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AMERICAN
IMMIGRATION
LAWYERS
ASSOCIATION

AILA Board of Governors Meeting Materials

June 15, 2024

Board of Governors
June 15, 2024 Meeting Materials

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Board of Governors

Pre-Read Materials for

Consent Agenda

AILA Board of Governors Meeting

Saturday, June 15, 2024, 10:30 am – 3:00 pm Central Time

10:30 – 10:35am	I.	WELCOME & CALL TO ORDER Kelli Stump, *President* CONSENT AGENDA* • Approval of Agenda • Approval of March 23, 2024 Board of Governors Meeting Minutes • Approval of March 23, 2024 and May 2, 2024 Board of Governors Executive Session Meeting Minutes • Final 2023 Audit Results
10:35am – 10:40am	II.	REMARKS OF THE PRESIDENT Kelli Stump, *President*
10:40am – 11:25am	III.	INTRODUCTION OF BOARD MEMBERS
11:25am – 12:00pm	IV.	UPDATES AND REPORTS • National Office Update* (10 minutes) Ben Johnson, *Executive Director* • Financial Report* (10 minutes) Scott van den Berg, *AILA Controller* • Standing Committee on Political Engagement Report (5 minutes) Cory Forman & Anastasia Tonello, *SCOPE Co-Chairs* • American Immigration Council Update* (10 minutes) Jeremy Robbins, *Executive Director*
12:00pm – 12:30pm	V.	DECISION ITEMS • Election of Replacement Elected Director for Unexpired Term* (15 minutes) Kelli Stump, *President*
12:30pm – 1:30pm	VI.	WORKING LUNCH: Strategies for Political Engagement in the 2024 Elections *AILA SCOPE & Immigrants' List*
1:30pm – 2:30pm	VII.	DISCUSSION ITEMS • BOG Training Proposal* Jennifer Minear, *Governance Committee Chair*
2:30pm – 2:45pm	VIII.	NEW BUSINESS
2:45pm – 3:00pm	IX.	EXECUTIVE SESSION
3:00pm	X.	ADJOURNMENT/WELCOME HAPPY HOUR

**Materials provided*

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AILA Board of Governors Meeting

Washington, DC
March 23, 2024

I. Welcome and Call to Order

The meeting was called to order at 10:00 AM ET by Farshad Owji, President.

II. Consent Agenda

Mr. Owji presented the consent agenda and minutes of the meeting held on January 20, 2024 and the Executive Session minutes of the meetings held on January 20, 2024 and March 7, 2024. Mr. Owji then asked if any of the consent agenda items should be moved to the regular discussion items. Hearing none, the consent agenda was adopted.

III. Remarks of the President

Mr. Owji thanked board members for attending and then began a group meditation. He reminded everyone that the meeting is where board members come together to come up with solutions for the organization. Mr. Owji then informed the board that AILA has invested $3 million on technological updates and that it must continue to invest in technology.

Mr. Owji spoke about the fear that Artificial Intelligence will replace lawyers, legal staff, or change firm business models. He then reminded everyone of AILA's ongoing commitment to DEI including its efforts to plan conferences around conflicting religious holidays.

Mr. Owji remarked on AILA's successes including AILA's implementation of its Standing Committee on Political Engagement (SCOPE), Chapter partnerships, EAD clinics, the new AILA.org launch, launch of VisaLaw GEN to the market, launch of the TrendTracker, and the inaugural AILA Law Journal Symposium.

IV. National Office Update

Mr. Owji then invited Ben Johnson, Executive Director, to provide a National Office Update.

Mr. Johnson reminded the board that he will be taking a sabbatical March 25, 2024 returning May 28, 2024. He thanked AILA staff, and particularly Grace Woods, Chief Operating Officer, who the board appointed as Interim Executive Director. He also informed the board that a member survey will be sent on April 8, 2024.

He then invited Jeff Joseph, First Vice President, Kelli Stump, President-Elect, Reid Trautz, Senior Director of AILA's Practice and Professionalism Center, and Kay Ciesla, Senior Director of Governance and Leadership Strategy, to share an update on the new AILA Affiliated Paralegals (AAP),

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which will launch June 3, 2024. Individuals already signed up with Paralegal access will receive a notification of the change, and AILA will have additional more staff in place to support the AAP goals. Board members were advised to contact Ms. Ciesla with any questions, suggestions, or feedback they receive from members.

Mr. Owji then called on Scott van den Berg, Controller, to provide an update on the financial statements, copies of which were distributed in advance of the meeting. Mr. van den Berg provided an overview of the 2023 audited financial results. He then informed the board that the Finance Committee reviewed 2023 Tax Form 990 and asked the board to provide edits by April 12, 2024.

Mr. Owji then called on Sui Chung, Elected Director, to provide an update on American Immigration Council (AIC) activities. Ms. Chung shared that the Council is continuing to support AILA attorneys and major EAD lawsuits, and updates on the Council's lawsuits against President Biden and Florida Governor Ron DeSantis. Ms. Chung also shared efforts to work with AILA to provide funding for private bar immigration attorneys in preparation for a potential second term of Donald Trump.

Mr. Owji then called on Anastasia Tonello and Corey Forman, Co-Chairs of SCOPE, to provide an update on SCOPE's activities. Mr. Forman shared that SCOPE evaluated candidates on the basis of their alignment with AILA's organizational direction. He emphasized the importance of Chapters to appoint a liaison and make SCOPE a centralized system. Ms. Tonello emphasized the importance of engaging Chapters and individual members with politics. She then informed the board that AILA will be involved in a "Stop Trump" campaign, targeting ethnic voting communities in 6-7 states which will run ads about Donald Trump with the goal to prevent him from becoming President in 2024.

Mr. Owji then called on Jennifer Minear, Governance Committee Chair, and Jennifer Drake, AILA's AILA's Diversity, Equity, and Inclusion (DEI) Consultant, to provide an update on the Committee's progress on the board training plan discussed at the Midwinter BOG Meeting. Ms. Minear informed the board that the Governance Committee will meet to discuss details including how much training, how much the training will cost, and how the training will be communicated next week, and will have these details ready to share with the board at the Annual Conference scheduled for June 15, 2024.

Ms. Drake then presented on Creating and Using Group Agreements, and led scenarios for the board to help them identify these concepts.

Following a lunch break, Mr. Owji invited Ms. Minear to present the Governance Committee's proposed Values and Commitment Statement, copies of which were distributed in advance of the meeting. Ms. Minear explained the statement is meant to encourage others to be respectful of each other's time, to promote collegiality, commend inclusivity and build new leadership, and invited questions and comments. The Governance Committee will discuss the BOG's feedback and follow up with an updated version for approval.

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V. Proposed Bylaws Amendments

Mr. Owji then called on Rekha Sharma-Crawford, Secretary, to present proposed bylaws amendments, copies of which were distributed in advance of the meeting. Mr. Johnson then presented a revision to the Political Engagement Committee's description.

A motion was duly made, seconded and approved to adopt the proposed bylaws amendments as amended.

VI. Lozada Recommendation

Mr. Owji then called on Cyrus Mehta, Ethics Committee Chair, to provide a recommendation from the Ethics Committee on *Lozada* Complaints, copies of which were distributed in advance of the meeting. Mr. Mehta provided insights into the reasons behind the Ethics Committee's recommendation.

A motion was duly made, seconded and approved to approve the Ethics Committee's recommendations as presented.

VII. New Business

Mr. Owji called for any new business. Following comments in support of the Media Committee and staff's work on the AILA Symposium, staff's responsiveness during H-1B season, and information forthcoming from SCOPE about Immigrants' List, Mr. Owji thanked AILA staff and the Executive Committee recognized Mr. Owji for his leadership.

There being no further business,

VIII. Executive Session

Voting board members and required staff entered Executive Session at 2:45 pm ET.

IX. Adjournment

There being no further business, the meeting was adjourned at 3:10 PM ET.

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ATTENDEE ROSTER

NATIONAL OFFICERS

Farshad Owji, *President*
Kelli Stump, *President-Elect*
Jeff Joseph, *First Vice-President*
Alexis S. Axelrad, *Second Vice President*
Jacqueline Watson, *Treasurer*
Rekha Sharma-Crawford, *Secretary*
Jeremy McKinney, *Immediate Past President (non-voting advisor)*
Ben Johnson, *Executive Director (ex-officio non-voting)*

PAST PRESIDENTS

Leslie A. Holman
Bob Juceam*
H. Ronald Klasko
Ira J. Kurzban
David W. Leopold
Laura Lichter
Marketa Lindt
Jennifer Minear
Deborah J. Notkin
Allen Orr
Annaluisa Padilla*
Eleanor Pelta
John 'Jack' Pinnix
Victor Nieblas Pradis
Denyse Sabagh
Bill Stock
Doug Stump
Anastasia Tonello
Bernard P. Wolfsdorf
Jimmy Wu*
Paul Zulkie

DIRECTORS

Oliver Branch, NMD Rep.
Meghan Covino*, NMD Rep.
Sui Chung
Brittany Faith
Cory Forman
Rosanna Fox
Amanda Bethea Keaveny
Michael Jarecki*
Jessica Jensen
Mahsa Khanbabai
Olivia Lee
Amy Maldonado
Petula McShiras
Irene Mugambi
Maggie Murphy
Andrew Nietor
Daniel Parisi
Heather Prendergast
Michelle Saenz-Rodriguez
Ana Marie Siscar
Hardeep Sull
David Wilks
Parastoo Golesorkhi Zahedi

CHAPTER CHAIRPERSONS

ARIZONA
Monika Sud-Devaraj
ASIA PACIFIC
Jennifer Davis
CANADA
Scott Gregory (Delegate)
CAROLINAS
Andrés Lopez*
CENTRAL FLORIDA
Bridgette M. Bennett
CHICAGO
Bethany Hoffman
COLORADO
Jennifer Casey
CONNECTICUT
Ashley Mendoza
GEORGIA-ALABAMA
Erin Elliott (Ustaoglu)
HAWAII
Amanda Chang
IDAHO
Mariella Del Pillar Diaz
INDIANA
Sarah Burrow
IOWA/NEBRASKA
Ryan Sevcik
LATIN AMERICA & CARIBBEAN
Maite Hoyos
MICHIGAN
Russell Abrutyn
MIDSOUTH
Jason Susser
MINNESOTA/DAKOTAS
Matthew Webster*
MISSOURI/KANSAS
Genevra Alberti*
NEVADA
Brian Ramsey
NEW ENGLAND
Robin Nice
NEW JERSEY
Jessica Chanin
NEW YORK
Kushal Patel
NORTHERN CALIFORNIA
Anita Mukherji
OHIO
Jessica A. Ramos
OREGON
Sarah Purce
PHILADELPHIA
Katelyn Hufe Karahan
PITTSBURGH
Jacqueline Martinez
PUERTO RICO
Absent
ROME
Cory Caouette
SAN DIEGO
Nanya Thompson
SANTA CLARA VALLEY
Shannon Reed
SOUTHERN CALIFORNIA
Sabrina Damast
SOUTH FLORIDA
Laura Kelley*
TEXAS/OK/NM
Marisol Perez
UPSTATE NEW YORK
Douglas Goldman
UTAH
Ysabel Lonazco*
WASHINGTON, DC
Ofelia Calderon
WASHINGTON STATE
Erin Zipfel
WISCONSIN
Laura Fernandez

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EMERITI

Kathleen Campbell Walker
Sam Myers

AILA NATIONAL STAFF

LaJuan Campbell
Andrea Chempinski
Greg Chen
Kay Ciesla
Sharvari Dalal-Dheini
Janet Kolokithas
Ian Longmire
Danielle Polen
Anna Rappoport
Nicole Richardson
Kathryn Sanchez
Emmie Smith
Reid Trautz
George Tzamaras
Scott van den Berg
Belle Woods
Grace Woods

GUESTS

Jennifer Drake, *Drake Strategy Partners*

ABSENT

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Board of Governors

Pre-Read Materials for

Updates and Reports:

National Office Updates

Membership Report

As of May 3, 2024

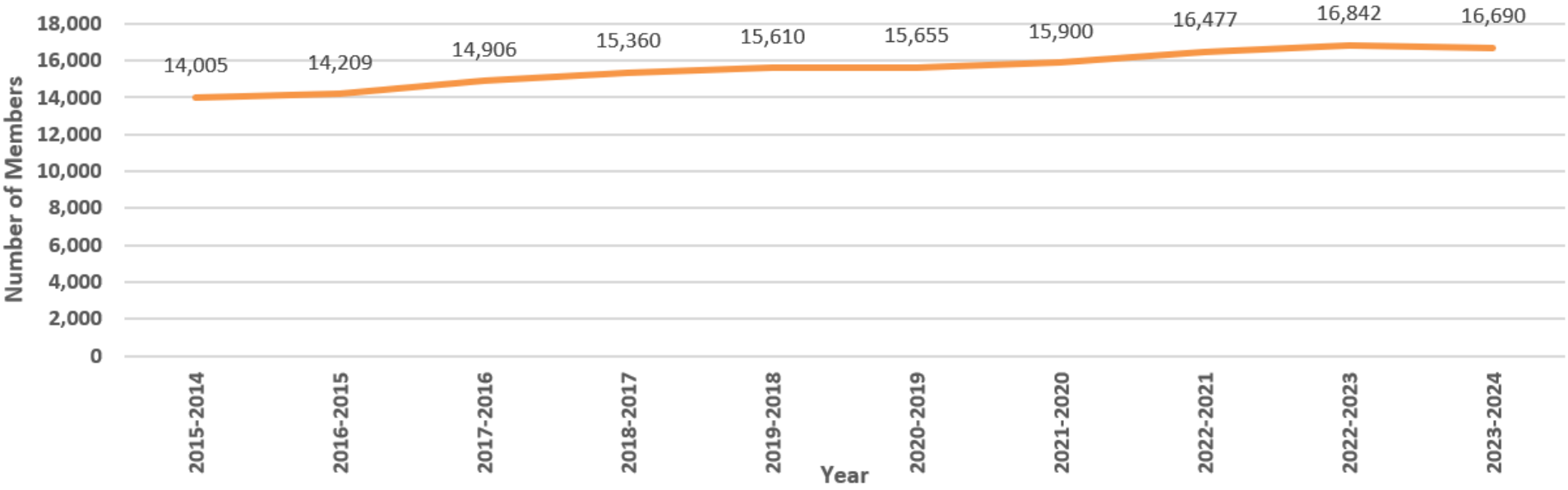
- 16,690 members
- Net annual growth as of April 2024: -0.9%
  - Goal is 2% net growth biannually starting in 2023
- New members who have joined in 2024: 613
  - compared to 631 in April 2023
- Retention rate (last 12 months): 82%
  - 2023: 85%
- Law Students: 1,379
  - compared to 1,604 in April 2023
- Paralegal/Support staff accounts*: 1,618
  - Compared to 2,034 in April 2023

AILA Doc. No. 99900686. (Posted 6/11/24)

NOTE: Future membership reports will reflect AAP signups

Membership History

Excludes Law Student Members (past 10 years' trend)



MEMORANDUM

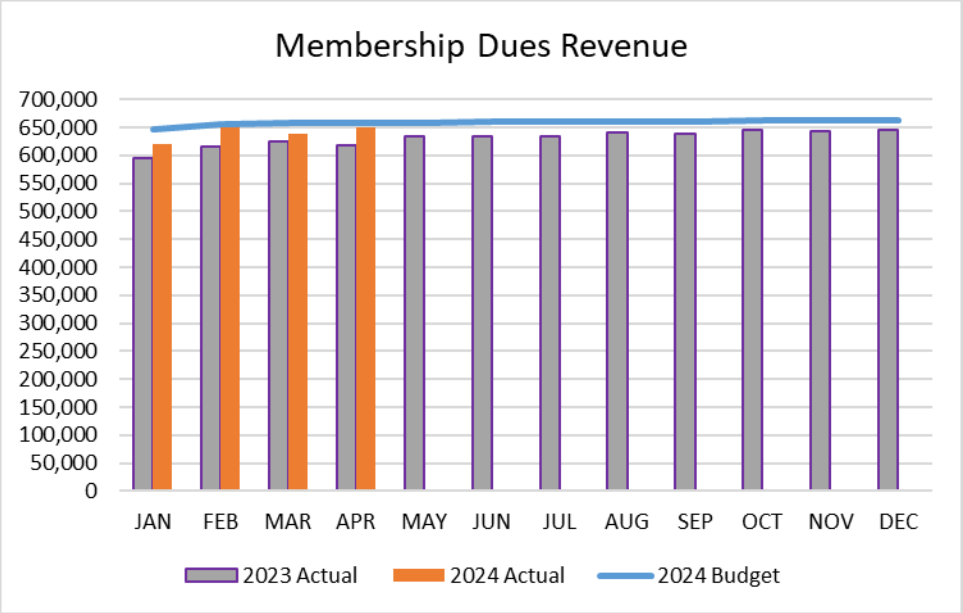
Date: May 28, 2024
To: AILA Board of Governors
From: Scott van den Berg, Controller
Re: **Financial Results through April 30, 2024**

The following report provides information and analysis of AILA's financial statements for the first four months of 2024, which represents 33**%** of the fiscal year.

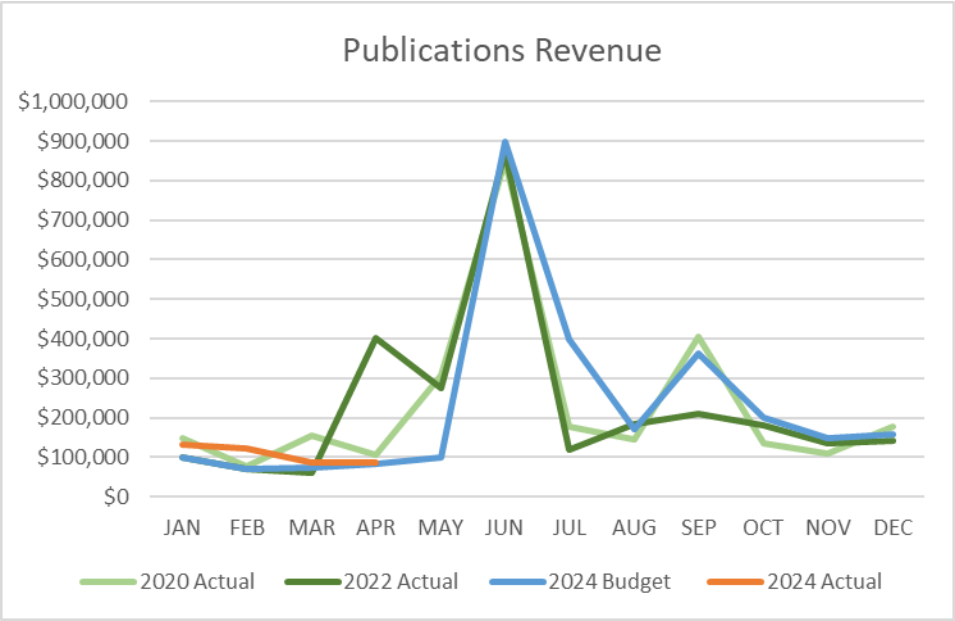
Operating Analysis

Total operating revenues of $7.2 million were 35% of the annual budget.

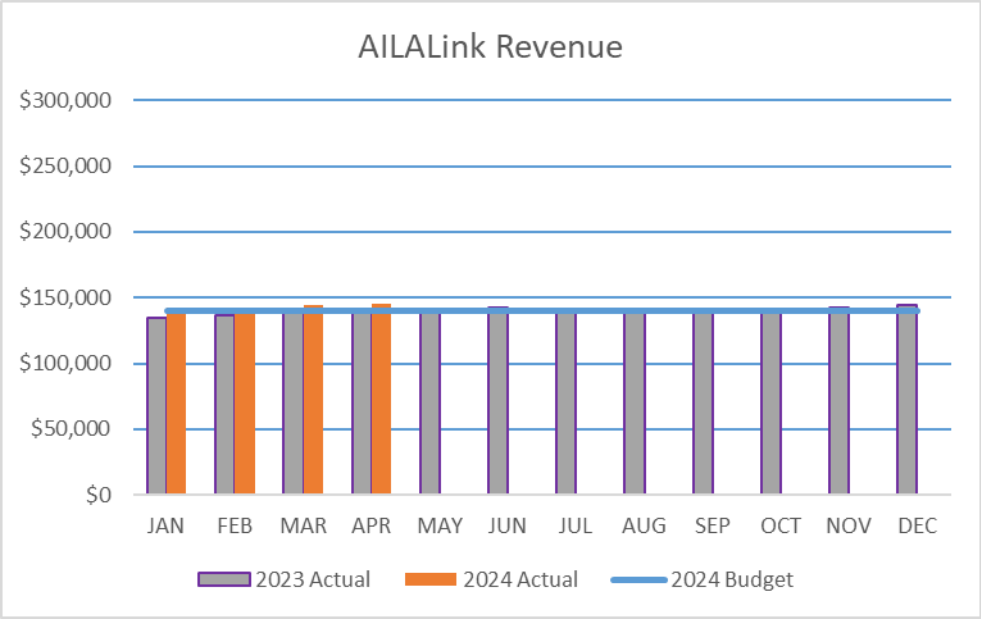
Membership Dues reported results slightly below expectations with 32% of the annual budget realized as of April. The 2024 budget reflects higher revenue than 2023 due to the dues rate increase implemented in January 2023. The 2024 budget also included growth in the paid membership count of 1.5%. As of April 2024, the paid membership count decreased 1.2% compared to April 2023. A new Membership Director position was budgeted and recently hired to focus on increasing membership through various recruitment and retention strategies.



The print publication sales budget was based on 2022 annual sales, which was the last year in which a new edition of the *Kurzban Lawbook* was released. Monthly sales targets have been calibrated to a new preorder sales timeline for the 19th edition. Preorder sales typically opened in early Spring with the publication released in June. With the 19th edition scheduled for release in September, preorder sales will begin in June. Year-to-date publication sales have followed expected levels as of April.



AILALink subscriptions revenue reported at 34% of annual budget, with the 2024 budget based on 2023 actual results. With no rate increases, these favorable results reflect the sustained demand for *AILALink*.



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Annual Conference revenue was greater than last April and supported favorable projections for the 2024 event. The budgeted revenue goal was anticipated to be achieved, and Annual Conference revenue is traditionally one the leading indicators of the organization's overall year-end performance.

The Midyear, Spring, and EB-5 Conference events took place by April 30 with mixed results. Participation in the Midyear and Spring Conferences was lower than anticipated, but EB-5 Conference revenue was greater than expected. There are 5 additional in-person conferences that will occur through mid-December. AILA's 16 online courses achieved 31% of their annual budget as of April, which is comparable to prior years.

Total operating expenses were 27% of the annual budget after four months (33% of the year). It is typical for expenses to be lower at the beginning of the year, with last year reporting at 27% of annual expenses as of April. The following analysis is for department expenses (as reported within the *Statement of Activities* on page 8) with significant variances from the average expenditure level of 33% as of August:

> **Annual Conference** expenses were only 13% of the annual budget with most expenses to be reported after the event occurs in June.
>
> **Publications** expenses were 22% of the annual budget, given that the majority of non-staff expenses relate to cost of goods sold (production/fulfillment). As sales increase significantly with the new Kurzban edition, publications expenses are anticipated to align with annual budget levels.

As an alternative view of expenses as reported in the *Statement of Activities*, below is an analysis of operating expenses by line-item natural expense groupings:

Expenses by Natural Accounts

	Current Year			Prior Year	
Natural Account	**YTD 4/30/2024**	**Annual Budget**	**% of Budget**	**YTD 4/30/2023**	**% of YR Final**
Salaries / Benefits	3,050,082	10,325,750	30%	2,942,885	29%
Consulting Services	567,855	1,402,519	40%	363,095	28%
Travel	182,595	848,975	22%	114,611	19%
Event Specific	529,012	2,623,744	20%	341,734	17%
Royalties	190,085	933,825	20%	225,914	37%
Grants/AIC Contributions	6,010	329,000	2%	21,800	7%
Pubs Fulfillment / COGS	70,628	510,464	14%	135,164	37%
Building Management	98,954	284,700	35%	109,469	29%
Mortgage Interest	207,137	627,000	33%	185,871	31%
Software Licenses/Subs	90,902	498,869	18%	65,130	16%
Depreciation	375,480	1,417,100	26%	295,174	27%
Bank Sevice Fees	189,134	517,086	37%	179,007	39%
Insurance	7,216	134,900	5%	4,654	3%
Taxes	123,716	248,750	50%	116,913	47%
Other	101,178	681,112	15%	95,186	16%
Total Expenses	**5,789,983**	**21,383,794**	**27%**	**5,196,608**	**27%**

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Major line-item expenses with significant variances (greater than 10% above or below the average 33% of annual expense as of April) are addressed as follows:

- **Travel** expenses are reported throughout the organization. Member travel for activities such as liaison and governance, while staff travel for conferences. Though travel activities continue to increase compared to COVID years, it is typical for travel expenses to initially be lower than budget.
- **Event Specific** expenses support the various events of the organization, which are mainly in-person conferences. These expenses are anticipated to fall in line with budget as more events occur during the year.
- **Royalties** are paid to authors of certain AILA publications, and this expense follows publication sales activity. These expenses are expected to fall in line with budget as the majority of publication sales are received during the year.
- **AIC Contributions** are low through the year, with the largest portion of the annual contribution to AIC processed during December of each year. This view shows the AIC Support activity without staffing costs.
- **Publications Fulfillment** expenses relate to the cost of goods sold (COGS) and the distribution of those orders. Given that lower than average sales revenue through April, the cost of fulfilling these sales orders was lower than average.
- **Software License/Subscription** expenses typically are invoiced through an annual fee, with most license/subscription renewals occurring later in the year.
- **Insurance** policies are renewed annually, with the majority of policies renewed in July.
- **Taxes** are related to real property taxes on the building and paid twice a year. The second payment will be incurred in September, and it is anticipated for this line to align with the budget at year end.
- **Other** expenses are typically lower than average at the beginning of the year as similarly reflected in the 2023 year-to-date results.

Net operating results as of April were favorable overall compared to the annual budget as well as prior year-to-date results. With only 33% of the year reported, AILA management will continue to focus on the key operating drivers of membership, conferences, and publication sales to achieve annual budget goals.

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Statement of Financial Position

Assets

AILA's assets as of April 30, 2024, totaled $35.2 million and was $0.2 million less than total assets one year ago.

Cash and equivalents were $7.2 million and $1.8 million less than April 2023. The reduction in cash over the past year was driven by the increase in the AIC intercompany receivable along with the planned operating loss in 2023.

Accounts Receivable was $0.8 million as of April and $0.1 million greater than the prior year. Overall, AILA accounts receivable is mainly member's use of membership dues payment plans. As a separate line item, the AIC intercompany receivable was significantly larger than in the prior year, and AIC scheduled a payment of $375,000 to reduce this balance in early May. Additional planned payments will significantly lower the intercompany balance before year-end.

Fixed assets include headquarters building/land, along with furniture, software, and equipment assets. As of April 2024, fixed assets were $19.3 million, which was $0.1 million lower than last year. Fixed assets are increased by purchases and decreased by depreciation. Over the last 12 months, there has been $1.0 million in fixed asset purchases that mostly related to the AILA Anywhere technology project. During the same time, depreciation of the existing building, furniture, and equipment decreased the value of fixed assets by $1.1 million. The building specifically incurred $0.4 million in depreciation over the last 12 months.

Investments were $5.6 million, which was an increase of $0.5 million compared to the portfolio value as of April 2023. With no additions or withdrawals to the portfolio, this increase reflects the return on investment from the portfolio during the past 12 months. The AILA Investment Committee monitors the portfolio through quarterly review meetings with our investment advisor, and performance has successfully aligned with the broader market benchmarks.

Liabilities

Total liabilities of $16.7 million were $0.2 million lower than last April. The mortgage bond was reduced by $0.5 million by a scheduled principal payment made in June 2023. At the same time, deferred revenue increased by $0.2 million. Deferred revenue is mainly membership dues and AILALink subscriptions received, in which AILA has not yet provided services. As an example, a membership payment is divided into 12 months and recognized as revenue in 12 equal monthly amounts during the membership year. Essentially, an increase in deferred revenue means that there will be a larger amount of revenue to be recognized in the future.

The liability for the valuation of the interest rate swap agreement on our building mortgage marginally decreased from a year ago. The swap position has typically been reported as a liability but was truly an asset as of April 2024. The bank would owe AILA $0.1 million if the building were sold, and the swap agreement terminated.

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Net Assets

Net assets were reported in two subcategories. The first reflects current year-to-date net results of a $1.5 million gain as of April 30, 2024, which was only $0.1 million less than year-to-date results as of April 30, 2023.

The second subcategory is retained earnings or accumulated net assets from prior years. Prior year net assets were $17.0 million at the end of 2023 compared to $16.9 million at the end of 2022. The difference was a $0.1 million increase in total net assets due to 2023 annual results, including operations along with non-operating activity (including investments and the swap valuation).

Given these two categories, total net assets were $35.8 million as of April 30, 2024, and April 30, 2023.

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American Immigration Lawyers Association
Statement of Financial Position

	4/30/2024	4/30/2023
Assets		
Cash & Equivalents	$7,210,314	$9,011,013
Fixed Assets		
Land	6,316,372	6,316,372
Building and Bldg Improvements	9,954,032	10,377,608
Furniture & Equipment	2,986,040	2,727,968
Total Fixed Assets	19,256,444	19,421,948
Other Assets		
Accounts Receivable	842,776	707,337
Due from AIC	967,765	-
Inventory	72,759	100,777
Prepaid Expenses	197,005	153,148
Investments	5,647,026	5,086,953
Deferred Compensation	1,018,299	920,815
Total Other Assets	8,745,630	6,969,030
Total Assets	35,212,388	35,401,991
Liabilities and Net Assets		
Liabilities		
Accounts Payable	174,609	119,805
Due to AIC	-	82,252
Accrued Expenses	249,355	244,933
Deferred Revenue	5,156,707	5,034,358
Mortgage Bond	10,180,000	10,630,000
Deferred Compensation Payable	1,018,299	920,815
Valuation of Debt Instruments	(62,018)	(133,404)
Total Liabilities	16,716,952	16,898,759
Net Assets		
Current Year Surplus or (Deficit)	1,483,475	1,608,024
Retained Earnings	17,011,961	16,895,208
Total Net Assets	18,495,436	18,503,232
Total Liabilities & Net Assets	35,212,388	35,401,991

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American Immigration Lawyers Association
Statement of Activities

	YTD 4/30/2024	Annual Budget	% of Budget	YTD 4/30/2023	% of 2023
Revenue					
Dues	2,560,618	7,901,400	32%	2,455,563	32%
Publications					
Print	424,020	2,772,854	15%	633,007	35%
Digital	574,785	1,830,000	31%	551,044	33%
Annual Conference	2,367,463	4,074,395	58%	1,504,370	43%
Other Conferences	725,131	2,083,562	35%	663,875	37%
Practice & Professionalism Center	-	195,160	0%	40,898	41%
Practice Resources	50,355	192,400	26%	100,444	54%
Member Services	-	23,040	0%	-	N/A
Marketing & Creative Services	211,665	906,200	23%	205,648	24%
AIC Support	90,684	-	N/A	121,036	24%
Interest Income & Misc Revenue	75,681	210,000	36%	86,002	33%
Tenant Leasing	93,273	279,835	33%	118,893	33%
Grants	3,750	1,500	250%	-	0%
Total Operating Revenue	**7,177,425**	**20,470,346**	**35%**	**6,480,780**	**35%**
Expense					
Communications	209,062	703,561	30%	202,096	31%
Government Relations	687,983	2,311,049	30%	639,507	29%
Education	86,522	332,236	26%	89,020	30%
Annual Conference	345,719	2,703,561	13%	279,272	14%
Other Conferences	846,180	2,449,297	35%	603,454	28%
Practice & Professionalism Center	210,290	919,120	23%	209,675	25%
Practice Resources	424,838	1,340,766	32%	379,034	30%
Publications	588,793	2,676,831	22%	664,633	32%
Member Services	615,635	2,203,564	28%	518,546	29%
Marketing & Creative Services	482,092	1,687,362	29%	458,189	29%
AIC Support	119,063	402,463	30%	198,470	20%
Leadership	545,761	1,644,431	33%	482,002	29%
Management & General	604,779	1,939,653	31%	449,353	27%
Tenant Leasing	23,266	69,900	33%	23,357	33%
Total Operating Expense	**5,789,983**	**21,383,794**	**27%**	**5,196,608**	**27%**
Operating Net	**1,387,442**	**(913,448)**		**1,284,172**	
Gains/Losses on Investments	96,033			323,852	
Gain/Loss on Value of Swap Hedge	-			-	
Total Net	**1,483,475**			**1,608,024**	

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Board of Governors

Pre-Read Materials for

Updates and Reports:

American Immigration Council Update

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To: AILA Board of Governors
From: Jeremy Robbins, Executive Director, American Immigration Council
Date: June 16, 2024
Re: Updates from the American Immigration Council

As we near November, immigration issues are bigger than ever in our politics. We know that this year's elections will be crucial for immigration policy — up and down the ballot. That's why the Council has spent the past year and a half preparing to face this distinct moment's opportunities and challenges head-on. We are diligently working to challenge unconstitutional laws at all levels of government, demand transparency, support immigration attorneys in their critical work, provide policymakers with concrete solutions to modernize our outdated system, write the playbook on inclusion, and educate the American public.

I am proud of the gains the Council has made with the support and partnership of the AILA community during the first half of this year, especially as we near a pivotal moment for our nation. Provided below are a few key initiatives we will continue to work on this year.

Working to Hold the Government Accountable
As state and federal policies continue to undermine due process in our immigration system, the Council's legal team is working diligently to hold the government to account and demand a fair process.

Challenging Unconstitutional State Laws
The Council is actively challenging the growing trend of states attempting to take immigration enforcement into their own hands.

- **Iowa -** On May 9, the Council's litigation team and co-counsel at the ACLU filed a lawsuit on behalf of Iowa Migrant Movement for Justice challenging Iowa's new criminal reentry and removal law, Senate File 2340. The law attempts to create an independent, punitive state immigration scheme, giving Iowa state officials broad power to arrest, detain, and deport noncitizens in the state who reentered the United States after a previous removal or exclusion. We have filed a motion for a preliminary injunction, asking the court to enjoin the law before it goes into effect on July 1. On June 10, our Deputy Director of Litigation argued in favor of the injunction.
- **Florida -** On May 22, the U.S. District Court for the Southern District of Florida granted our motion for a preliminary injunction blocking Section 10 of Florida's anti-immigrant Senate Bill 1718. That provision made it a crime to transport an immigrant into Florida who may have entered the U.S. without inspection. This law is blatantly unconstitutional and fraught with racial bias, which is why last July, we filed a lawsuit in partnership with the Southern Poverty Law Center, the ACLU, ACLU of Florida, and Americans for Immigrant Justice challenging it on behalf of several individuals and the Farmworker Association of Florida.

Compelling Records on the FERM Program
On April 5, the Council and AILA filed a FOIA lawsuit to compel DHS to disclose information about the implementation of the Families Expedited Removal Management (FERM) program. Under the program, launched in May 2023, ICE places heads of households of certain asylum-seeking families under surveillance and curfew. ICE claims the program helps ensure families appear for their interviews, but attorneys and advocates working with enrolled families have reported that the process moves far too

AILA Doc. No. 99900686. (Posted 6/11/24)

quickly, and that ICE seeks to remove families without an opportunity to have their claims assessed by an immigration judge.

Pressing for Policy Changes on Visa Denials
In March, the Council and AILA submitted an amicus brief to the Supreme Court in a case, U.S. Department of State v. Muñoz, involving the denial of a visa to a spouse of a U.S. citizen due to purported gang affiliation based on the spouse's tattoos. The case is critical given the government's longstanding position that it has the authority to refuse visas without judicial review. While we hope for a favorable decision from the Supreme Court, we are raising awareness about the arbitrary, discriminatory, and non-reviewable nature of visa denials by the U.S. Department of State to press and advocating for future policy changes.

Supporting the AILA community
The Council continues to work to support and resource the AILA community by providing extensive legal education and technical assistance through our practice advisories.

- Practice Alert: Padilla v. ICE and Delays in Credible Fear Interviews explains the scope of a class settlement agreement that provides protections for detained asylum seekers who face prolonged delays before receiving their credible fear interviews. The alert describes who falls within the class, what benefits they must receive under the agreement, and what attorneys should do if the government is not meeting its obligations under the agreement.
- Litigation for Business Immigration Practitioners has information practitioners need to assess whether filing suit in federal court is the right option for challenging an employment-based immigrant visa petition denial, including:
    - Factors to consider before filing suit, such as the strength of the administrative record and whether the preconditions for an Administrative Procedure Act cause of action have been met.
    - The components of a complaint and issues to consider, such as whether the court has jurisdiction, where to file, who the parties should be, what causes of action could be asserted, what remedies may be available, and what standards a federal court will apply in reviewing the agency's decision.
- Common Tools of Statutory Construction for Criminal Removal Grounds describes some of the common tools of statutory construction to assist practitioners in advocating for narrow definitions of generic criminal removal grounds before the Board of Immigration Appeals (BIA) and the U.S. courts of appeals.

Research
At a moment when anti-immigrant rhetoric, misinformation, and disinformation are ramping up, the Council continues to its work to ground the immigration debate in facts and sound analysis through our sophisticated data analysis and data science.

Highlighting Naturalization-Eligible Immigrants
In January, we published a naturalization fact sheet and accompanying blog post highlighting naturalization rates, key immigrant demographics eligible for naturalization, and their potential electoral power. **Nearly a quarter of immigrants eligible to naturalize** nationwide, or 7.4 million immigrants, have not yet done so. We released the data well before November to help encourage more immigrants to become naturalized citizens and have their voices heard. The Congressional Hispanic Caucus invited us to present the key findings from this factsheet and talk about our policy and state and local work in this field.

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Mapping the Impact of Immigrants
At the beginning of June, we released our new state-level updates for the Map the Impact tool. Map the Impact continues to be one of our most cited research products from a New York City Comptroller's Office report about the benefits of welcoming migrants, to its use by advocates in North Carolina to fight against a bill that would force sheriffs to comply with Immigration and Customs Enforcement.

Expanding our J-1 Work
Last year, the Council secured a new designation from the State Department for our J-1 Exchange Program allowing us to sponsor STEM researchers. This allows us to sponsor these researchers under the Research Scholar category, a significant expansion of our J-1 visa sponsorship services. We are proud to have already sponsored our first cohort of research scholars through this new designation.

To support the growth of this program, we have also implemented a robust new case management system. This system integrates several key functionalities:

- Sponsor Portal: Allows our partner organizations to seamlessly draft and submit DS-7002 (Training Plans) directly within the platform, streamlining the application process.
- Custom Dashboards: Provides our team and partners with tailored data visualizations and analytics to enhance program oversight and decision-making.

We are actively engaged with AILA at both the national and local chapter levels, ensuring the wider AILA community is well-informed about our new J-1 research scholar designation, as well as our Internship and Trainee programs. This engagement highlights the support services we offer to our partners and participants.

Looking ahead, we are confident that these enhancements to our J-1 Exchange Visitor Program will enable us to expand opportunities for STEM researchers from around the world while delivering a best-in-class experience for our partners and program participants.

Partnership with AILA
The Council remains deeply committed to our work with AILA, and we are in close collaboration on policy, advocacy, litigation, research, communications, and many other fronts. We're jointly exploring projects and are advocating for common goals such as the expansion of work permits and reducing backlogs and processing times. The Council also invests deeply in producing timely research, toolkits, and practice advisories to help AILA attorneys in their practice. We look forward to continuing and deepening our engagement in support of your practice.

Sincerely,
Jeremy

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Board of Governors

Pre-Read Materials for

Discussion Items:

Governance Committee's

BOG Training Recommendations

GOVERNANCE COMMITTEE'S

RECOMMENDED TRAINING PLAN FOR BOARD EDUCATION & DEVELOPMENT

Background: The AILA Board of Governors in January 2024 voted to create a suite of education and development sessions to respond to the recommendation of the Diversity, Equity, and Inclusion assessment and to address concerns about the culture of leadership in the association.

In addition to onboarding training at the outset of the Board year, Drake Strategy Partners recommended extensive additional training for BOG members around navigating conflict and building institutional equity. Drake Strategy Partners recommends that the BOG spend a minimum of four hours on these topics during in-person BOG meetings over the course of the BOG year. This would represent more than 50% of the time allotted for each BOG meeting during the year. The estimated total cost to the association for this training would be $72,550 - $97,550. This expense is not currently budgeted and would need to be approved by the BOG.

Because the amount of time and money for the proposed training is significant and because the BOG composition changes substantially each year, thus requiring that training be repeated for new BOG members at additional time and expense in future years to maintain the benefits of the training, the Governance Committee does not recommend full implementation of the proposed plan at this time. We have instead developed a modified training plan as described below. We recommend that the BOG review and discuss both the Drake Strategy Partners plan and the proposal below. That feedback can then be returned to the Governance Committee for further development of a finalized plan.

ONBOARDING BOARD OF GOVERNORS (BOG) TRAINING – ALL BOG MEMBERS

All BOG members will receive education and training at the start of the board year that will familiarize them with the policies and practices of the BOG. Onboarding will be introduced as one piece of an evolving organizational culture that prioritizes improving communication, collaboration, and conflict management. The training will emphasize the role of BOG members in shaping AILA's culture. This training will be mandatory for all board members, including those who have previously served. For new members, this training will be foundational; for returning BOG members, it will be an intentional reset to communicate expectations and responsibilities. The Onboarding Training will consist of two components:

1. **BOG Expectations Session**: to include an overview of the history of AILA; current strategic and annual plans; financial and revenue stream data; roles and responsibilities of board members; expectations for attendance, behavior, and governance; and an overview of the board's calendar. This session will cover fiduciary duty, conflicts of interest, the Board Service Guidelines; the Board Values & Commitment Statement; the Civility Code; Attendance Guidelines; and Reimbursement Policy.

   Method of implementation: Recommended 120-minute Zoom training to be recorded for the benefit of those who cannot attend in person. Internally developed curriculum

offered by the Governance Committee, BOG leadership, and Governance staff with support from Drake Strategy Partners.

2. **Governance and Leadership Session**: to include an overview of AILA's governance structure, including Ex Comm, BOG, Committees, and Taskforces; AILA's bylaws and governing nonprofit law; skills for participating in meetings such as how to suggest topics for meeting agendas and use of Robert's Rules of Order; and skills to be used in communicating with the membership as leaders and ambassadors for the organization.

   Method of implementation: Recommended 120-minute Zoom training to be recorded for the benefit of those who cannot attend in person. Internally developed curriculum offered by the Governance Committee, BOG leadership, and Governance staff with support from Drake Strategy Partners.

NAVIGATING CONFLICT – ALL BOG MEMBERS

All BOG members will participate in this training for the purpose of developing shared language relating to conflict styles, skills-building sessions to include strategies for developing nonviolent and/or compassionate communication skills within interpersonal and group contexts; offering, receiving, and integrating feedback; and resolving issues with respect and care. Emphasis will be placed on building the knowledge and skills necessary to work together with civility and respect and govern the association in ways that align with its values and goals.

- *Method of implementation*: 4-hour in-person training offered by Nicole Bauman, the facilitator recommended by Drake Strategy Partners. The estimated cost of this was $6550 but could be higher depending on where the training is held as all travel costs for the facilitator would be billed separately. We recommend that the curriculum for this session be designed to include, **but not be limited to**, particular areas of conflict present in the BOG such as concerns around antisemitism and Islamophobia. We can explore cost and availability of additional online offerings to be made available to BOG members who seek additional training in this area.

We further recommend that all BOG members be encouraged to complete AILA's 21-Day Racial Equity Invitation. This is a free resource developed by the AILA DEI Committee that is available to all members through the AILA website. The online syllabus for this course includes "bonus material" for extra reading and engagement. The resources include reading, videos, podcasts, music, and more.

SYSTEMIC RACISM AND ANTI-BIAS TRAINING – AVAILABLE TO UP TO 40 MEMBERS OF THE BOG

As noted above, Drake Strategy Partners made additional recommendations for BOG training around building institutional equity within AILA. This would include developing a framework for understanding systemic oppressions; and skills-building sessions to help participants identify practices and behaviors that uphold systems that adversely affect marginalized groups and aid them in applying an equity framework to AILA. While the Governance Committee strongly agrees that these training goals are worthy of pursuit for all BOG members, we question whether the investment of time and finances will result in meaningful change considering the extremely high turnover rate of

BOG leadership each year. We propose instead mandating this training for a smaller section of the BOG that can then better lead by example and with heightened sensitivity in building the culture of mutual respect, inclusiveness, and civility we want for our organization. We can also explore offering optional online training around systemic racism and implicit bias for other interested BOG members in the near term. If/when the Board is restructured to offer greater stability of composition and less turnover, we recommend that AILA then explore pursuing more extensive, mandatory training for all BOG members in these areas. For now, we propose the following training for a smaller group of up to 40 members of the BOG:

1. **Introduction to Systemic Racism**: Drake Strategy Partners recommends a facilitator called Crossroads for this. The training can be completed remotely over 4-6 hours at an estimated cost of $10,000 - $20,000.

2. **Anti-Bias Training**: Drake Strategy Partners recommends training offered through The Management Center title Managing for Racial Equity, Inclusion and Result. It looks like the cost would be $675 per attendee. The course can be pursued as four 3-hour sessions over 1-2 weeks. Alternatively, Drake Strategy Partners can customize this training for AILA at an estimated cost of $15,500.

3. **Shared Leadership and Building Strong Teams:** This training will provide education and tips on developing relational agendas, equitable meeting facilitation, co-creating and using Community Agreements, effective decision-making, managing group dynamics, and internal relationship-based organizing that promotes institutional equity. The recommended provider is Kara Bender with Seed & Spiral at an estimate cost of $8500 for three, 2-hour online sessions.

ADDITIONAL INFORMATION AND RECOMMENDATIONS

The Governance Committee would also like to the BOG aware of the following additional points as it considers this draft plan and, hopefully, more expanded additional training for both the BOG and other AILA leaders.

1. Though the BOG's mandate to our committee was limited to developing training resources for BOG members, we recommend that similar training be provided to other AILA leaders as well, including Chapter leaders, Committee and taskforce leaders, list serv moderators, and Interest Group leaders.

2. **This should be only the beginning.** As previously mentioned, what we are proposing here as an initial step is only a small portion of the total training recommended by Drake Strategy Partners. We firmly believe that the BOG (and the broader AILA leadership) can benefit greatly from more comprehensive training and engagement around a host of other issues discussed in more detail in the Drake Strategy Partners report, including consensus building, anti-harassment, power dynamics/mapping, anti-racism, and institutional equity. These efforts will require extensive time and resources and can only be successful if the organization is convinced of the need for this work, and is willing to invest the

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considerable time, money, and genuine energy that will be required to make progress. We believe this work is critical to the successful functioning of AILA and its leadership and we strongly urge the BOG to pursue the additional training described in the Drake Strategy Partners report. Embracing this scope of training will enhance our own capabilities as leaders within AILA **and** will position us as role models of inclusivity and equity within the legal community.

3. We also suggest that the DEI Committee and Drake Strategy Partners work collaboratively to develop a list of additional resources including recordings, written materials, etc. that can be accessed by both AILA leaders and the broader AILA membership that address the themes identified above.

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Board of Governors

Pre-Read Materials for

Discussion Items:

DEI Consultant's BOG Training Recommendations

Board Education & Development Recommendations

The AILA Board of Governors in January 2024 voted to create a suite of education and development sessions to respond to the recommendations in the Diversity, Equity, and Inclusion assessment and to address concerns about the culture of leadership in the association. The Governance Committee has created this document to propose the offerings for the 2024-25 leadership year.

Onboarding for *new* Board of Governors (BOG) members:

New elected directors and chapter chairs will receive education and training that will familiarize them with the policies and practices of the Board of Governors. Onboarding will be introduced as one piece of an evolving organizational culture that prioritizes improving communication, collaboration, and conflict management. The training will emphasize the role of BOG members in shaping AILA's culture. Consider making the offerings mandatory for new members and open/optional to all BOG members.

- **Board of Governors Expectations and Code of Conduct Session:** to include an overview of roles and responsibilities of board members; expectations for attendance, behavior, and governance; and an overview of the board's calendar.

    - Recommended Training & Consultant:
        - 1 hr training
        - Internally developed and offered by the Governance Committee, Board of Governors leadership and the Governance staff with support from Drake Strategy Partners.

- **Governance and Leadership Session:** to include an overview of AILA's governance structure including ExCom, BOG, Committees and Task Forces; and skills for participating in meetings such as introducing legislation and using Robert's Rules of Order.

    - Recommended Training & Consultant:
        - 1 hr training
        - Internally developed and offered by the Governance Committee, Board of Governors leadership and the Governance staff with support from Drake Strategy Partners.

AILA Doc. No. 99900686. (Posted 6/11/24)

Development and Skill Building for *All* Board of Governors members:

Board of Governors members will participate in ongoing education and training to build the knowledge and skills necessary to work together with civility and respect and govern the association in ways that align with its values and goals.

Each recommendation includes estimated pricing for the sessions, but AILA will need to negotiate these contracts with individual organizations and trainers.

General Timing Recommendation: 4 hours of in-person training at each in-person BOG meeting between June 2024 and June 2025 for a total of 16 in-person training hours for all BOG members. Optional continued training for all BOG members: Online up to 12 additional hours focused on Positive Communication and Conflict Resolution Series.

- **Positive Communication and Conflict Resolution Series:** Developing shared language relating to conflict styles, skills-building sessions to include strategies for developing Nonviolent and/or Compassionate Communication (NVC) skills within interpersonal and group contexts; offering, receiving, and integrating feedback; and resolving issues with respect and care.

    - Recommended Training & Consultant:
        - **"Navigating Conflict"** by Nicole Bauman
            - 4 hr in-person training at June 2024 Annual Meeting
            - Estimated Investment for 4 hours in-person training: $6550
            - *If the training(s) are in-person, all travel costs, meals, lodging, and incidental expenses will be billed separately*

        - **Navigating Conflict Series Continued Online**
            - 12 hrs additional online training for up to 40 members quarterly to occur over the course of July 1, 2024 thru June 30, 2025 outside of AILA and BOG meetings (optional)
            - Estimated Investment for Additional 12 hours online training: $31,000
            - Investment includes cost of curriculum design, 12 hours of in-person and virtual facilitation, communication with leaders, travel, and consultants' administrative work related to the sessions

- **Introduction to Institutional Equity Sessions:** Developing a framework for understanding systemic oppressions. Skills-building sessions to help participants identify practices and behaviors that uphold systems that adversely affect marginalized groups and aid them in applying an equity framework to AILA.

AILA Doc. No. 99900686. (Posted 6/11/24)

- Recommended Trainings:
  - **"Introduction to Systemic Racism"** training offered through Crossroads
    - This training can be done either online over the course: 4 - 6 hrs with a cap at 40 people OR
    - In-person for 4 - 8 hours for up to 100 people
      - *Strong recommendation for this to be integrated into the in-person Fall 2024 BOG meeting and conference for the sake of cost because it is the same training cost for 100 people in person as it is for 40 online.*
    - Estimated Investment: $10,000-$20,000 to include cost of curriculum design, in-person and/or virtual facilitation, communication with leaders, travel, and consultants' administrative work related to the sessions
    - *If the training(s) are in-person, all travel costs, meals, lodging, and incidental expenses will be billed separately*

  - **"Introduction to Anti-Semitism"** Training potentially offered through the Jewish Bridge Project
    - 4 hr in-person custom training and development sessions created in partnership with the client on a range of topics tailored to the needs of the organization.
    - Estimated Investment: $15,000 - $30,000
    - *Strong recommendation for this to be integrated into the in-person Winter 2025 BOG meeting and conference*

  - **Development and Education Session TBD based on the needs of the association**
    - *AILA ExCom and other leaders will determine the focus of this session and the experts to deliver the content. Leaders may opt to bring in a previous facilitator for additional development on a previous topic.*
    - *Strong recommendation for this to be integrated into the in-person Summer 2025 BOG meeting and conference*
    - *Estimated Budget: $10,000*
    - *If the training(s) are in-person, all travel costs, meals, lodging, and incidental expenses will be billed separately*

AILA Doc. No. 99900686. (Posted 6/11/24)

Committee and Position Specific Development

AILA members in leadership positions will have access to education and training that will equip them to manage group dynamics; apply AILA's values related to diversity, equity, and inclusion; and effectively advise the BOG on policy. Each training can be attended by a combination of committees, up to 40 people.

Each recommendation includes estimated pricing for the sessions, but AILA will need to negotiate these contracts with individual organizations and trainers.

General Timing Recommendation: 12 to 16 hours of training between June 2024 and June 2025

- **Addressing Implicit Bias in Management and Leadership:** Required for BOG members in positions that select and appoint for committees, task forces, or other leadership posts in AILA. Skills building session(s) on the ways in which assumptions, prejudice, and bias can influence our perceptions of competence, professionalism, and success, and affect relationship and leadership opportunities in our organization.

    - Recommended Trainings:
        - For Managers: Managing for Racial Equity, Inclusion, and Results training offered through The Management Center
            - This course is offered in two formats: a 2-part series (two consecutive, 6-hour days), or a 4-part series (four 3-hour sessions over one or two weeks). Each format includes the same content and activities and frequent short breaks.
        - Alternative:
            - Custom session designed for AILA's leaders to cover similar topics centering the association's specific context. For recommendations, please contact Kara Bender or Drake Strategy Partners.
            - *If the training(s) are in-person, all travel costs, meals, lodging, and incidental expenses will be billed separately*
        - Estimated Investment: $15,500
        - Timing: To be completed after the BOG Training on Introduction to Institutional Racism (see above)

- **Shared Leadership and Building Strong Teams:** Skills-building sessions that provide education and practical tips on developing relational agendas, equitable meeting facilitation, co-creating and using Community Agreements, effective decision-making managing group dynamics, and basic principles of internal, relationship based organizing that promote institutional equity.

AILA Doc. No. 99900686. (Posted 6/11/24)

- Recommended Trainings:
  - **Customized "Equitable Facilitation Series"** offered through Seed & Spiral (Kara Bender)
    - Three, 2 hour session series focused on the topics above
    - This series can be done online or in-person, or as a combination of in-person and online sessions.
    - Estimated Investment: $8,500
      - This investment includes:
        - 6 hrs of online or in-person facilitation with two experienced trainers
        - Development of customized training curriculum
        - 1 pre-meeting with a small group of key stakeholders to contribute to planning and design ahead of training
        - All additional prep time, admin, email communication, workshop materials, etc
        - Compensation for online tech assistant
      - *If the training(s) are in-person, all travel costs, meals, lodging, and incidental expenses will be billed separately*
    - Timing: This can be scheduled for anytime that works well for the committee members who will be taking it.

- **Immersive Equity Skill Building Related to DEI:** For leaders who have completed the all-BOG equity-specific training, an experiential, multi-session offering to examine personal biases, raise self-awareness, build skills for having and managing difficult conversations related to race, ethnicity, gender, sexual orientation, and other aspects of human existence and backgrounds.

  - Recommended Trainings:
    - **Customized "Foundations of Equity Series"** offered through Seed & Spiral (Kara Bender)
    - Three, 2 hour session series focused on the topics above
    - This series can be done online or in-person, or as a combination of in-person and online sessions.
    - Estimated Investment: $8,500
      - This investment includes:
        - 6 hrs of online or in-person facilitation with two experienced trainers
        - Development of customized training curriculum
        - 1 pre-meeting with a small group of key stakeholders to contribute to planning and design ahead of training
        - All additional prep time, admin, email communication,

workshop materials, etc
- Compensation for online tech assistant
- *If the training(s) are in-person, all travel costs, meals, lodging, and incidental expenses will be billed separately*

- Timing: To be completed after the Introduction to Systemic Racism Training at the in-person BOG meetings (see above)

Summary of Recommended Requirements to be met annually:

Total Estimated Investment:

- For AILA to cover the cost of all Board development and education related to our DEI priorities, the estimate is between $105,000 to $130,000 (estimated $52,000 - $65,000 per fiscal year)
- *If the training(s) are in-person, all travel costs, meals, lodging, and incidental expenses will be billed separately and are in addition to the estimated costs listed above.*

Total Estimated Hours of Training:

- All BOG members: 16 hours in person trainings at quarterly in-person BOG meetings
  - Optional: up to 12 hours additional time outside of BOG meetings
- ExCom, Governance, Nominating, Membership, and other Leaders: 6 to 18 hrs of specialized training.

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AMERICAN
IMMIGRATION
LAWYERS
ASSOCIATION

Board of Governors
Pre-Read Materials for

Additional Resources

AILA Board of Governors
Values and Commitment Statement
effective 5.2.2024

Mission-Driven: As board members, we are intentionally guided by AILA's mission statement at all times: To promote justice, advocate for fair and reasonable immigration law and policy, advance the quality of immigration and nationality law and practice, and enhance the professional development of AILA members.

Collegiality: We recognize the best of intentions of all board members, association members, and staff, and maintain an attitude of acceptance, respect, and trust for one another and for all points of view. When someone misspeaks, we extend grace and understanding.

Unity of Purpose and Action: We commit to collective decision-making in service of AILA's mission. Even when we disagree with a board decision reached by the majority, we commit to the success of every board or organizational action and speak with a unified voice. Even when we may choose not to publicly support a decision, we never undermine it.

Constituency of the Whole: We recognize that each board member is elected to serve the entire organization, not a particular chapter, practice type, group, or issue. We work together to understand and represent all groups within AILA.

Candid communication: We engage in respectful and constructive dialogue. We strive to hear and acknowledge the thought and emotion behind each act of communication and to respond with empathy. Even when we disagree, we communicate agreeably and calmly. We encourage and seek a diversity of perspectives before reaching conclusions. We actively listen first, speak second, and encourage the asking of questions. We use board meetings and the board listserv for board business. We engage transparently, bravely, and assuming no malice.

Hard Work: We are respectful of the time commitment we each make to this Board. Accordingly, we show up to all board discussions and meetings well prepared to engage with thoughtful energy having read the meeting materials and all other relevant available resources in advance.

Strategic Vision: We develop strategy and high-level direction for AILA as a whole and empower committees, and staff to carry out the tactical and operational work that supports that strategy.

Ambassadorship: We support, explain, and promote AILA's vision, policies, and decisions. We listen and respond to needs and concerns raised by the membership consistent with our mission and resources. We model and embody these values and commitments in all interactions with one another, and with other AILA members.

Teamwork and Inclusivity: With steadfast integrity, flexibility, and mutual accountability we work as a team to advance AILA's mission. We know that the best way to do this is to welcome and celebrate the entire AILA community in a spirit of learning and engagement. We work to build a culture of inclusivity where all identities and perspectives are considered.

EQUITY: We recognize that as leaders, we have important influence and power within AILA. We take care to use our power responsibly and collectively. We seek and encourage opportunities for meaningful contribution from all board members. We are mindful of ensuring access and support all board members so that they have what they need to succeed as leaders within AILA.

LEADERSHIP CULTIVATION: We actively strive to identify, nurture, and support a diverse group of new leaders for our organization, and to provide the tools and training our board members need to be productive and successful.

GRATITUDE: We are grateful for the time, energy, and talents each of us has uniquely agreed to contribute to AILA and its work.

ACCOUNTABILITY: While acknowledging we are all fallible, we will hold one another accountable to the above values and commitments, and will take responsibility and course correct when we fall short.

AILA Board Service Guidelines

As of June 2024

1. Your Fellow BOG Members

2. Expectations and Requirements
   - Time
   - Expenses
   - Fiduciary Duty
   - Annual Forms
   - Confidentiality
   - Communications
   - Leadership Cultivation

3. What is *Not* Required

4. How to Raise Questions and Concerns

5. How to Request Time and/or Resolutions on BOG Agendas

6. Following Parliamentary Procedure during BOG meetings

7. Resources

8. Roles
   - BOG
   - ExCom
   - Committees
   - Staff

AILA Doc. No. 99900686. (Posted 6/11/24)

- **Who attends board meetings?**
  As of December 2022:
  - 39 Chapter Chairs
  - 22 voting Past Presidents
  - 21 Elected Directors
  - 6 Officers/ExCom
  - 2 New Member Division (NMD) Reps
    = 90 voting members of the BOG + 14 non-voting Emeriti

  Chapter Chairs often serve one-year terms, though a few chapter chairs serve for two or more years. Past Presidents are permitted to remain voting members of the BOG for life, as long as they meet attendance requirements. Emeriti are non-BOG member Past Presidents who have opted to transition to non-voting status, which allows them to continue participating in BOG meetings and engaging on the BOG listserv but with no attendance requirements. Elected Directors serve three-year terms,[1] and the New Member Division Representatives are one-year terms appointed by the President (the NMD Steering Committee Chair and Immediate Past Chair). Officers typically start as Secretary and succeed up one year at a time (Secretary, Treasurer, Second Vice President, First Vice President, and President-Elect) until they are President.

  It is important to remember that a large portion of the BOG are new and may feel at a disadvantage joining a group where many have served together for years. Many Chapter Chairs are also largely dependent on their predecessor to prepare them for what to expect, in addition to AILA's New Board Member Orientation and monthly Chapter Chair calls that are intended to provide ongoing guidance and orientation. Even with these resources, the "hand off" between Chapter Chairs is not always an easy transition. With this and all new board members in mind, sharing background information and context is key to ensuring that everyone is on a level playing field during board discussions that occur in meetings and via email.

  In addition, AILA members are allowed to attend BOG meetings as observers.

- **What is required/expected of AILA board members?**
  - **Time**
    - Prepare for and attend board meetings and remain in good standing by meeting all attendance requirements (varies by role; see AILA's Bylaws for details). Although AILA does not currently have an attendance policy for Chapter Chairs or NMD reps, they are encouraged to attend all meetings.
      - Midwinter (usually late January or early February)
      - Spring (March or April)
      - Annual Conference (June)
      - Fall (September)
      - Ad hoc virtual meetings

[1] Vacancy appointments by BOG, which are rare, are for the remaining time of the three-year term

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The board meetings that take place in conjunction with the Midwinter, Spring, Fall, and Annual Conferences are all in person, unless otherwise determined by the President.

- **Expenses**
  - All board members who meet attendance requirements are eligible for reimbursement of their airfare, train fare, or standard driving mileage rates for one or more meetings, depending on their role and number of meetings attended. Requests for reimbursement may be submitted via the form below after the final BOG meeting of the term, to ensure that attendance requirements have been met.

    BOG Expense Reimbursement Request Form:
    https://app.smartsheet.com/b/form/90ad74ebbec14120a8ff5ba81bd9bde7

- **Fiduciary Duty**
  - Duty of care (stay informed/ask questions – see section 4 below)
  - Duty of loyalty (make decisions based on what is best for AILA National)
  - Duty of obedience (avoid "mission drift"/stay faithful to AILA's mission)

    It is a common misconception that Chapter Chairs' primary loyalty is to their Chapter. While the perspective that they bring/share may be on behalf of their Chapter, Chapter Chairs are bound by the same fiduciary duty as AILA National Officers, Elected Directors, NMD Reps, and Past Presidents. As such, any decisions they make must be for the benefit of AILA National.

    Additional information and resources on expectations of board members can be found on the private BOG page.

- **Confidentiality**
  The board will also occasionally meet in "Executive Session" when there are confidential matters to discuss. Only voting members of the BOG are permitted to participate in Executive Session since, unlike non-voting Emeriti and AILA members, they are bound by fiduciary duty. Further, voting board members should not divulge information shared during Executive Session with anyone who is not a voting member of the AILA National BOG. Communications posted to the BOG listserv are also considered confidential unless designated otherwise and may not be shared outside the BOG list serv.

- **Annual Forms** (completed at the beginning of each term in June)
  - Conflict of Interest
  - Business/Family Relationships
  - Fiduciary Duty Acknowledgement
  - Board Values and Commitment Statement Acknowledgment

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- **Communications with the Media**
  Generally speaking, it is important that all boards speak with "one voice." Your words carry added weight as a board member. As such, the following guidance is intended to help board members navigate that balance.

  - Who is authorized to speak on behalf of AILA?
    - You can find the list of AILA's spokespeople on AILA.org, which includes ExCom, senior and policy staff, and members of the Media Advocacy Committee.

  - What if a member of the media contacts me?
    - You are strongly encouraged to use messaging from AILA resources (press statements, talking points, policy briefs, etc.) when making public statements (social media posts, interviews, etc.) about issues AILA has taken a stance on. You can also touch base with AILA's Communications team via commsteam@aila.org if you have any concerns or questions. AILA provides this level of support to all members – not just members of the BOG.

  - What about speaking in my personal capacity as an immigration lawyer?
    - Even if you intend to speak in your personal capacity as an immigration lawyer, it is likely that members and/or the general public will see you as speaking for AILA. As referenced in the current BOG Job Description, members of the BOG should avoid acting as a spokesperson for the entire Board unless specifically authorized to do so (for example: members of the Media Advocacy Committee are authorized to serve as national spokespeople since they have received extensive media training).

    - As mentioned above, you are strongly encouraged to use messaging from AILA resources (press statements, talking points, policy briefs, etc.) when making public statements (social media posts, interviews, etc.) about issues AILA has taken a stance on.

  - What if I don't know whether AILA has taken a position on the issue I've been asked to comment on, or if I'm asked to sign a letter condemning or endorsing a point of view and am unsure whether doing so will run counter to AILA's position?

    - Whenever you're unsure of whether AILA has a position or of what AILA's position is, it is best to contact the Executive Director, President, or AILA's media team before speaking with the press. This will help to avoid situations where you may express an opinion that contradicts or undermines AILA's position.

  - What if I disagree with AILA's statement, decision, or position?
    - As referenced in the Fiduciary Duty Acknowledgement Form, serving on the BOG does not require public support of a decision, but it does mean refraining from public disapproval of a decision or otherwise undermining the actions of the decision.

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- Any member of the BOG who has a concern about an action, decision, or decision-making process should share those concerns with the Executive Director, Board President, and/or Governance Committee Chair, not with members or the general public.

- **Communications within AILA**
  - The BOG is committed to promoting an environment where all feel empowered to engage candidly, but respectfully. Nothing in this guidance is intended to chill BOG member participation in discussion or debates. However, when communicating with fellow AILA members, board members, and staff, in addition to complying with all AILA policies – including but not limited to the Civility Code and Listserv Guidelines, which you should absolutely familiarize yourself with – consider the following:
    - **Email is best reserved for information and tasks**. Tone is easily misinterpreted in email communications. Put a different way, consider whether the message you are sending would be better shared or received over the phone, and/or whether it can be held for the next National Office Update or board meeting (see #5 below).

    - **Remember that when you send messages to the BOG listserv, you are speaking to 100+ board members and about 15 senior staff, and a large portion of the recipients are in their first and only year on the board.** When making references to what has been done in the past, try to include a thorough explanation or description of the board's past actions (ideally citing a document, such as minutes or a resolution), and check that your facts are accurate before conveying information. Avoid making statements such as, "we've always done it this way" and/or "we've already discussed this before." Every board member has every right to ask questions that have been answered before they were on the board (aka Duty of Care).

    - **If the information you want to share is time-sensitive**, before hitting send check your message for clarity, which will give your fellow board members a better chance of being able to digest and process what you are sharing (instead of skimming a lengthy message and missing key points).
      - Consider whether the BOG listserv is the best medium for your message. If you have a question, see #4 below before sending to the full BOG listserv.
      - Try to put in the subject line whether it is "FYI only" or "action requested." That way your fellow board members can prioritize accordingly, and your message is less likely to get buried in other AILA and non-AILA messages in their inbox.
      - Lead with the "why" (why this information needs to be shared), then the "what" (the information that needs to be shared).

    - Try to keep messages brief.
    - If your email is longer than two paragraphs, try breaking it up into smaller sections.

- **If you are responding to someone else's message**, read your response once more before hitting send and consider the following.
    - Are you sharing new information? If not, per AILA's Listserv Guidelines, consider a direct response versus a reply to all. Messages such as "thanks for the information" or "me, too" are not necessary to be sent to the entire list.
    - Is it defensive and/or will it have a chilling effect on others who share that person's view? Remember, as a deliberative body, we are most effective when we create a welcoming environment where all voices are invited to be heard.
- **If you disagree with an action AILA is taking or want to encourage AILA to take an action it is not taking, consider the best forum in which to raise the issue**.
    - Any BOG member who feels that AILA should change course, whether that means stopping or doing more of something it is currently doing, or starting something that it has not yet done, is encouraged to raise those concerns **within the BOG**. This could be done by communicating with the President, or posting on the BOG list serv, for example. Consistent with our commitment to speak with one voice, it is not appropriate for BOG members to communicate concerns about actions a BOG member believes AILA should or should not be taking with individuals outside the BOG.

- **Leadership cultivation**

It is a common misconception that the Nominating Committee is solely responsible for leadership cultivation. On the contrary, AILA's Nominating Committee is charged with *vetting* and *recommending* members who express interest, and to ensure the overall, ongoing success of the organization and its leadership. However, when it comes to identifying and encouraging people to get more involved and/or express interest in board service, that is *every single board member's job*. And by making the "cultivation" part of leadership a year-round activity – with AILA's DEI Mission Statement front-of-mind – AILA's leadership is ensuring that the organization always has a pipeline of talented members to choose from when the "call for nominations" comes out each year.

From the moment you join the board, please keep your eyes and ears open for potential future leaders at AILA as part of your duty to ensure the overall, ongoing success of the organization – not just now, but well into the future and long after your term ends. In short, start looking for leaders who will build on your work from the beginning! And

when you come across someone that you think should be more deeply involved with AILA in some capacity, please submit their name(s) through the new Leadership Cultivation Submission Form. Anyone submitted to this list will receive personal outreach from AILA's leadership.

- **What is *not* expected of board members?**
  - **Perfection.** You may not always know the best way to navigate the questions and issues that arise during your board service, but that is what your mentor (if requested), the Governance Committee, and staff are there for (see Resources under #7).
    - ***Feeling overwhelmed or overcommitted?*** As a volunteer position, your BOG responsibilities must be juggled with other competing professional and personal responsibilities. Your service to AILA is appreciated and your effectiveness in the role is best reflected when your overall responsibilities are balanced. If you are feeling overwhelmed, stretched too thin or unclear about a responsibility asked or assigned to you, reach out to Kay Ciesla, AILA's Senior Director of Governance and Leadership Strategy (kciesla@aila.org) or your mentor.
  - **Memorization.** You are not expected to memorize everything that AILA National has going on at any given time. That is why you have access to the other resources outlined in #7 below: to ensure the board can be as efficient and effective as possible if/when issues arise.

- **How and when do I raise questions and concerns?**
  As referenced under Resources (see section 7), you are always welcome to send questions and concerns to AILA's Governance Committee Chair and/or Kay Ciesla, AILA's Senior Director of Governance and Leadership Strategy (kciesla@aila.org), who can route your inquiry appropriately as needed.

  You also have the following available to you:
  - For alerting AILA to an issue and/or "what is the status of…"-type questions, you are encouraged to utilize the list of leadership on each committee (chairs, vice chairs, and board members, where applicable). Contacting the board member(s) on the appropriate committee is a great starting point.
  - For inquiries about the status of AILA's goals and priorities, please see the Annual Plan Status Updates.
  - When you have information that you would like to share with others and aren't sure of the best time and method (during next board meeting or National Office Update, via listserv, etc.), you can always start with Kay Ciesla as a first step (kciesla@aila.org), who will be able to let you know if committees or staff already have something in development and may want to add your information to it, and to ensure that the board receives all relevant information at once so they are able to act as AILA's "ambassadors." If staff do not already have something in development, the President will likely encourage you to share the information with the rest of the board via the BOG listserv.

While you can also raise questions and concerns during New Business at BOG meetings, that agenda item is more commonly used for sharing timely news, not to raise discussion or decision items. Items that require thoughtful consideration are best shared with the President and staff in advance so that they can pull together and distribute all available information. This is to ensure that the BOG can have a thoughtful, informed discussion and to ensure all voices and opinions are heard.

- **How do I request time on a BOG agenda and/or propose a resolution?**
  If you have an item you would like to raise during a board meeting, the first step is to submit your item through the request form, which will be reviewed by the Board President and Executive Director. Depending on the nature and timing of your request, the President and/or Executive Director may suggest that you raise the matter under New Business and/or during the next National Office Update.

  If you would like to propose a resolution, it is even more critical that you first contact the Board President and Executive Director, as formal resolutions often require research and/or input from committees and staff to ensure that what is presented to the BOG is thorough and complete.

- **How do I make a motion/make an amendment to someone else's motion/move to a vote/refer to a committee?**

  Here is a quick reference to the most common actions that board members want to make during meetings but may not know or remember how. A broader list can be found in every BOG packet, and on the private BOG page under Resources. All motions require a second except where noted.

  - **To make a motion: "**I move that [*the proposal is approved as presented*]."
  - **To make an amendment to someone else's motion:** "I move to amend the motion by [*changing the effective date to MONTH DAY, YEAR]*."
    - This motion will trigger TWO votes: First, the majority of board members must agree with/vote Aye ("yes") on the amendment. If the amendment passes, the President will then call for a motion to approve the motion *as amended.*
  - **If you think the matter bears more research/a closer look before the board makes a decision:** "I move to refer the matter to committee."
    - Since most resolutions presented to the board come from a committee, it will be returned to that same committee.
  - **To end discussion and move to a vote:** "I move the previous question."
    - Keep in mind that this motion requires that 2/3 of the BOG support it, so staff will likely count the votes to verify it has the appropriate support before immediately moving to a vote on the matter.
  - **To request additional or clarifying information*:** "Point of information….[*are we discussing X or Y motion now?"]*
    - This motion is most commonly used when a board member wants to ensure they fully understand what they are voting on before the vote takes place.
    - This motion does NOT require a second.

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- **To protest a breach of rules or conduct*:** "I rise to a point of order. [*The previous motion did not have a second.]*"
  - This motion does NOT require a second.
- **To object to a motion*: "I object to consideration of this motion**. *[This is a matter for staff/a committee/counsel to determine, not the board."*
  - Keep in mind that this motion requires that 2/3 of the BOG support it, so staff will likely count the votes to verify it has the appropriate support before abandoning the motion.
  - This motion does not require a second.
- **To ask the board to reconsider a hasty action*:** "I move to reconsider the vote on…[*changing the effective date of the resolution]."*
- **To postpone consideration of a motion:** "I move we postpone consideration of this matter until….[*the Midwinter BOG Meeting]."*

*If you want to make one of these motions, Robert's Rules dictates that you may interrupt the speaker to do so because the issue you are raising are inherently time sensitive. For all other motions, you must be recognized by the President first.

- **Resources**
  - Private BOG page (only accessible by current board members), including a dedicated section on Orientation Resources.
  - Governance Committee (current list can be found via the Group Directory here)
  - For questions, AILA Staff: Kay Ciesla, Senior Director of Governance and Leadership Strategy (kciesla@aila.org).
  - For media training requests, contact Belle Woods (bwoods@aila.org), AILA's Senior Associate Director of Communications.
  - The Monthly National Office Update call with AILA staff, typically on the first Thursday of each month at 4:00 pm ET, which is an optional call during which staff provide key updates and field questions from participating board members. Since this is a staff-driven call (not a board meeting), it is completely optional and minutes are not taken.
  - Cohort listservs, such as chapters@lists.aila.org and
  - For Chapter Chairs, questions any and all questions related to Chapter management should be sent to chaptersupport@aila.org.
  - Additional recommendations/reading list:
    - *Seven Measures of Success: What Remarkable Associations Do That Others Don't* published by the American Society of Association Executives (ASAE)
    - *Ten Basic Responsibilities of Nonprofit Boards* published by BoardSource
    - *What Makes High-Performing Boards: Effective Governing Practices in Member-Serving Organizations* by Beth Gazley, Ph.D., and Ashley Bowers

- **Roles**
  - BOG:
    - While much is asked of BOG members, the role is defined to focus on the following activities:
      - Sets strategy/objectives

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        - Oversees/directs mission
        - Approves budget
        - Ensures adequate resources

- ExCom:
    - Performs those functions of the BOG that must be performed prior to the next scheduled meeting of the BOG when the Executive Committee deems it impractical to convene a special BOG meeting. However, ExCom may not take any action inconsistent with prior action taken by the BOG, and must report to the BOG any actions taken by the Committee since the last meeting of the BOG.
        - Example: The BOG set the standard for a potential sale of the building so that if AILA receives an offer between board meetings, AILA can be nimble in its response rather than having to find a day and time when at least 35 board members (quorum[2]) can convene and agree on the terms, during which time the offer may fall through.
- Committees:
    - In partnership with staff, executes the goals/priorities outlined in the Annual Plan and raises issues with the BOG as needed. A list of Committees whose work often intersects with the BOG's work can be found below. All other committees work exclusively with staff to advance the Annual Plan and Policy & Advocacy Priorities approved by the BOG during the annual Midwinter BOG Meeting. A complete list of all AILA committees can be found on AILA.org.
- Staff:
    - In partnership with committees, executes the goals/priorities outlined in the Annual Plan and raises issues via committees, ExCom, and the BOG as needed.

Committee	Committee Role	BOG Role
Bylaws Committee	• Reviews proposed changes to Chapter Bylaws • Proposes changes to AILA National Bylaws as needed	• Voting on changes to Chapter Bylaws (if in conflict with National's Bylaws – otherwise Governance approves) • Voting on amendments to AILA National Bylaws before they are shared with the membership

[2] the minimum number of BOG members that must be present at a meeting to make the proceedings of that meeting valid

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Diversity, Equity & Inclusion Committee	• Charged with promoting full and equal participation of all members in Chapters, committees, and groups; expanding the diversity of access to leadership opportunities; and assuring that the immigration bar reflects the society it serves.	• Voting on any proposed changes to the DEI Mission Statement or other existing policies and procedures related to diversity, equity, and inclusion matters.
Finance Committee	• Monitors budget against expenses to date on a monthly basis. • Escalates concerns to BOG as needed. • Engages and directs AILA's audit firm • Reviews the annual audited financials • Reviews financial conflicts of interest	• Voting on the annual budget • Reviewing budget vs. actual quarterly, to ensure adequate resources to support the approved Annual Plan
Governance Committee	• Reviews the BOG's role and responsibilities, including expectations and evaluating the BOG's performance and effectiveness; • Establishes organizational and governance policies and monitors implementation of each; • Maintains and reviews the National and Chapter Bylaws periodically	• Voting on proposed changes to policies and procedures proposed by the Committee. • Voting on amendments to Chapter Bylaws that do not align with National's Bylaws.
Investment Committee	• Maintaining AILA's Investment Policy • Monitoring compliance of the investment portfolio within the policy; • Monitoring the performance of the portfolio and the investment consultants.	• Voting on proposed revisions to the existing Investment Policy.
Media Advocacy Committee	• Serves as national spokespeople for AILA on their specific areas of expertise; establishes relationships with reporters; contributes to AILA's Think Immigration blog; and provides input for the development of videos offering quick analysis of immigration news and immigration law. The committee also assists in drafting talking points and other educational tools that help AILA members stay current on issues of national importance.	• On an ongoing basis, share/amplify sample messages on social media.

Membership Committee	• Reviewing dues and eligibility waivers; • Carrying out the Association's policies and procedures related to member conduct as defined in Section 2 of AILA's Bylaws; and • Monitoring the Association's membership policies and procedures.	• Per Section 4.1 of AILA's Bylaws, the BOG acts as an appellate body to hear charges brought against Chapter Officers and Members. • Voting on proposed revisions to the Civility Code.

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AILA Past Presidents

As of May 1, 2024

2021-2022: Allen Orr, Washington, DC
2020-2021: Jennifer Minear, Washington, DC
2019-2020: Marketa Lindt, Chicago, IL
2018-19: Anastasia Tonello, New York, NY
2017-18: Annaluisa Padilla, La Habra, CA
2016-17: William A. Stock, Philadelphia, PA
2015-16: Victor D. Nieblas Pradis, City of Industry, CA
2014-15: Leslie A. Holman, Burlington, VT
2013-14: T. Douglas Stump, Oklahoma City, OK
2012-13: Laura Lichter, Denver, CO
2011-12: Eleanor Pelta, Washington, DC
2010-11: David W. Leopold, Cleveland, OH
2009-10: Bernard P. Wolfsdorf, Santa Monica, CA
2008-09: Charles H. Kuck, Atlanta, GA
2007-08: Kathleen Campbell Walker, El Paso, TX
2006-07: Carlina Tapia-Ruano, Chicago, IL
2005-06: Deborah J. Notkin, New York, NY
2004-05: Paul L. Zulkie, Chicago, IL
2003-04: Palma R. Yanni, Washington, DC
2002-03: John L. "Jack" Pinnix, Raleigh, NC
2001-02: Steven M. Ladik, Dallas, TX
2000-01: Margaret A. Catillaz, Rochester, NY
1999-00: Steven A. Clark*, Cambridge, MA
1998-99: Jimmy Wu, Seattle, WA
1997-98: Margaret H. McCormick, Chicago, IL
1996-97: Denyse Sabagh, Washington, DC
1995-96: Daryl R. Buffenstein, Atlanta, GA
1994-95: Peter D. Williamson, Houston, TX
1993-94: Hope M. Frye, Novato, CA
1992-93: Ted Ruthizer, New York, NY
1991-92: Howard S. "Sam" Myers III, Minneapolis, MN
1990-91: Edwin R. Rubin, Newark, NJ
1989-90: Polly A. Webber, San Jose, CA
1988-89: H. Ronald Klasko, Philadelphia, PA
1987-88: Ira J. Kurzban, Miami, FL
1986-87: Dale M. Schwartz*, Atlanta, GA

1985-86: Jules E. Coven*, New York, NY
1984-85: Michael N. Weiss, Miami, FL
1983-84: Seymour Rosenberg*, New York, NY
1982-83: Robert E. Juceam, New York, NY
1981-82: Charles C. Foster, Houston, TX
1980-81: Allen E. Kaye*, New York, NY
1979-80: Jonathan Avirom*, New York, NY
1978-79: Steven S. Mukamal*, New York, NY
1977-78: Benjamin Gim*, New York, NY
1976-77: H. Gerald Malmud, New York, NY
1975-76: Stanley Mailman, New York, NY*
1974-75: James J. Orlow*, Philadelphia, PA
1973-74: Edith Lowenstein*, New York, NY
1972-73: Leon Rosen*, New York, NY
1971-72: Esther M. Kaufman*, New York, NY
1970: Leon Wildes*, New York, NY
1969: John S. Manos*, Philadelphia, PA
1968: Elmer Fried*, New York, NY
1967: Isidor Ostroff*, Philadelphia, PA
1966: John J. Barry*, New York, NY
1965: Helen E. Bertas*, Philadelphia, PA
1964: Saul Kies*, New York, NY
1963: Anita Streep*, New York, NY
1962: George Gershenfeld*, Philadelphia, PA
1961: Haskell R. Barst*, New York, NY
1960: Andrew Reiner*, New York, NY
1959: Albert J. Persichetti*, Philadelphia, PA
1958: William B. Rothschild*, New York, NY
1957: Arthur S. Schapira*, New York, NY
1956: Max Weitz*, New York, NY
1955: Jack Wasserman*, Washington, DC
1954: Lena Orlow Ginsburg*, Philadelphia, PA
1953: Edward L. Dubroff*, New York, NY
1952: Filindo B. Masino*, Philadelphia, PA
1951: Gustav Lazarus*, New York, NY
1950: Jacob W. Rozinsky*, New York, NY
1949: Gaspare M. Cusumano*, New York, NY
1947: Joshua S. Koenigsberg*, New York, NY
1948: Abram Orlow*, Philadelphia, PA

** indicates the individual is deceased*

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American Immigration Lawyers Association

Board Meeting Attendance Requirements

As of July 2021

AILA's Bylaws outline the attendance requirements for Elected Directors and Past Presidents:

Section 4, 4.5

Past Presidents

A. To remain a Governor, each past President must attend at least two meetings of the Board in any given Association year (June 1–May 31). For purposes of fulfilling this attendance requirement, the Board meeting held at the Annual Conference of the Association is not counted.

B. If a past President fails to meet the attendance requirement in two consecutive Association years, the past President's membership on the Board expires with the conclusion of the Board meeting at which it is determined that the past President can no longer fulfill the minimum attendance requirement.

C. The Executive Committee may waive the minimum attendance requirement for a past President on the grounds of absence necessitated by Association business or emergent personal circumstances. The Executive Committee's decision may be appealed to the Board of Governors.

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Section 4, 4.6

Elected Directors

A. The 21 Elected Governors serve for terms of three years and are divided equally into three classes, with the term of one class expiring each year.

B. The term of office of an Elected Governor who is absent from three consecutive meetings of the Board expires at the adjournment of the third consecutive missed meeting.

C. Each Elected Governor must attend at least two in-person meetings of the Board during the 12-month period immediately following each Annual Meeting of the Association if the Board meets at least twice during that period. For purposes of fulfilling this attendance requirement, the Board meeting held at the Annual Conference of the Association is not counted. If an Elected Governor is absent from any in-person Board Meeting and it is determined that the Governor can no longer fulfill the minimum two in-person Board meeting requirement prior to the next Annual Meeting of the Association, that director's term of office expires at the adjournment of that missed meeting.

D. Where a missed meeting giving rise to the expiration of an Elected Governor's term occurs more than 100 days prior to the date the term of office would have otherwise expired, the Board may fill the vacancy until the next annual election.

E. Where a missed meeting giving rise to the expiration of an Elected Governor's term occurs 100 or fewer days prior to the date the term of office would have otherwise expired, the Board may not fill the vacancy, which must be filled at the next annual election.

F. An Elected Governor whose term of office expires due to failing to meet the attendance requirements set forth in this Section 4.6 is eligible to be renominated and reelected to the Board of Governors.

G. The Executive Committee may waive the minimum attendance requirements for Elected Governors on the grounds of absence necessitated by Association business or emergent personal circumstances. The decision of the Executive Committee may be appealed to the Board of Governors

AILA Staff will track the attendance of all Board members, including Past Presidents and Elected Directors. If an individual is unable to attend a Board Meeting, it is recommended that they communicate this to AILA as soon as possible.

AILA will ask all Past Presidents and Elected Directors through an attestation to acknowledge the BOG Attendance Requirements and confirm that they have met them. Past Presidents will also be asked to confirm whether they wish to transition to Board Emeritus or not.

To request a waiver form, individuals should contact Kay Ciesla at: kciesla@aila.org

Parliamentary Procedures At-A-Glance

Here are some motions you might make, how to make them, and what to expect of the rules:

To Do This	You Say This	May you interrupt the speaker?	Do you need a second?	Is it debatable?	Can it be amended?	What vote is needed?	Can it be reconsidered?
Adjourn Meeting	"I move that we adjourn"	No	Yes	No	No	Majority	No
Call an intermission	"I move that we recess for…"	No	Yes	No	Yes	Majority	No
Complain about heat, noise, etc.	"I rise to a question of privilege"	Yes	No	No	No	No Vote	No (Usually)
Temporarily suspend consideration of an issue	"I move to table the motion"	No	Yes	No	No	Majority	No
End debate and amendments	"I move the previous question"	No	Yes	No	No	2/3	No, unless vote on question is not yet taken
Postpone discussion for a certain time	"I move to postpone the discussion until…"	No	Yes	Yes	Yes	Majority	Yes
Give closer study of something	"I move to refer the matter to committee"	No	Yes	Yes	Yes	Majority	Yes, unless the committee has already taken up the subject
Amend a motion	"I move to amend the motion by..."	No	Yes	Yes, only if the motion to be amended is debatable	Yes	Majority	Yes
Introduce business	"I move that…"	No	Yes	Yes	Yes	Majority	Yes

The motions listed above are in order of precedence. Below, there is no order:

To Do This	You Say This	May you interrupt the speaker?	Do you need a second ?	Is it debatable?	Can it be amended ?	What vote is needed?	Can it be reconsidered?
Protest breach of rules or conduct	"I rise to a point of order"	Yes	No	No	No	No Vote, except in doubtful cases	No
Vote on ruling of the chair	"I appeal from the chairs decision"	Yes	Yes	Yes	No	Majority *A majority vote in negative needed to reverse ruling of chair*	Yes
Suspend rules temporarily	"I move to suspend the rules so that"	No	Yes	No	No	2/3	No
Avoid considering an improper matter	"I object to consideration of this motion"	Yes	No	No	No	2/3 *A 2/3 vote in negative is needed to prevent consideration of a main motion*	Only if the main question or motion was not, in fact, considered
Verify a voice vote by having members stand	"I call for a division" *or* "Division"	Yes	No	No	No	No Vote	No
Request Information	"Point of information"	Yes	No	No	No	No Vote	No
Take up a matter previously Tabled	"I move to take from the table …"	No	Yes	No	No	Majority	No
Reconsider a hasty action	"I move to reconsider the vote on…"	Yes	Yes	Only if motion to be reconsidered is debatable	No	Majority	No