. SCROGGS
✓ LOUIS H. SEAGRAVE
✓ E. R. A. SELIGMAN
✓ EUSTACE SELIGMAN
✓ ALBERT SHAW
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✓ WILLIAM R. SHEPHERD
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✓ WILLIAM H. SHORT
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✓ FREDERICK STRAUSS
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✓ GERARD SWOPE
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✓ A. WELLINGTON TAYLOR
✓ CARL TAYLOR
✓ GRAHAM R. TAYLOR
✓ MYRON C. TAYLOR
✓ HARRY B. THAYER
✓ JAMES A. THOMAS
✓ ROY E. TOMLINSON
✓ CLARE M. TORREY
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✓ JAMES P. WARBURG
✓ HARRY E. WARD
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✓ VANDERBILT WEBB
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✓ LINSLEY R. WILLIAMS
LUCIUS WILMERDING, JR.
✓ GARRARD B. WINSTON
✓ BRONSON WINTHROP
✓ HENRY ROGERS WINTHROP
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✓ VICTOR M. CUTTER
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✓ MALCOLM W. DAVIS
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✓ HENRY S. DENNISON
W. B. DONHAM
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✓ MAX FARRAND
✓ SIDNEY B. FAY
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✓ MITCHELL D. FOLLANSBEE
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✓ FELIX FRANKFURTER
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✓ HOMER GAGE
✓ HARRY A. GARFIELD
✓ JOHN W. GARRETT
✓ EDWIN F. GAY
✓ HUGH GIBSON
✓ EUGENE G. GRACE
U. GRANT-SMITH
✓ WILLIAM GREEN
✓ JEROME D. GREENE
✓ ROGER S. GREENE
✓ JOSEPH C. GREW
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WILLIAM B. HALE

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✓ C. H. HARING
✓ SAMUEL N. HARPER
✓ FRANCIS R. HART
✓ HOWARD HEINZ
✓ RAPHAEL HERMAN
✓ CHRISTIAN A. HERTER
✓ HAMILTON HOLT
✓ BRUCE C. HOPPER
✓ ERNEST M. HOPKINS
✓ STANLEY K. HORNBECK
✓ MANLEY O. HUDSON
✓ B. EDWIN HUTCHINSON
✓ FRANK B. KELLOGG
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✓ EDWIN W. KEMMERER
✓ WILLIAM L. LANGER
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✓ CHARLES K. LEITH
✓ WALTER LICHTENSTEIN
✓ A. LAWRENCE LOWELL
✓ J. V. A. MACMURRAY
✓ CONSTANTINE E. MCGUIRE
✓ WALTER W. McLAREN
✓ ANDREW W. MELLON
✓ EUGENE MEYER
✓ DAVID HUNTER MILLER
✓ A. C. MILLSPAUGH
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✓ EDWARD C. MOORE

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✓ THOMAS NELSON PERKINS
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✓ WILLIAM COOPER PROCTER
✓ JESSE S. REEVES
✓ CHARLES J. RHOADS
✓ WILLIAM GORHAM RICE
✓ RAYMOND T. RICH
✓ JOHN W. RIDDLE
✓ HENRY M. ROBINSON
✓ GEORGE RUBLEE
✓ ARTHUR SACHS
✓ J. HENRY SCATTERGOOD
✓ BERNADOTTE E. SCHMITT
✓ JAMES BROWN SCOTT
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✓ HENRY D. SHARPE
✓ ARCH W. SHAW
✓ WILLIAM S. SIMS

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✓ W. B. STOREY
✓ SILAS H. STRAWN
✓ ARTHUR SWEETSER
✓ FRANK W. TAUSSIG
✓ RICHARD M. TOBIN
ELIOT WADSWORTH
✓ EDMUND A. WALSH
✓ RAY LYMAN WILBUR
✓ DANIEL WILLARD
✓ GEORGE GRAFTON WILSON
✓ QUINCY WRIGHT
✓ HENRY M. WRISTON

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.

IV

The Annual General Meeting of the Council shall be held in New York City on the third Wednesday of September. 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 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 two 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.

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 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.

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. A majority of the 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.

OFFICERS

ELIHU ROOT
Honorary President

GEORGE W. WICKERSHAM
President

NORMAN H. DAVIS
Vice-President

EDWIN F. GAY
Vice-President

ALLEN W. DULLES
Secretary

WHITNEY H. SHEPARDSON
Treasurer

WALTER H. MALLORY
Executive Director

DIRECTORS

Retiring 1934

HAMILTON FISH ARMSTRONG	NORMAN H. DAVIS
ISAIAH BOWMAN	WALTER LIPPMANN
PAUL D. CRAVATH	WHITNEY H. SHEPARDSON

Retiring 1935

JOHN W. DAVIS	GEORGE W. WICKERSHAM
STEPHEN P. DUGGAN	CLARENCE M. WOOLLEY
OTTO H. KAHN	OWEN D. YOUNG

Retiring 1936

ALLEN W. DULLES	GEORGE O. MAY
EDWIN F. GAY	WESLEY C. MITCHELL
RUSSELL C. LEFFINGWELL	FRANK L. POLK

Honorary Member

ELIHU ROOT

Resident Members

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GERALD F. BEAL
AMOS L. BEATY
NEAL DOW BECKER
SOSTHENES BEHN
H. E. BENEDICT
JOHN G. BERGQUIST
SAMUEL R. BERTRON
FLOYD G. BLAIR
GEORGE BLUMENTHAL
ROBERT DE F. BOOMER
ISAIAH BOWMAN

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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 \$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.

IV

The Annual General Meeting of the Council shall be held in New York City on the third Wednesday of September. At this meeting the Board of Directors shall present a report of the

COUNCIL ON
FOREIGN RELATIONS, INC.

JANUARY FIRST

1935

COUNCIL ON
FOREIGN RELATIONS, INC.



BY-LAWS
WITH A
LIST OF OFFICERS & MEMBERS

January First, 1935

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.

The Council holds meetings and conferences. It also carries on a program of research and publication.

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.

At a meeting of societies engaged in the scientific study of international relations held in London in 1929, the Council was designated as the "National Center" for the United States.

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

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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 \$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 third Wednesday of September. 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 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 two 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.

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 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.

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.

PUBLICATIONS OF THE COUNCIL

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

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

THE UNITED STATES IN WORLD AFFAIRS (*annual*). An account of American Foreign Relations prepared by Walter Lippmann with the assistance of the research staff of the Council on Foreign Relations. Volumes for 1931, 1932 and 1933. \$3.00 each.

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

FOREIGN AFFAIRS BIBLIOGRAPHY. 1919-1932, by William L. Langer and Hamilton Fish Armstrong. \$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. \$1.50.

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

ORES AND INDUSTRY IN THE FAR EAST, by H. Foster Bain (*revised and enlarged edition*). \$3.00.

THE RECOVERY OF GERMANY, by James W. Angell (*second printing*). \$4.00.

EUROPE: THE WORLD'S BANKER, 1870-1914, by Herbert Feis (*second printing*). \$5.00.

DIRECTORY OF AMERICAN AGENCIES CONCERNED WITH THE STUDY OF INTERNATIONAL AFFAIRS, compiled by Ruth Savord. \$1.75.

COUNCIL ON
FOREIGN RELATIONS, INC.



BY-LAWS
WITH A
LIST OF OFFICERS & MEMBERS

January First, 1936

45 EAST SIXTY-FIFTH STREET
New York

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C83d
1936

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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.

The Council holds meetings and conferences. It also carries on a program of research and publication.

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.

At a meeting of societies engaged in the scientific study of international relations held in London in 1929, the Council was designated as the "National Center" for the United States.

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

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NEWTON D. BAKER
RAY STANNARD BAKER
F. LAMMOT BELIN
GEORGE H. BLAKESLEE
ROBERT WOODS BLISS
EDWIN M. BORCHARD
ISAIAH BOWMAN
ADMIRAL MARK L. BRISTOL
PHILIP MARSHALL BROWN
JOHN STEWART BRYAN
WILLIAM C. BULLITT
HARVEY BUNDY
ARTHUR CAPPER
ZECHARIAH CHAFEE, JR.
WILLIAM CLARK
W. L. CLAYTON
CHARLES W. COLBY
KARL T. COMPTON
JAMES B. CONANT
RICHARD CRANE
GENERAL WILLIAM CROZIER
JOHN CUDAHY
HENRY G. DALTON
DWIGHT F. DAVIS
MALCOLM W. DAVIS
CHARLES G. DAWES
CLIVE DAY
TYLER DENNETT

WILLIAM E. DODD
HAROLD W. DODDS
W. B. DONHAM
LAWRENCE DUGGAN
ARTHUR DUNN
FREDERICK S. DUNN
CHARLES K. EDMUNDS
WILLIAM Y. ELLIOTT
MAX FARRAND
SIDNEY B. FAY
HERBERT FEIS
EDWARD A. FILENE
HENRY P. FLETCHER
MITCHELL D. FOLLANSBEE
W. CAMERON FORBES
FELIX FRANKFURTER
J. WILSON FURNESS
HOMER GAGE
HARRY A. GARFIELD
JOHN W. GARRETT
EDWIN F. GAY
HUGH GIBSON
HUNTINGTON GILCHRIST
J. STEELE GOW
EUGENE G. GRACE
U. GRANT-SMITH
WILLIAM GREEN
JEROME D. GREENE
ROGER S. GREENE
JOSEPH C. GREW
WILLIAM B. HALE
CHAUNCEY J. HAMLIN
C. H. HARING

FRANCIS S. HARMON
SAMUEL N. HARPER
LELAND HARRISON
FRANCIS R. HART
HOWARD HEINZ
ADMIRAL ARTHUR J. HEPBURN
HAMILTON HOLT
ERNEST M. HOPKINS
BRUCE C. HOPPER
STANLEY K. HORNBECK
MANLEY O. HUDSON
HOWARD HUSTON
B. EDWIN HUTCHINSON
J. HUGH JACKSON
FRANK B. KELLOGG
CARL KELSEY
EDWIN W. KEMMERER
STANLEY KING
ARTHUR BLISS LANE
WILLIAM L. LANGER
KENNETH S. LATOURETTE
DAVID LAWRENCE
CHARLES K. LEITH
WALTER LICHTENSTEIN
WILLIAM E. LINGELBACH
A. LAWRENCE LOWELL
J. V. A. MACMURRAY
LINCOLN MACVEAGH
WILLIAM C. MCCLELLAN
CONSTANTINE E. MCGUIRE
WALTER W. MCLAREN
ELIOT G. MEARS
ANDREW W. MELLON

EUGENE MEYER
DAVID HUNTER MILLER
FRANCIS P. MILLER
ROBERT A. MILLIKEN
J. PIERREPONT MOFFAT
PETER MOLYNEAUX
EDWARD C. MOORE
ARTHUR E. MORGAN
DAVE HENNER MORRIS
RALPH W. MORRISON
DANA G. MUNRO
DENYS P. MYERS
WILLIAM A. NEILSON
MEREDITH NICHOLSON
GENERAL DENNIS E. NOLAN
E. G. NOURSE
FREDERIC A. OGG
RT. REV. G. ASHTON OLDHAM
BRADLEY W. PALMER
GEORGE B. PARKER
GEORGE FOSTER PEABODY
THOMAS NELSON PERKINS
HOFFMAN PHILIP
WILLIAM PHILLIPS
GENERAL PALMER E. PIERCE
HARLAN T. PIERPONT
WILLIAM B. POLAND
DE WITT C. POOLE
ADMIRAL WILLIAM V. PRATT
JESSE S. REEVES
CHARLES J. RHOADS
JOHN W. RIDDLE
WINFIELD W. RIEFLER

HENRY M. ROBINSON
GEORGE RUBLEE
FREDERIC M. SACKETT
BERNADOTTE E. SCHMITT
JAMES BROWN SCOTT
CHARLES SEYMOUR
HENRY D. SHARPE
GENERAL GEORGE S. SIMONDS
ROBERT P. SKINNER
RAYMOND J. SONTAG
NICHOLAS J. SPYKMAN
FREDERICO STALLFORTH
SILAS H. STRAWN
ARTHUR SWEETSER
RAYMOND GRAM SWING
FRANK W. TAUSSIG
RICHARD M. TOBIN
WILLIAM HALLAM TUCK
ELIOT WADSWORTH
REV. EDMUND A. WALSH
ALEXANDER W. WEDDELL
SUMNER WELLES
WILLIAM ALLEN WHITE
RAY LYMAN WILBUR
DANIEL WILLARD
EDWIN B. WILSON
GEORGE GRAFTON WILSON
QUINCY WRIGHT
HENRY M. WRISTON

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 third Wednesday of September. 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 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 two 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.

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 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.

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.

PUBLICATIONS OF THE COUNCIL

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

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

THE UNITED STATES IN WORLD AFFAIRS (*annual*). Volumes for 1931, 1932 and 1933 by Walter Lippmann and William O. Scroggs. Volume for 1934-1935 by Whitney H. Shepardson and William O. Scroggs. \$3.00 each.

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

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

INTERNATIONAL SECURITY, by Philip C. Jessup. \$1.50.

THE FOREIGN POLICY OF THE POWERS, by Jules Cambon, Richard von Kühlmann, Sir Austen Chamberlain, Dino Grandi, Viscount Ishii, Karl Radek, John W. Davis. \$1.50.

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

ORES AND INDUSTRY IN THE FAR EAST, by H. Foster Bain (*revised and enlarged edition*). \$3.00.

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

EUROPE: THE WORLD'S BANKER, 1870-1914, by Herbert Feis (*second printing*). \$5.00.

FOREIGN AFFAIRS BIBLIOGRAPHY. 1919-1932, by William L. Langer and Hamilton Fish Armstrong. \$5.00.

DIRECTORY OF AMERICAN AGENCIES CONCERNED WITH THE STUDY OF INTERNATIONAL AFFAIRS, compiled by Ruth Savord. \$1.75.