



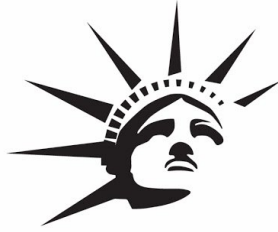
AMERICAN  
IMMIGRATION  
LAWYERS  
ASSOCIATION

# AILA Board of Governors Meeting Materials

## January 18, 2025



# Board of Governors January 18, 2025 Meeting Materials



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**Board of Governors**



**Meeting Agenda**



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## AILA Board of Governors Meeting

Saturday, January 18, 2025  
1:15 pm – 3:15 pm Central Time

1:15pm – 1:25pm	I.	<b>REMARKS OF THE PRESIDENT</b> <i>Kelli Stump, President</i>
1:25pm – 1:35pm	II.	<b>NATIONAL OFFICE UPDATE*</b> <i>Ben Johnson, Executive Director</i>
1:35pm – 1:45pm	III.	<b>AMERICAN IMMIGRATION COUNCIL UPDATE*</b> <i>Jeremy Robbins, Executive Director</i>
1:45pm – 3:00pm	IV.	<b>DECISION ITEMS</b> <ul style="list-style-type: none"><li>• 2025 Annual Plan and Budget* (30 minutes) <i>Ben Johnson, Executive Director</i> <i>Rekha Sharma-Crawford, Treasurer</i> <i>Scott van den Berg, Controller</i></li><li>• 2025 Annual Policy Priorities* (30 minutes) <i>Ben Johnson, Executive Director</i></li><li>• Selection of 2025 Nominating Committee* (15 minutes) <i>Michelle Saenz-Rodriguez, Secretary</i></li></ul>
3:00pm – 3:15pm	V.	<b>NEW BUSINESS</b>
3:15pm	VI.	<b>ADJOURNMENT</b>

*\*Materials provided*

**Board of Governors**



**Pre-Read Materials for  
Updates and Reports:  
National Office Update**



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**MEMORANDUM**

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

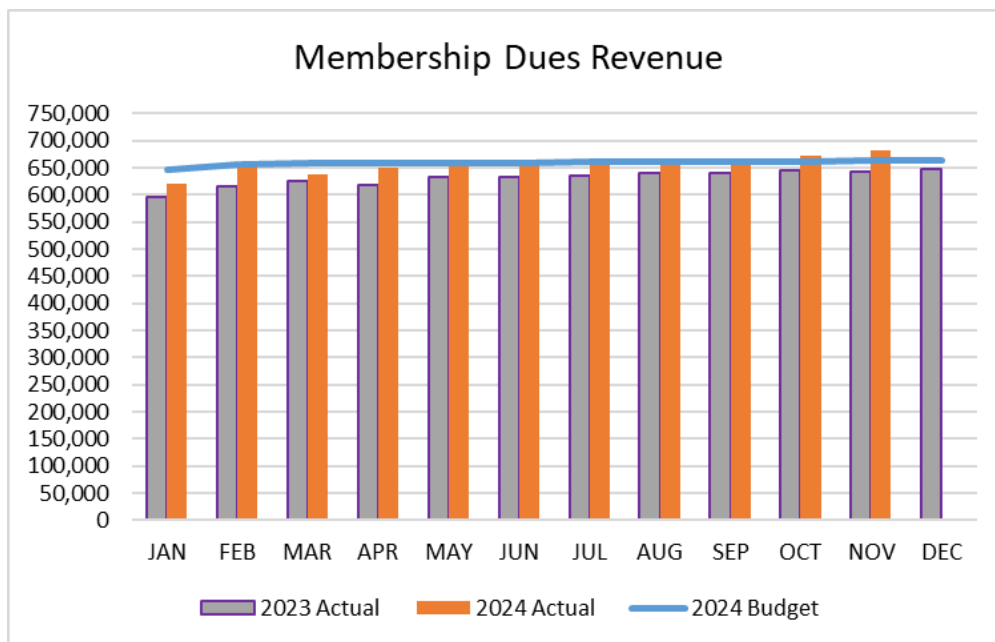
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The following report provides information and analysis of AILA’s financial statements for eleven months of 2024, which represents 92% of the fiscal year.

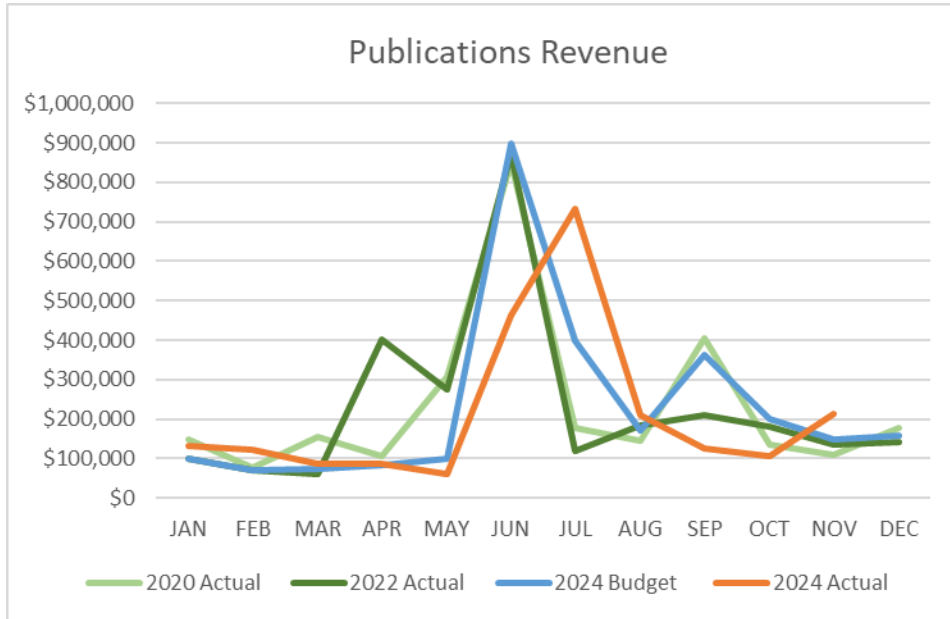
**Operating Analysis**

**Total operating revenues** of \$19.9 million were 97% of the annual budget.

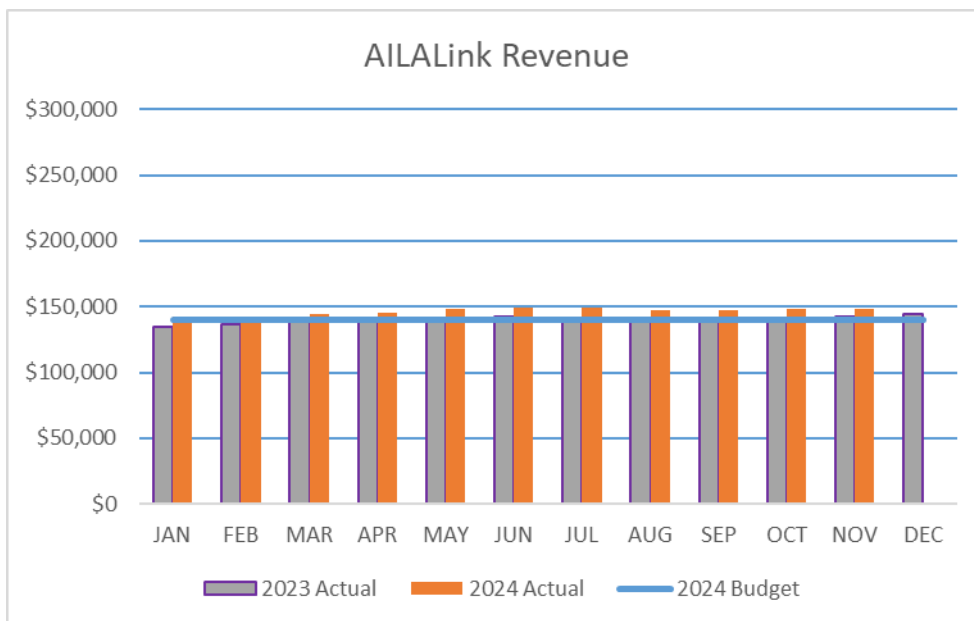
*Membership Dues* reported year-to-date results slightly below budget expectations with 91% of the annual budget realized as of November. Membership decreased at the beginning of the year, but member counts improved towards the end of the year with new process initiatives. As of November, member counts moved into positive overall growth for 2024 and projected revenue is only slightly unfavorable to the annual budget.



*Print Publication Sales* were budgeted to follow 2022 total sales, which was the last year that a new edition of *Kurzban Lawbook* was released. Sales were slower during Fall 2024, which resulted in lower than expected sales as of November 2024. It is projected that sales revenue for print publications will be lower than the annual budget by approximately \$0.3 million.



Digital Publications revenue includes *AILALink* subscription revenue along with content royalties through our relationship with VISALaw. *AILALink* subscription reported at 96% of annual budget as of November, and it is projected for *AILALink* to exceed the 2024 budget by \$0.1 million. The new relationship with VISALaw had a revenue budget of \$150,000 in 2024, and initial results were lower than anticipated. Though lower than budgeted results are projected for 2024, the program has shown signs of continued growth in 2025.



Annual Conference revenue as of November was complete for the year, with 115% of the annual budget target achieved. As mentioned at the Fall Board Meeting, the 2024 Annual Conference experienced the largest number of registrations in AILA's history. The resulting revenue from the program, along with significant cost savings, will ensure that the overall operating budget will be significantly favorable to budget in 2024.

Other Conferences revenue was higher than anticipated with 99% of the annual budget recognized as of November. In-person conferences achieved greater than anticipated revenue from Spring, Fall, and Global Conferences as of November. In addition, online course registrations were almost at annual budgeted levels as of November. Other Conferences revenue is projected to be favorable to budget in 2024.

**Total operating expenses** were 86% of the annual budget after eleven months (92% of the year). The following analysis is for department expenses (as reported within the *Statement of Activities* on page 9) with significant variances from the average expenditure level of 92% as of November:

**Annual Conference** expenses were 71% of the annual budget due to several hotel/event related cost savings. With all vendor invoices paid as of November, the cost savings achieved from the Annual Conference will be a significant factor in the favorable overall net operating results for 2024.

**Practice and Professionalism Center** expenses were 71% of budget due to the cancellation of the Workshop program for 2024. The workshops were budgeted to incur significant expense that offset a similar amount of revenue. For various factors, the Workshop program was not launched with minimal impact to net operating results.

**AIC Support** expenses were 106% of the annual budget, which is due to an unbudgeted process change for 2024. Staffing expenses charged to AIC are now reported within AIC Support, and the exact same amount is reported as revenue from AIC. Both revenue and expense from staffing within this activity were not budgeted, so there is no impact to net results. It is projected for AIC Support to be on budget at year end, excluding the unbudgeted staffing activity.

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**

<b>Natural Account</b>	<b>YTD 11/30/2024</b>	<b>Annual Budget</b>	<b>% of Budget</b>	<b>YTD 11/30/2023</b>	<b>YTD % of YE</b>
Salaries / Benefits	9,382,550	10,325,750	91%	8,581,104	84%
Consulting Services	1,372,902	1,402,519	98%	1,194,404	92%
Travel	442,047	848,975	52%	480,371	79%
Event Specific	1,885,984	2,623,744	72%	1,699,919	86%
Royalties	1,197,906	933,825	128%	580,775	94%
Grants/AIC Contributions	86,007	329,000	26%	44,782	14%
Pubs Fulfillment / COGS	297,794	510,464	58%	318,016	86%
Building Management	269,273	284,700	95%	283,862	76%
Mortgage Interest	552,671	627,000	88%	544,578	91%
Software Licenses/Subs	359,270	498,869	72%	309,459	75%
Depreciation	1,156,195	1,417,100	82%	855,732	78%
Bank Service Fees	500,737	517,086	97%	420,095	93%
Insurance	147,287	134,900	109%	133,967	99%
Taxes	263,332	248,750	106%	249,621	99%
Other	414,839	681,112	61%	507,104	85%
<b>Total Expenses</b>	<b>18,328,795</b>	<b>21,383,794</b>	<b>86%</b>	<b>16,203,788</b>	<b>84%</b>

Major line-item expenses with significant variances (greater than 10% above or below the average 92% of annual expense as of November) are addressed as follows:

- **Travel** includes activities throughout the organization, from Communications to Conferences. Though travel costs have increased from prior years, the level of travel activity had not experienced the rate of growth assumed in the budget. It is anticipated that there will be expense savings from travel in 2024.
- **Event Specific** expenses were mainly within Conferences. Given that Annual Conference expenses were significantly lower than budget, there will be an associated savings from the natural line-item perspective for 2024.
- **Royalty** expenses reported at 128% due to the successfully renegotiated *Kurzban Lawbook* royalty agreement. The new contract requires full expense recognition when the manuscript is accepted instead of incurring the royalty expenses throughout the edition’s two-year sales cycle. This change resulted in greater than budgeted expenses in 2024, but no Kurzban author royalties in 2025 and lower overall author royalties for each new edition.
- **AIC Contributions** were low as expected, with the majority of annual contribution to AIC processed during December of each year. The AIC will be fully paid by December 31. This view shows AIC Support activity without the unbudgeted staffing costs that is reported within the program view.
- **Publications Fulfillment** expenses relate to the cost of goods sold (COGS) and the distribution of those orders. As of November, the invoices related to the cost of printing the *Kurzban Lawbook* had yet to be received. Once these costs are incurred in December, the COGS expenses will be a more accurate reflection of annual expense levels for this program area.
- **Software Licenses/Subscriptions** were 72% of annual budget, with significant technology license renewals to be incurred each December.

- **Insurance** premiums were 109% of budget based on two factors. AILA shares its insurance program with AIC to lower overall costs. Cost sharing is based on allocation methods including the size of operations. The AIC operating budget was smaller in 2024 while AILA’s operations increased; therefore, the allocation of base costs was greater for AILA. In addition, there was an overall 5% increase in premiums due to inflationary pressures.
- **Taxes** mainly are related to real property taxes on the building, and the tax increase in 2024 was greater than anticipated.
- **Other** expenses were lower than average in 2024, with only 61% of the annual budget as of November. With a focus on general cost savings, it is anticipated for there to be budget savings within this category at year end.

Overall, AILA operating results as of November 30, 2024, were \$1.5 million in net income. Significant expense activity occurs every December, illustrated by the change in operating results during 2023 between November and the end of the year.

The final 2023 operating results were net loss of \$0.7 million, which was a drop in net income from operations of \$2.0 million during the final month of the year. Similar levels of net operating activity also occurred in 2022. At this time, it is projected that 2024 results will be favorable to budget with a \$0.3 million net operating loss compared to the budgeted loss of \$0.9 million.

### ***Statement of Financial Position***

The recent *Kurzban Lawbook* royalty agreement provided AILA the opportunity to purchase the intellectual property rights of the *Kurzban* brand, which impacted organizational assets and liabilities. The IP rights, with a price of \$1.8 million, was reported as an asset of the organization and will be amortized over a standard 15-year useful life (amortization is the same concept as depreciation).

The acquisition of *Kurzban* intellectual property was made with extended payment terms through 2029. This is reported as a liability in Long-Term Payables. The asset and liability will only impact the annual operating budget (Statement of Activities) through the amortization of the asset, which will be an annual \$120,000 expense for the next 15 years.

*Assets*

AILA's assets as of November 30, 2024, totaled \$38.7 million, which was \$4.0 million greater than one year ago.

Cash and equivalents were \$7.2 million and \$0.8 million greater than November 2023. A major driver for increased cash was the alignment of AIC intercompany accounts, in which payments were made to reduce the net receivable by \$0.4 million from last November.

Accounts Receivable, excluding amounts due from AIC, was \$0.3 million higher than the prior year. This is mainly from a large federal government purchase order of *AILALink* that had yet to be received as of November 2024 and still within agreed terms.

Fixed Assets are items such as furniture, equipment, software and physical building assets that have a useful life greater than one year. These fixed assets are depreciated over their determined useful life. As of November 2024, AILA had \$18.8 million in fixed assets, which was \$0.8 million lower than November 2023. Over that period of time, the building depreciated \$0.4 million, AILA Anywhere depreciated \$0.8 million, and other software/equipment depreciated \$0.1 million. At the same time, purchases increased fixed assets by \$0.5 million.

Investments were \$6.4 million, which was an increase of \$1.1 million compared to the investment balance as of November 2023. As there have been no additions or withdrawals to investments, the change reflects total net returns within the portfolio during the past 12 months.

The *Kurzban* intellectual property rights are reflected as the net of the \$1.8 million purchase price less accumulated amortization.

*Liabilities*

Liabilities of \$19.2 million were \$3.2 million higher than last November. The major increases in liabilities were the new *Kurzban* payable of \$1.8 million, the change in the AIC payable of \$0.8 million, and greater deferred revenue of \$0.5 million.

The AIC intercompany payable increased by \$0.8 million, but the intercompany accounts should be viewed from the perspective of both the payable and the receivable. The net intercompany balance changed over the past 12 months from a net receivable of \$0.8 million to a net receivable of \$0.5 million as of November 2024. It is anticipated that the net receivable due from AIC will be approximately \$0.1 million, or one month of transactional activity, as of December 31, 2024.

Deferred revenue is an unusual liability. It is revenue that has been received by the organization, but services from the revenue have yet to be fulfilled. The organization must hold this revenue as a liability until services are rendered. For AILA, deferred revenue is created by membership dues, *AILALink* subscriptions, and the recently initiated paralegal

program. The increase in deferred revenue represents an increase in future revenue recognition within these program areas.

*Net Assets*

Net assets were reported in two subcategories. The first reflects current year-to-date net results of a \$2.4 million gain as of November 30, 2024, compared to a \$1.9 million year-to-date gain as of November 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 the \$0.1 million gain in total net assets from 2023 annual results.

Given these two categories, total net assets of \$19.4 million as of November 2024 were \$0.7 million greater than November 2023.

**American Immigration Lawyers Association  
Statement of Financial Position**

	<u>11/30/2024</u>	<u>11/30/2023</u>
<b>Assets</b>		
Cash & Equivalents	\$7,216,853	\$6,449,525
Fixed Assets		
Land	6,316,372	6,316,372
Building and Bldg Improvements	9,671,648	10,130,522
Furniture & Equipment	<u>2,781,585</u>	<u>3,161,230</u>
Total Fixed Assets	18,769,605	19,608,124
Other Assets		
Accounts Receivable	697,196	371,403
Due from AIC	2,198,797	1,708,269
Inventory	170,595	106,955
Prepaid Expenses	460,027	262,708
Investments	6,361,019	5,304,103
Deferred Compensation	1,018,299	920,815
Intangible Asset - Kurzban IP	<u>1,780,000</u>	
Total Other Assets	12,685,933	8,674,253
Total Assets	<u><u>38,672,391</u></u>	<u><u>34,731,902</u></u>
<b>Liabilities and Net Assets</b>		
Liabilities		
Accounts Payable	221,341	197,724
Due to AIC	1,740,644	887,467
Accrued Expenses	313,926	(4,961)
Deferred Revenue	4,487,673	3,937,213
Mortgage Bond	9,710,000	10,180,000
Long-Term Payable - Kurzban IP	1,800,000	
Deferred Compensation Payable	1,018,299	920,815
Valuation of Debt Instruments	<u>(62,018)</u>	<u>(133,404)</u>
Total Liabilities	19,229,865	15,984,854
Net Assets		
Current Year Surplus or (Deficit)	2,430,565	1,851,840
Retained Earnings	<u>17,011,961</u>	<u>16,895,208</u>
Total Net Assets	19,442,526	18,747,048
Total Liabilities & Net Assets	<u><u>38,672,391</u></u>	<u><u>34,731,902</u></u>

**American Immigration Lawyers Association  
Statement of Activities**

	YTD 11/30/2024	Annual Budget	% of Budget	YTD 11/30/2023	% of 2023
<b>Revenue</b>					
Dues	7,225,751	7,901,400	91%	6,926,948	91%
Publications					
Print	2,336,165	2,772,854	84%	1,723,257	95%
Digital	1,612,574	1,830,000	88%	1,541,416	91%
Annual Conference	4,695,278	4,074,395	115%	3,496,738	100%
Other Conferences	2,057,930	2,083,562	99%	1,727,837	96%
Practice & Professionalism Center	-	195,160	0%	100,263	100%
Practice Resources	191,580	192,400	100%	181,778	98%
Member Services	34,604	23,040	150%	-	N/A
Marketing & Creative Services	911,842	906,200	101%	771,757	92%
AIC Support	275,058	-	N/A	453,509	92%
Interest Income & Misc Revenue	219,543	210,000	105%	244,976	93%
Tenant Leasing	256,502	279,835	92%	328,277	92%
Grants	36,764	1,500	2451%	17,869	71%
<b>Total Operating Revenue</b>	<b>19,853,591</b>	<b>20,470,346</b>	<b>97%</b>	<b>17,514,625</b>	<b>94%</b>
<b>Expense</b>					
Communications	615,691	703,561	88%	562,005	85%
Government Relations	1,948,652	2,311,049	84%	1,849,977	84%
Education	288,390	332,236	87%	249,333	83%
Annual Conference	1,911,252	2,703,561	71%	1,948,386	96%
Other Conferences	2,079,650	2,449,297	85%	1,623,693	76%
Practice & Professionalism Center	649,173	919,120	71%	705,665	84%
Practice Resources	1,170,842	1,340,766	87%	1,055,669	85%
Publications	2,563,497	2,676,831	96%	1,837,746	87%
Member Services	1,811,977	2,203,564	82%	1,465,344	81%
Marketing & Creative Services	1,489,848	1,687,362	88%	1,328,539	84%
AIC Support	427,361	402,463	106%	656,838	65%
Leadership	1,513,113	1,644,431	92%	1,430,429	86%
Management & General	1,789,550	1,939,653	92%	1,426,091	86%
Tenant Leasing	69,799	69,900	100%	64,073	92%
<b>Total Operating Expense</b>	<b>18,328,795</b>	<b>21,383,794</b>	<b>86%</b>	<b>16,203,788</b>	<b>84%</b>
<b>Operating Net</b>	<b>1,524,796</b>	<b>(913,448)</b>		<b>1,310,837</b>	
Gains/Losses on Investments	905,769			541,003	
Gain/Loss on Value of Swap Hedge	-			-	
<b>Total Net</b>	<b>2,430,565</b>			<b>1,851,840</b>	

# Membership Report

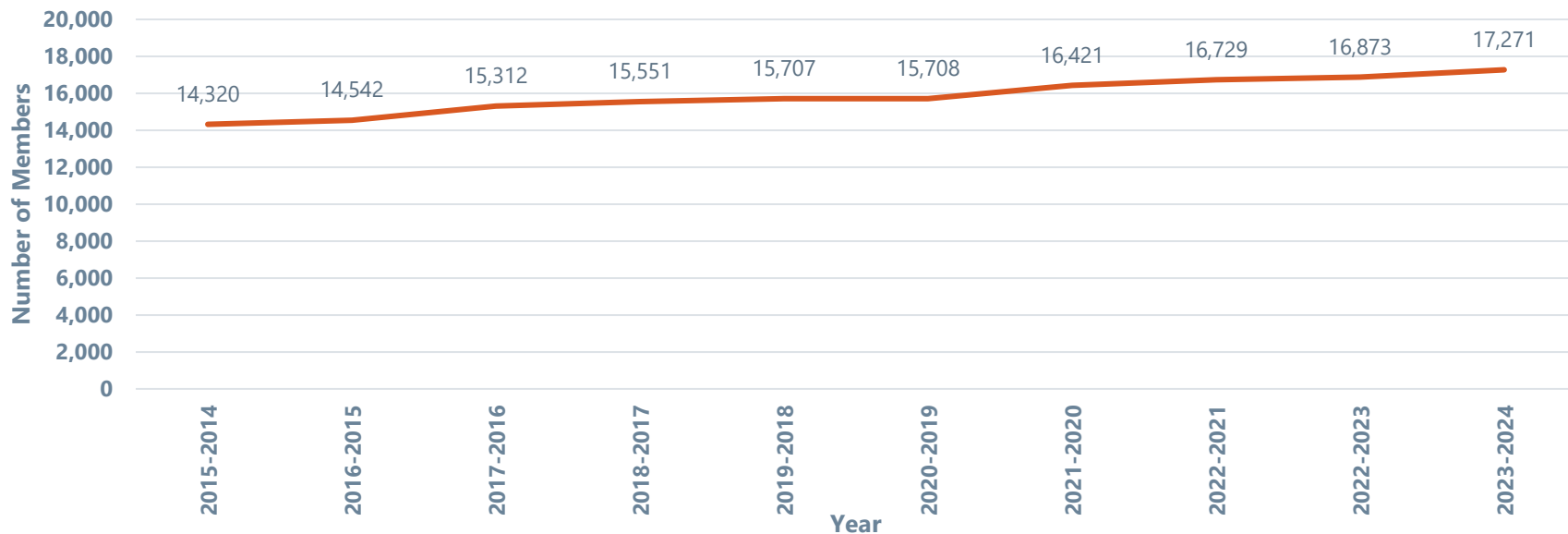
*As of January 8, 2025*

- 17,271 members
- Net annual growth as of December 2024: 2.4%
  - 2024 budget is 1.5% growth
- New members who have joined in 2024: 1,696
  - compared to 1,648 in December 2024
- Retention rate (last 12 months): 81%
  - 2023: 84%
- Law Students: 1,580
  - compared to 1,475 in December 2023
- AAP Signups: 1,216
  - Goal for 2024 = 875

# Membership History

*Excludes Law Student Members (past 10 years' trend)*

## Number of Members in September Excl Student Members (Past 10 Years Trend)





**Board of Governors**



**Pre-Read Materials for  
Updates and Reports:  
American Immigration Council Update**



To: AILA Board of Governors  
From: Jeremy Robbins, Executive Director, American Immigration Council  
Date: January 3, 2025  
Re: Updates from the American Immigration Council

Dear Board of Governors,

As we prepare for the inauguration and what promises to be a challenging four years, our work together continues to be of vital importance. From our litigation and practice advisories, to our real-time state and local legislative tracking and our cutting-edge research, the American Immigration Council stands ready to partner with the AILA community and help equip your practice for obstacles that lie ahead.

While we continue to see the effects of a deeply contentious and divisive election, the Council remains committed to our mission of bringing consistency and clarity: dispelling misinformation with facts in real time, nimbly responding to changing conditions, and strategic planning and coalition building to enable us to meet a wide universe of potential opportunities and challenges.

I am proud of the momentum the Council and AILA have been able to generate together, and the foundation we have laid to confront what comes next. Looking ahead in the new year, I wanted to highlight some of our [biggest achievements](#) from 2024, and how we plan to confront many of the challenges of 2025.

### **Working to Hold the Government Accountable**

In the face of a constantly changing landscape, the Council's legal team is working diligently to hold the government to account and demand a fair process. We continue to challenge unconstitutional policies at both the federal and state level, and win.

- In October, the Ninth Circuit Court of Appeals [largely affirmed](#) a lower court decision in favor of the plaintiffs in our case challenging the government's systematic turnbacks of people seeking asylum at ports of entry along the U.S.-Mexico border. After years of litigation, the circuit held that the government's practice violated the law and upheld most of the district court's injunction providing relief to a class of asylum seekers.
- In September, we successfully [defeated](#) the government's motion to dismiss in a related case challenging the federal government's border-wide policy and practice of turning back asylum seekers without a CBP One appointment at ports of entry along the southern border, thereby denying them access to the U.S. asylum process since 2023.
- In June, the U.S. District Court for the Southern District of Iowa [granted our motion for a preliminary injunction](#) blocking Iowa's new criminal reentry and removal law, Senate File 2340, that was set to go into effect on July 1. The Iowa Attorney General has appealed that order, and the case is now at the Eighth Circuit Court of Appeals. Our team presented oral argument on September 26 seeking to affirm the injunction.
- In May, 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.

Our Transparency team continues to shed light on government practices to ensure accountability.

- In October, we published a [fact sheet](#) on birthright citizenship, which has become a go-to publication for those seeking to understand the topic as the incoming administration threatens to take steps to undermine it.
- In September, we presented at the World Conference on Remedies to Racial and Social Inequality in South Africa, alongside the Black Alliance for Just Immigration (BAJI), on our [2023 report](#) detailing the role that CBP played in quashing peaceful protests for racial justice that took place after the murder of George Floyd in 2020. The invitation to present at the conference reflected the cutting-edge nature of Council's research and analysis on racial justice issues.
- From August to October, we completed summary judgment briefing in our case challenging EOIR search methodology related to its practice of advancing individual hearing dates with limited notice to migrants and their attorneys. The unexpected advancement of the hearing dates continues to occur, and we expect that a better search by EOIR will reveal documents that will help guide immigration attorneys in their representation.
- In March, we published a [web report](#) on the collusion between Border Patrol and local Ohio law enforcement, shedding light on common practices used by local law enforcement to help feed the deportation pipeline. It is a warning for communities about how immigration enforcement agencies can force multiply by using local police, and it advocates for stronger oversight both at the federal and local level.

### **Moving the Needle on the Hill, and Beyond**

We continue to advocate for a modern and just immigration system by educating federal, state, and local policymakers, the business community, and the public on immigration issues with subject matter expertise, fact-based tools, and a nuanced understanding of the issues.

This fall we welcomed Nayna Gupta, the Council's new policy director. Under her leadership, the team is actively developing a strategic plan to confront the challenging public discourse on immigration and the new Republican trifecta in Washington. Nayna spent several years litigating immigration cases in both immigration and federal court and comes to the Council with four years of experience leading legislative and federal advocacy, including a national campaign focused on the harms of deportation.

The Council has become a key voice in highlighting the harms of the incoming administration's plans for mass deportation through the October release of our report, [Mass Deportation: Devastating Costs to America, Its Budget and Economy](#). A collaboration between our Research and Policy teams, the report uses publicly available data, research, and analysis to estimate devastating impact of mass deportation on the U.S. economy, including an estimated **loss of \$1.1 trillion to \$1.7 trillion in U.S. GDP** and a loss of **\$468 billion in federal taxes and \$293 billion in state and local taxes**.

This report has been featured widely in the press in all major news outlets including the [New York Times](#), [Last Week Tonight with John Oliver](#), [Fox News](#), [CBS](#), and [MSNBC](#). The report was also the subject of a well-attended, member-level congressional briefing led by our policy staff and former ICE chief-of-staff Jason Houser.

Beyond the Hill, our State and Local team is providing technical assistance and research to the 22 red, blue, and purple states in our Office of New Americans (ONA) State network. In November, the team held its annual ONA State Network convening in Washington D.C., where the Council's Policy team and the Immigration Hub provided analysis of the election results and its impact on the states. ONA officials also met with senior White House and agency officials to discuss what in-progress work or initiatives can be

accomplished before January 2025, and the best ways for the ONA network to stay connected to career staff during the next administration.

The team continues to prepare for the rapidly shifting policy landscape and published [recommendations](#) for policies in six areas that can be implemented to protect immigrant communities at the state and local levels. Recommendations range from data protection and ONA creation, to limiting cooperation with ICE and funding for immigration legal services. Additionally, the team launched a [state legislation tracker](#) to help partners stay up-to-date with both the pro-immigrant and harmful policies state legislatures will be considering in 2025.

The State and Local team is also working to galvanize business voices across the nation for commonsense policy solutions. In October, the Council sent the Biden administration a letter from more than 100 business leaders spanning the country encouraging them to address work permit backlogs. The letter was organized in partnership with AILA, the Refugee Advocacy Lab, and the Asylum Seekers Advocacy Project. In December, DHS announced a final rule to permanently increase the automatic extension period of certain work permits that are properly renewed from 180 to 540 days, [citing](#) feedback from the business community and marking a major win for the field. The State and Local team will continue to find avenues for the business community to more actively engage on immigration policy at the state and federal levels.

## 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.

### *Debunking myths about immigration and crime*

We published [a factsheet](#) in October showing that as **the immigrant share of the population grew, the crime rate declined**. Using the latest data from recent years, our analysis shows no statistically significant correlation between the immigrant share of the population and the total crime rate in any state. Strong social ties, robust community programs, and healthy economies have long been known to help keep crime rates down. The report emphasizes that by welcoming immigrants, rather than fearing them, communities have already shown that they can further lower their crime rates.

### *Highlighting the expanding role of H-2B workers in the U.S. economy*

In October, we released an [interactive report](#) focused on the rising demand for H-2B workers. The report not only underscored the country's increasing reliance on temporary foreign workers (the number of certified H-2B workers **grew by 46 percent** between 2018 and 2023), but found that the states that have recently pushed anti-immigration laws are among those that most benefit from H-2B. **Texas had the most H-2B workers: 21,800 people in FY 2023**. Meanwhile, **Florida experienced the largest increase** in the number of H-2B workers, **from 10,690 in FY 2018 to 18,384 in FY 2023**. At the county level, Maricopa County in Arizona was among the top counties that requested the most H-2B workers.

### *Highlighting the immigrant roots of our largest companies*

Since we released the first [New American Fortune 500](#) report in 2011, our analysis has consistently found that more than two out of every five Fortune 500 companies were founded by immigrants or their children. This year, the percentage of New American companies has reached a new high: **46 percent of Fortune 500 companies in 2024** were founded by immigrants or the children of immigrants. These New American Fortune 500 companies are clear proof of not only immigrant success and contributions to America but also the extraordinary potential that exists for all Americans in meaningful immigration reform.


**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. As we navigate the new policy landscape, we look forward to continuing to explore joint projects and advocate for common goals such as the expansion of work permits and reducing backlogs and processing times. The Council will continue to invest deeply in producing timely research, toolkits, and practice advisories to help AILA attorneys in their practice.

None of this would be possible without the AILA community's continued support. We have been proud to partner with chapters across the country to deploy our full suite of approaches to advance a fairer, more humane immigration system; inform decision-makers and the public discourse on immigration with facts and sophisticated research; and build a more welcoming, inclusive country from the ground up.

We look forward to continuing and deepening our engagement in support of your practice.

Sincerely,

A handwritten signature in black ink, appearing to be the name 'Jeremy', written in a cursive style.

Jeremy

**Board of Governors**



**Pre-Read Materials for  
Decision Items: 2025 Annual Plan**



## 2025 AILA ANNUAL PLAN

2025 will be a pivotal year for AILA and the immigration law profession. With the incoming Trump administration poised to usher in one of the most restrictive immigration environments in recent history, our focus in 2025 will be on equipping members with the tools, knowledge, and resources they need to be fearless advocates, sustain their practices, and prioritize their well-being in the face of these challenges.

To ensure AILA and its members are fully prepared for the unprecedented changes ahead, we will prioritize addressing the evolving needs of our members while strengthening our governance structure to effectively lead the association through these turbulent times. We are committed to providing the critical resources and information required to navigate this new era, advancing our mission with resilience and determination.

While the challenges are substantial, AILA's commitment to justice, fair immigration policies, and the well-being of our members remains unwavering. By empowering members with essential tools and support, strengthening our advocacy efforts, and ensuring organizational resilience, we will navigate these uncertain times with integrity and purpose.

The 2025 Annual Plan outlines a clear path forward, grounded in our mission to protect the rights and dignity of our clients and communities. Together, we will rise to meet the challenges ahead and continue advancing the practice of immigration law in the face of adversity.

### 1. MEMBER VALUE AND SUCCESS

**Goal: Equip members with the tools, knowledge, and resources they need to be effective, fearless advocates, sustain their practices, and prioritize their well-being.**

· **Key Initiatives:**

- **Coordinate Rapid Response Information Sharing:** Consolidate and maintain the latest legal updates, advocacy tools, practice management resources, and wellness support into continuously updated Key Information Hub/Featured Issue Page.
- **Expand Education and Strategy Sharing:** Revise current offerings to address the latest changes in the administration and develop new education and training (roundtables, seminars, and conferences) focused on emerging challenges in immigration law, creative legal and litigation strategies, resources for running a successful law practice, and member resilience and well-being.
  - Refine 2025 conference topics to address the new administration, with a special focus on building critical legal skills with offerings such as a Federal Court

- Litigation conference and a Hot Topics and Immigration Survival Skills virtual conference.
- Revise the publishing strategy to efficiently update changes in the publications portfolio. Create an easy-to-follow, flow chart-style “roadmap” that provides a suite of recommended publications broken down by both practice type and expertise level. This tool will be especially helpful at AILA’s publications exhibits and as part of new member onboarding.
  - Publish updated versions of both *AILA’s Immigration Litigation Toolbox* and *Litigating Immigration Cases in Federal Court*. These two resources, together with our newest publication, *Trial Skills for Immigration Court*, will provide practical guidance, sample materials, and strategic advice for litigators, both new and seasoned. Publish a new fourth edition of the AILA “Cookbook” that will include several new chapters in addition to updates of all existing content.
  - Increase awareness and adoption of critical AILA resources that are being underutilized such as, *AILA’s Immigration Law Practice and Procedure Manual: A “Cookbook” of Essential Practice Materials*, AILALink, Fastcase, and the *AILA Law Journal*.
  - Plan conferences in various formats and accessible locations with room for growth to accommodate the greatest number of members possible.
- **Enhance Practice Success and the Future of Immigration Law Practice:**
    - Update practice management and ethics resources for handling changes caused by the new administration. Create materials to help members manage the business and ethics dilemmas that arise when drastic changes in the law impact client relationships and business continuity.
    - Publish the 2025 Marketplace Study to enhance practice success by providing an exclusive source of economic, financial, behavioral, and career information to a wider group of members by broadening the mix of questions.
    - Highlight important trends and help our members navigate their future by updating our Future of Immigration Law Practice report, which identifies trends that continue from 2015, trends that lost steam, and trends that will take our profession into the future.
    - Update AILA’s Fundamentals and Launching a Law Practice online courses to build resources for our new members.
    - Offer two new technology online courses in 2025 to help members extend their understanding and knowledge of generative AI in immigration practice.
  - **Expand Networking and Community Support:** Facilitate peer-to-peer networking and information sharing to foster a sense of community and mutual support.
    - Evaluate AILA’s current community structure and consider new opportunities to increase member engagement and foster a sense of belonging among members. The goal is to implement a new community solution by the end of 2025, in view of the 2024 Membership Survey results that identified the importance of community as it relates to retention.
    - Provide opportunities to connect experienced members to mentor new members who were not practicing during the last Trump administration.



- Connect past Chapter Chairs with current ones to share their wisdom.
- Engage Interest Group Leaders to ensure their communities have the support they need.
- Strengthen chapter agency liaisons’ relationships with national agency liaisons to be better informed on what is happening across the country.
- **Support Member Well-being and Mental Health:** Address the emotional toll of practicing immigration law in a restrictive climate.
  - Create wellness programs and activities that include mental health support, stress management resources, and peer counseling.
  - Implement member sharing mechanisms to ensure ongoing support and services that meet evolving needs.
- **Improve Member Retention:**
  - **Improve New Member Experience:** Focusing efforts on member engagement was one of the recommendations outlined in AILA’s 2024 DEI Action Plan. In 2025, new members will be a key focus for AILA’s engagement efforts as we work to strengthen the bond between the association and this important cohort. AILA will develop and implement a robust new member onboarding experience, with a goal of increasing new member retention by 5%, to 55%.
  - **Understand At-Risk Member Needs:** The 2024 Membership Survey found that 20% of respondents stated they were unsure if they would retain their AILA membership. AILA will work to deepen our understanding of the member experience for at-risk members. The findings will drive the development of engagement plans to foster a greater sense of belonging for this cohort. The goal is to increase retention for this group by 5% in 2025.
- **Paid Representation Opportunities:** Collaborate with the American Immigration Council on a potential opportunity to recruit, mobilize, and train eligible AILA members for participation in a federally funded project led by KIND, which will provide paid, direct representation to eligible unaccompanied children.
- **Pro Bono Opportunities:** Review participation in pro bono programs to ensure we are effectively allocating resources and meeting the needs of our members and communities.
- **Enhance Legal Scholarship:** Embed the 2025 *AILA Law Journal* Symposium into the 2025 AILA Spring Conference to increase the visibility and accessibility of this event, with the goal of raising awareness of the *AILA Law Journal* itself as both a platform for AILA members’ scholarship and as a member benefit.

## **2. GOVERNANCE AND LEADERSHIP**

**Goal: Review and refine AILA’s governance structures to ensure AILA remains effective, agile, and responsive, while positioning itself for future success.**

· **Key Initiatives:**

- **Governance Reform Proposal:** Develop a proposal and corresponding communications strategy for approval at the 2025 Spring BOG Meeting.
- **Member Code of Conduct:** Adopt a new Member Code of Conduct by June 2025.
- **Revise AILA’s Bylaws:** Align with AILA’s governance and DEI goals.

- **Streamline CLE Coordination:** Ensure effective resource allocation by defining a coordinated education strategy for enhanced coordination and collaboration between AILA National and the Chapters.

### **3. INFLUENCE AND RELATIONSHIPS**

**Goal: Strategically utilize all available resources to advocate for fair and just immigration policies, while equipping members with the knowledge, tools, and strategies to effectively respond to challenges, and navigate changes in immigration law and policy.**

· **Key Initiatives:**

- **Rapid Response:** Marshal staff, national committees, other leaders, and subject matter experts to monitor, respond to, and propose alternative policy ideas and solutions frames, and as needed, resist and fight against plans that the incoming administration implements. AILA will develop resources to support its members and their clients in understanding and responding to changes in law and policy.
- **Information Sharing:** Share information to maximize AILA members’ awareness of developments in agency practices that are identified through liaison engagement, existing relationships with government actors, and tracking information from members at local and national levels.
- **Leverage Relationships:** Engage with long-standing partners and build new relationships with Congress, stakeholders, and when possible, federal government officials.
  - Leverage congressional relationships to impact proposals affecting immigration, emphasizing the positive impact immigration has on economic growth and overall prosperity.
- **Increase Understanding and Resource Awareness:** Increase visibility of government relations resources that help facilitate member practice and awareness, such as the Trend Tracker, Committee Report a Trend pages, Featured Issue pages, and Client Flyers.
  - Improve AILA members’ understanding that AILA will continue to exercise influence even with a highly adversarial administration and with Congress by better highlighting AILA’s wins in both internal communications and external communications.
  - Assist members in better representing their clients and winning cases by expanding and regularly updating the information that goes into Trend Tracker to represent a broad spectrum of practice issues. Increase visibility of the tool.
  - Design Client flyers to help members be responsive to and retain existing clients, and market to potential clients.
- **Increase Member Engagement:** Encourage members who have a lower interaction and satisfaction rating of AILA to participate in committees by making it easier for members to be involved.
  - Engage with other communities, like New Member Division, family, and removal practitioners, etc., to let them know how to get involved.
- **Expand Litigation:**
  - Work in close partnership with the AILA Benefits Litigation Committee and the American Immigration Council, as well as outside partners, to identify and



**Board of Governors**



**Pre-Read Materials for  
Decision Items: 2025 Annual Budget**

## 2025 Budget - Executive Summary

	Budget 2022	Actual 2022	Budget 2023	Actual 2023	Budget 2024	Projected 2024	Budget 2025	Narrative Ref
<b>Revenue</b>								
Dues	7,085,500	7,247,295	7,488,400	7,573,376	7,901,400	7,880,700	8,030,000	A
Grants	50,000	-	10,000	25,236	1,500	37,000	-	
Annual Conference	3,598,855	3,447,322	3,753,100	3,507,398	4,074,395	4,697,300	4,132,572	B
Other Conferences	2,340,148	1,946,174	1,984,768	1,796,756	2,083,562	2,187,775	2,602,965	B
Practice & Prof Center	-	-	155,000	100,263	195,160	-	29,000	C
Practice Resources	145,000	162,645	187,000	184,778	192,400	201,500	206,800	D
Publications	4,619,541	4,211,682	3,162,600	3,496,116	4,602,854	4,294,600	3,685,407	D
Member Services	-	-	-	-	23,040	42,500	170,165	H
Marketing & Creative Srvc	739,940	891,237	844,500	839,561	906,200	927,000	1,109,000	I
AIC Support	-	166,322	-	494,703	-	275,058	430,340	
Interest Inc and Misc Rev	-	6,553	50,100	263,246	210,000	236,300	205,200	
Tenant Leasing	323,800	400,374	357,175	356,041	279,835	279,835	283,256	E
<b>Total Operating Revenue</b>	<b>18,902,784</b>	<b>18,479,604</b>	<b>17,992,643</b>	<b>18,637,474</b>	<b>20,470,346</b>	<b>21,059,568</b>	<b>20,884,706</b>	
<b>Expense</b>								
Communications	703,490	675,517	693,193	662,155	703,561	701,875	741,216	F
Government Relations	2,273,815	2,104,708	2,345,289	2,200,488	2,311,050	2,234,435	2,397,217	G
Education	297,107	290,206	312,627	298,826	332,236	326,302	347,211	B
Annual Conference	2,577,678	2,153,446	2,295,287	2,023,926	2,703,561	1,982,547	2,495,092	B
Other Conferences	2,071,606	1,927,275	2,136,697	2,144,257	2,449,297	2,487,915	2,817,139	B
Practice & Prof Center	871,811	850,066	830,414	837,059	919,120	743,545	742,198	C
Practice Resources	1,259,910	1,231,742	1,290,308	1,246,374	1,340,765	1,333,221	1,329,801	D
Publications	2,771,173	2,456,741	1,979,076	2,100,392	2,676,832	2,982,154	2,111,441	D
Member Services	1,577,974	1,423,094	2,042,381	1,811,384	2,203,565	2,179,154	2,176,774	H
Marketing & Creative Srvc	1,128,082	1,113,350	1,626,798	1,579,066	1,687,362	1,698,050	1,690,002	I
AIC Support	513,380	877,772	516,047	1,010,798	402,464	678,494	872,450	
Leadership	1,526,087	1,449,928	1,745,401	1,659,653	1,644,431	1,787,668	1,770,717	J
Management & General	1,596,186	1,559,364	1,639,549	1,652,146	1,939,651	2,012,207	2,080,977	K
Tenant Leasing	70,400	69,876	69,900	69,890	69,900	69,900	69,900	
<b>Total Operating Expense</b>	<b>19,238,697</b>	<b>18,183,085</b>	<b>19,522,967</b>	<b>19,296,413</b>	<b>21,383,794</b>	<b>21,217,467</b>	<b>21,642,135</b>	
<b>Total Operations Net</b>	<b>(335,913)</b>	<b>296,519</b>	<b>(1,530,324)</b>	<b>(658,939)</b>	<b>(913,448)</b>	<b>(157,899)</b>	<b>(757,430)</b>	

## AILA Operations 2025 Budget Narrative

### A – Membership Dues

The AILA Bylaws require a dues increase be considered every two years. The last dues increase was implemented January 2023, and implementing a dues increase in January 2025 required the Board to consider the topic at the Fall 2024 meeting. It was decided that a dues increase was not prudent until we had an opportunity to review and understand the results from the latest member survey.

With the recent hiring of a dedicated Membership Director to focus on the membership experience, member counts began to improve towards the end of the 2024. For the 2025 budget, membership growth of 1.5% is assumed with no dues rate changes.

### B – Education & Conferences

The 2025 Annual Conference, located in Denver, will be a hybrid event budgeted at 1,106 virtual and 1,928 in-person attendees for total budgeted attendance of 3,034 based on the following historical trends:

Annual Conference	Orlando			NYC (75th Anniversary)			Orlando			Chicago			Denver		
	Virtual 2019	Virtual 2020	Virtual 2021	Virtual 2022	In-Person 2022	Total 2022	Virtual 2023	In-Person 2023	Total 2023	Virtual 2024	In-Person 2024	Total 2024	Virtual 2025	In-Person 2025	Total 2025
Total Count	3,149	2,589	2,591	1,235	2,352	3,587	1,061	2,196	3,257	1,024	2,901	3,925	1,106	1,928	3,034

Annual Conference registration fees will increase 5% for in-person. Webcast pricing was adjusted to align with a target of 80% of the in-person rate. Due to significant increases in operational costs, we conducted a pricing review for conferences and implemented necessary adjustments to ensure we can continue delivering our services in a sustainable and high-quality manner. Annual Conference recordings will continue to be free for both in-person and virtual attendees. Budgeted net results for the 2025 Annual Conference *prior to staff salaries and administrative overhead* as compared to prior years is as follows:

	Orlando			NYC	Orlando	Chicago	Denver
	Virtual 2019	Virtual 2020	Virtual 2021	2022	2023	2024	2025
Net Revenue	1,457,807	862,642	1,306,071	1,739,070	1,922,487	3,165,855	2,137,740

Educational and Other Conferences will continue to be programmed utilizing various delivery formats. In 2025, there are 9 in-person events scheduled (6 hybrid, 2 in-person, and 1 virtual). There will be 21 online course offerings (18 fee-based) including 2 new courses on AI in 2025. It is important to note that the free recorded seminars provided as part of the 2021 dues restructuring program will continue in 2025.

### C – Practice & Professionalism Center

The PPC provides ethics guidance and management advisory services to members to help improve their practices and the delivery of legal services to their clients. This includes specific ethics education materials, and marketing materials to help members build a flow of clients to sustain their practice. In 2025, these efforts will include developing unique resources that focus on the specific business needs of immigration law firms.

### D – Publications & Practice Resources

The 19<sup>th</sup> edition of *Kurzban's Immigration Law Sourcebook* was released in November 2024. Kurzban sales for 2025 are budgeted to follow 2023 sales, in which a new edition was released immediately prior to the beginning of the fiscal year.

Projected publication revenue also includes new releases and updated editions planned in the areas of litigation (several titles), an updated toolbox resource for paralegals, a new fourth edition of the AILA "Cookbook" and, as always, newly updated editions of both the INA and the CFR, as well as the two annual conference handbooks: *Immigration Practice Pointers* and *Navigating the Fundamentals of Immigration Law*. Two new editions of the AILA Law Journal are also scheduled to publish in late 2024, and the Second Annual AILA Law Journal Symposium, on the topic of ethics and immigration law, will take place as part of the 2025 AILA Spring CLE Conference and Webcast.

Digital publications revenue includes AILALink subscriptions and content royalties. AILALink subscriptions are budgeted to grow by 2% in 2025 with no rate increases. Content royalties from the AILA relationship with VISALaw are planned to increase from 2024 projected results.

The decrease in print publication expenses for 2025 is driven by Kurzban activities. Lower sales in the second year of an edition correlates to lower production costs for the print books including typesetting, printing, and fulfillment. In addition, royalty costs for the Kurzban Lawbook have changed recently. Author fees for the 19<sup>th</sup> edition were paid in full during 2024 so there will be no royalty expense in 2025. This structural change reduced overall costs for the edition over the two-year sales cycle.

Practice Resources revenue relates to advertising sales on the AILA website and AILA8. Expenses include the cost of supporting ongoing content delivery. The Practice Resources expense budget also reflects a continued partnership with Fastcase to provide every AILA member with complimentary access to a comprehensive legal research database of federal case law and Board of Immigration Appeals precedent decisions.

### **E – Tenant Leasing**

Rental income is derived from the lease agreement with the American Immigration Council.

### **F – Communications**

The 2025 budget provides resources for proactive reporter outreach, distribution of press statements, targeted press tele-briefings, media training for AILA Chapters, joint activities with coalition partners, and a variety of traditional and digital media tools and platforms, all with the goal of enhancing AILA and its membership as the leading experts on immigration law. In 2025, AILA Comms will continue to grow AILA's social media footprint and the blog readership and reach.

### **G – Government Relations**

AILA will continue its core government relations functions: practice assistance and guidance, legislative and administrative agency policy advocacy, member engagement on advocacy and grassroots, high impact litigation assistance, and to the extent feasible, liaison with government agencies.

The 2025 budget reflects the election of President Trump and Republican control of Congress, which puts AILA in a defensive posture to fight against policies and laws that will adversely impact our members' clients. It is assumed that there will be less member and staff travel for liaison meetings with government agencies due to the new Administration. It also assumes an increased need to litigate harmful policies,

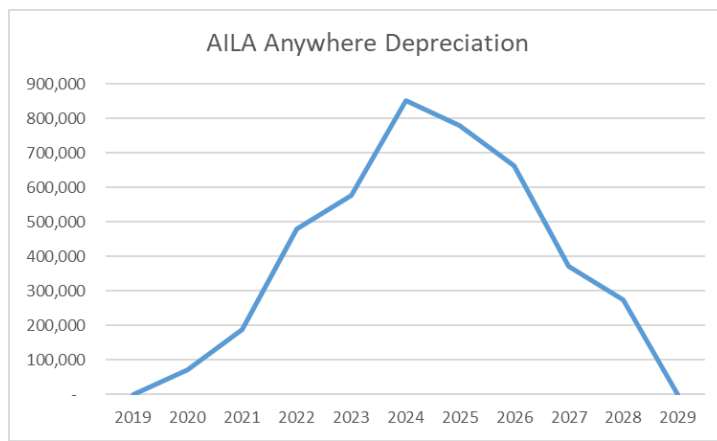
which will require additional litigation resources to support our Benefits Litigation Attorney and committee. There will also be an increased need to educate members of Congress through various forms of outreach, including a tailored National Day of Action (NDA). We expect to work more closely with AILA chapters to understand how policies and procedures are playing out in the local level and have budgeted for more training opportunities with local liaisons and a need to be on the ground with members.

**H – Member Services**

The Member Services area will focus on membership activities and will be informed by the 2024 Member Survey results to drive several strategic planning goals and help ensure continued improvement in AILA member value. The focus for 2025 will be on increasing retention of new AILA members, improving member engagement for those who historically are less likely to renew, and focusing overall engagement efforts on community building and value.

The AILA Affiliated Paralegals (AAP) program launched in June of 2024 and exceeded budget goals for 2024. This success led to the ambitious, but attainable, goal of having 2,000 AAPs by the end of 2025. The focus will be on continuing to add value for current AAPs to ensure a high retention rate, who will be up for renewal in 2025, as well as developing recruitment campaigns to bring new AAPs to AILA. The introductory AAP dues rate will increase from \$79 to \$129 beginning in April 2025. This increase is factored into the revenue goal of \$170,165 for 2025.

Depreciation expenses for our investment in the AILA Anywhere technology project is reported within Member Services under *Association Software*. The project included several deployments of functionality since 2020, leading to culmination of the new website launch in November 2023. Depreciation is calculated based on Generally Accepted Accounting Principles (GAAP) and spread over the preassigned life of the assets. Below is a graph of annual depreciation as reflected in long-term planning document, with 2025 having a lower expense level than 2024 by \$71,521.



**I – Marketing & Creative Services**

Business development drives new business and revenue opportunities, including the identification, forming, and contractual agreement with new alliance partners and sponsors that are important to our members’ business, operational, and practice needs. Within Marketing Services, the Alliance (Affinity) Programs will undergo significant analysis this year to improve contracts, optimize relationships, and find new opportunities. This will lay the foundation for more revenue growth in the future. The Product



Marketing team will continue to push new marketing methods and channels to continue to meet increased sales goals.

**J – Leadership**

The Leadership budget includes meeting expenses for the Board of Governors and Executive Committee, along with funding for several leadership initiatives. The cost of the governance initiative is located within the Board budget, and funding is provided for the next strategic planning process.

**K – Management & General**

Management and General expenses include administrative costs for general management, finance, human resources, information technology, as well as audit, legal, and insurance.

Human Resources includes staffing costs with the associated employee benefit programs, along with staff training and recruitment. Administration and Building reflect lower service levels required at Headquarters. The Technology budget includes all tech services and licenses that are used throughout the organization.

2025 Budget Detail

Description	2022 Actual	2023 Actual	2024 Budget	2024 Projection	2024 Fav/(Unfavor)	2025 Budget
<b>Revenue</b>						
<b>Total Dues</b>	<b>7,247,295</b>	<b>7,573,376</b>	<b>7,901,400</b>	<b>7,880,700</b>	<b>(20,700)</b>	<b>8,030,000</b>
National Dues	7,159,230	7,482,274	7,811,500	7,779,500	(32,000)	7,920,870
International Associate Dues	59,595	61,192	61,900	70,600	8,700	81,130
Dues Administration Fee	28,470	29,910	28,000	30,600	2,600	28,000
<b>Total Grants</b>	<b>0</b>	<b>25,236</b>	<b>1,500</b>	<b>37,000</b>	<b>35,500</b>	<b>0</b>
AIC Grant	0	0	1,500	0	(1,500)	0
MAP Grant	0	25,236	0	37,000	37,000	0
<b>Total Annual Conference</b>	<b>3,447,322</b>	<b>3,507,398</b>	<b>4,074,395</b>	<b>4,697,300</b>	<b>622,905</b>	<b>4,132,572</b>
General	3,219,822	3,108,961	3,672,395	4,277,800	605,405	3,696,972
Exhibits	227,500	398,437	402,000	419,500	17,500	435,600
<b>Total Other Conferences</b>	<b>1,946,174</b>	<b>1,796,756</b>	<b>2,083,562</b>	<b>2,187,775</b>	<b>104,213</b>	<b>2,602,965</b>
Midyear Conference	87,555	101,244	119,950	94,550	(25,400)	101,750
Spring Conference	103,960	157,988	208,675	152,465	(56,210)	232,585
Fall Conference	102,961	151,270	226,225	258,590	32,365	353,750
Fundamentals Conference	88,055	3,160	0	790	790	0
Paralegals Conference	158,964	156,679	206,180	285,893	79,713	293,185
CA Chapters	178,748	209,553	210,020	173,743	(36,277)	257,125
NY Chapters	0	131,949	121,800	171,320	49,520	132,000
Nonprofit & Waivers Conf	0	0	0	0	0	143,000
Global Conference	71,635	107,873	113,715	118,950	5,235	108,175
EB-5 Conference	0	0	147,950	154,490	6,540	0
Technology Summit	1,319	62,265	0	4,625	4,625	0
Federal Court Conference	0	36,050	0	0	0	136,100
IL Business School Conference	78,055	2,965	0	0	0	0
PERM Conference	128,831	1,910	0	355	355	0
Crimes Conference	692	1,104	0	276	276	0
Borders Conference	53,496	849	0	283	283	0
H1B Conference	77,484	845	0	355	355	0
ACES Conference	0	294	0	0	0	0
Employer Compliance Conference	1,380	276	0	0	0	0
Asylum Conference	1,100	241	0	0	0	0
Immigration Court Crash Course	276	0	0	0	0	0
AudioWeb Live	131,845	131,233	101,421	103,168	1,747	102,000
AudioWeb Archives	106,187	86,355	82,476	68,568	(13,908)	60,000
Fundamentals Online	93,535	82,660	82,800	77,113	(5,687)	96,600
PERM Online	88,144	58,195	62,100	39,241	(22,859)	55,200
Asylum Online	57,138	54,340	51,300	38,539	(12,761)	45,600
Removal Defense Online	36,765	25,487	28,440	19,057	(9,383)	24,885
Consular Processing Online	32,539	28,345	34,500	15,366	(19,134)	20,700
EB5 Online	29,255	6,439	1,575	7,897	6,322	7,560
Fee Agreements Online	11,278	4,720	3,510	3,676	166	3,120
Worksite Online	25,709	9,055	12,650	4,514	(8,136)	0
Paralegals Online	103,590	102,000	103,500	103,339	(161)	124,200
Marketplace Online	3,449	7,282	0	0	0	0
H-1B Online	61,670	47,190	48,300	27,763	(20,538)	37,950
Family Online	30,559	16,595	17,250	18,673	1,423	20,700
Naturalization Online	0	10,345	12,420	8,656	(3,764)	6,900
Waivers Online	0	0	44,850	70,668	25,818	69,000
Federal Court Online	0	0	10,350	67,225	56,875	75,900
AI Online	0	0	18,600	65,612	47,012	14,490
Successions Online	0	0	13,005	32,016	19,011	8,850
AI Uses Online	0	0	0	0	0	34,850
ChatGBT Online	0	0	0	0	0	12,630
Launching a Practice Online	0	0	0	0	0	24,160
<b>Total Practice &amp; Professionalism Center</b>	<b>0</b>	<b>100,263</b>	<b>195,160</b>	<b>0</b>	<b>(195,160)</b>	<b>29,000</b>
General (Sponsorships)	0	0	0	0	0	14,000
Workshops	0	94,763	195,160	0	(195,160)	0
Retreats	0	5,500	0	0	0	15,000
<b>Total Practice Resources</b>	<b>162,645</b>	<b>184,778</b>	<b>192,400</b>	<b>201,500</b>	<b>9,100</b>	<b>206,800</b>
Aila.org	141,285	141,164	120,400	150,100	29,700	146,800
AILA8	21,360	43,614	72,000	51,400	(20,600)	60,000

**2025 Budget Detail**

Description	2022 Actual	2023 Actual	2024 Budget	2024 Projection	2024 Fav/(Unfavor)	2025 Budget
<b>Total Publications</b>	<b>4,211,682</b>	<b>3,496,116</b>	<b>4,602,854</b>	<b>4,294,600</b>	<b>(308,254)</b>	<b>3,685,407</b>
Print Publications	2,755,160	1,810,694	2,772,854	2,463,000	(309,854)	1,818,677
Digital Publications - AILALink	1,456,522	1,685,422	1,680,000	1,787,600	107,600	1,796,730
Digital Publications - Other	0	0	150,000	44,000	(106,000)	70,000
<b>Total Marketing &amp; Creative Services</b>	<b>891,237</b>	<b>839,561</b>	<b>906,200</b>	<b>927,000</b>	<b>20,800</b>	<b>1,109,000</b>
Affinity Programs	882,377	836,481	901,200	919,000	17,800	1,099,000
List Licenses	8,860	3,080	5,000	8,000	3,000	10,000
<b>Total Member Services</b>	<b>0</b>	<b>0</b>	<b>23,040</b>	<b>42,500</b>	<b>19,460</b>	<b>170,165</b>
Paralegals Program	0	0	23,040	42,500	19,460	170,165
<b>Total AIC Support</b>	<b>166,322</b>	<b>494,703</b>	<b>0</b>	<b>275,058</b>	<b>275,058</b>	<b>430,340</b>
<b>Total Interest Income and Misc Revenue</b>	<b>6,553</b>	<b>263,246</b>	<b>210,000</b>	<b>236,300</b>	<b>26,300</b>	<b>205,200</b>
Contributions & Donations	2,000	1,000	0	1,100	1,100	0
Miscellaneous Revenue	1,971	601	0	1,700	1,700	0
Int/Div - Bank Activity	2,582	261,645	210,000	233,500	23,500	205,200
<b>Total Tenant Leasing</b>	<b>400,374</b>	<b>356,041</b>	<b>279,835</b>	<b>279,835</b>	<b>0</b>	<b>283,256</b>
AIC	371,699	333,174	279,835	279,835	0	283,256
1331 G Street LLC	675	3,835	0	0	0	0
9th Floor Front	28,000	19,032	0	0	0	0
<b>Total Operating Revenue</b>	<b>18,479,604</b>	<b>18,637,474</b>	<b>20,470,346</b>	<b>21,059,568</b>	<b>589,222</b>	<b>20,884,706</b>
<b>Expense</b>						
<b>Total Communications</b>	<b>675,517</b>	<b>662,155</b>	<b>703,561</b>	<b>701,875</b>	<b>1,686</b>	<b>741,216</b>
General	24,383	27,150	40,510	30,500	10,010	54,780
Staff Salaries and Overhead	651,134	635,005	663,051	671,375	(8,324)	686,436
<b>Total Government Relations</b>	<b>2,104,708</b>	<b>2,200,488</b>	<b>2,311,049</b>	<b>2,234,435</b>	<b>76,614</b>	<b>2,397,217</b>
General	53,916	39,592	60,770	48,000	12,770	47,207
Congressional Activities	0	1,087	2,000	0	2,000	3,100
National Day of Action	35,430	87,442	82,730	71,300	11,430	92,540
Liaison Activities	25,528	47,813	89,070	52,000	37,070	70,300
Grassroots Organizing	1,373	1,375	20,880	5,000	15,880	13,640
Annual Conference	2,500	1,027	5,500	600	4,900	7,500
Litigation	3,282	6,840	22,915	10,000	12,915	43,000
Lobbying	0	98	2,000	1,000	1,000	2,100
Coalition Support	5,800	4,675	6,000	2,000	4,000	6,700
Staff Salaries and Overhead	1,976,879	2,010,539	2,019,184	2,044,535	(25,351)	2,111,131
<b>Total Education</b>	<b>290,206</b>	<b>298,826</b>	<b>332,236</b>	<b>326,302</b>	<b>5,934</b>	<b>347,211</b>
General	24,272	32,688	29,764	29,800	(36)	23,181
AILA University	37,711	34,076	45,200	36,000	9,200	45,000
Staff Salaries and Overhead	228,223	232,062	257,272	260,502	(3,230)	279,030
<b>Total Annual Conference</b>	<b>2,153,446</b>	<b>2,023,926</b>	<b>2,703,561</b>	<b>1,982,547</b>	<b>721,014</b>	<b>2,495,092</b>
General	488,771	494,993	715,712	443,500	272,212	716,982
Pre-Conference Planning	12,053	7,187	35,580	15,000	20,580	36,170
Promotion Campaign	5,596	5,218	34,000	13,400	20,600	34,000
Exhibits	169,717	208,036	155,504	62,600	92,904	176,300
Sessions	761,296	607,604	960,000	637,500	322,500	637,080
Events	270,819	261,873	343,287	345,300	(2,013)	394,300
Staff Salaries and Overhead	445,194	439,015	459,478	465,247	(5,769)	500,260

**2025 Budget Detail**

Description	2022 Actual	2023 Actual	2024 Budget	2024 Projection	2024 Fav/(Unfavor)	2025 Budget
<b>Total Other Conferences</b>	<b>1,927,276</b>	<b>2,144,257</b>	<b>2,449,300</b>	<b>2,487,915</b>	<b>(38,615)</b>	<b>2,817,139</b>
General	0	0	0	0	0	0
Midyear Conference	15,240	99,309	93,409	87,836	5,573	74,488
Spring Conference	56,448	79,514	114,072	97,372	16,700	162,593
Fall Conference	89,779	89,686	106,211	108,522	(2,311)	212,240
Fundamentals Conference	62,744	252	0	0	0	0
Paralegals Conference	14,225	90,685	102,191	180,603	(78,412)	147,755
CA Chapters	126,905	171,602	154,437	133,763	20,674	195,451
NY Chapters	0	98,221	92,208	92,208	0	96,586
Nonprofit & Waivers (New)	0	0	0	0	0	11,325
Global Conference	16,162	91,218	93,224	109,163	(15,939)	91,854
EB-5 Conference	0	669	105,639	83,904	21,735	0
Technology Summit	48	75,025	0	113	(113)	0
Federal Court Conference	0	8,446	0	0	0	101,613
IL Business School Conference	56,168	(5,235)	0	0	0	0
PERM Conference	50,056	145	0	14	(14)	0
Crimes Conference	22	50	0	11	(11)	0
Borders Conference	12,375	22	0	11	(11)	0
H1B Conference	53,897	47	0	972	(972)	0
ACES Conference	0	7	0	0	0	0
Immigration Court Crash Course	6	0	0	0	0	0
Asylum Conference	49	9	0	0	0	0
Employer Compliance Conference	185	6	0	0	0	0
AudioWeb Live	16,635	13,861	14,738	12,718	2,020	12,550
AudioWeb Archives	18,768	9,655	16,227	11,548	4,679	1,500
Fundamentals Online	2,877	2,967	3,136	25	3,111	3,315
PERM Online	2,801	2,172	2,377	1,178	1,199	2,080
Asylum Online	1,590	2,571	2,085	1,122	963	1,840
Removal Defense Online	1,187	959	1,368	479	889	1,222
Consular Processing Online	1,093	1,433	1,632	647	985	1,118
EB5 Online	1,433	189	243	206	37	389
Fee Agreements Online	1,181	222	495	86	409	478
Worksite Online	1,029	504	1,042	319	723	0
Paralegals Online	3,015	2,930	2,795	2,471	324	3,105
Marketplace Online	122	591	600	0	600	0
Conference Archives	715	2,443	0	1,255	(1,255)	0
H-1B Online	1,856	1,582	1,904	972	932	1,549
Family Online	911	496	866	861	5	1,218
Waivers Online	0	75	2,111	2,263	(152)	2,625
Naturalization Online	0	308	635	322	313	473
Federal Court Online	0	0	1,179	1,239	(60)	2,698
AI Online	0	0	1,397	3,201	(1,804)	1,162
Successions Online	0	0	1,279	1,480	(201)	821
AI Uses Online	0	0	0	0	0	1,871
ChatGBT Online	0	0	0	0	0	1,016
Launching a Practice Online	0	0	0	0	0	1,304
Staff Salaries and Overhead	1,317,754	1,301,621	1,531,800	1,551,031	(19,231)	1,680,903
<b>Total Practice &amp; Professionalism Center</b>	<b>850,066</b>	<b>837,059</b>	<b>919,120</b>	<b>743,545</b>	<b>175,575</b>	<b>742,198</b>
General Practice Assistance	45,013	13,991	17,930	28,400	(10,470)	37,880
MAP	0	25,236	1,500	8,700	(7,200)	11,000
Ethics Education	16,950	14,800	18,400	8,000	10,400	12,400
Pro Bono Program	6,992	8,661	10,050	6,500	3,550	11,050
Workshops	0	93,402	187,800	0	187,800	0
Retreats	0	120	0	0	0	375
Practice Innovation	87,000	6,000	6,000	6,000	0	0
Staff Salaries and Overhead	694,111	674,849	677,440	685,945	(8,505)	669,493
<b>Total Practice Resources</b>	<b>1,231,742</b>	<b>1,246,374</b>	<b>1,340,766</b>	<b>1,333,221</b>	<b>7,545</b>	<b>1,329,801</b>
General Online Content	44,101	40,767	81,400	60,800	20,600	12,500
Agora	602	0	0	0	0	0
Aila.org	111,599	128,528	132,800	132,800	0	140,019
AILA8	524	990	1,800	1,100	700	1,500
Fast Case	67,500	67,500	70,875	71,400	(525)	71,400
Staff Salaries and Overhead	1,007,416	1,008,589	1,053,891	1,067,121	(13,230)	1,104,382

**2025 Budget Detail**

Description	2022 Actual	2023 Actual	2024 Budget	2024 Projection	2024 Fav/(Unfavor)	2025 Budget
<b>Total Publications</b>	<b>2,456,741</b>	<b>2,100,392</b>	<b>2,676,831</b>	<b>2,982,154</b>	<b>(305,323)</b>	<b>2,111,441</b>
General	12,428	60,775	32,925	92,400	(59,475)	151,973
Publications Marketing	46,438	37,679	61,200	62,800	(1,600)	58,650
Specific Publications	1,153,161	696,484	1,154,961	1,607,000	(452,039)	506,344
AILALink Marketing	16,154	8,887	33,300	20,000	13,300	27,000
AILALink	451,341	519,392	554,449	349,600	204,849	290,884
Publication Royalties	0	0	15,000	15,000	0	0
Staff Salaries and Overhead	777,219	777,175	824,996	835,354	(10,358)	1,076,590
<b>Total Member Services</b>	<b>1,423,094</b>	<b>1,811,384</b>	<b>2,203,564</b>	<b>2,179,154</b>	<b>24,410</b>	<b>2,176,774</b>
General	192,574	213,150	208,100	208,100	0	213,100
Member Marketing	16,515	11,120	36,300	23,300	13,000	47,995
Member Survey	18,355	0	30,000	37,700	(7,700)	0
Association Software	665,779	788,130	1,105,900	1,080,000	25,900	1,023,219
Paralegals Program	0	15,350	6,300	3,500	2,800	4,258
Global Migration Section	954	954	5,300	4,700	600	5,254
Staff Salaries and Overhead	528,917	782,680	811,664	821,854	(10,190)	882,948
<b>Total Marketing &amp; Creative Services</b>	<b>1,113,350</b>	<b>1,579,066</b>	<b>1,687,362</b>	<b>1,698,050</b>	<b>(10,688)</b>	<b>1,690,002</b>
General	10,887	15,033	31,325	21,325	10,000	90,500
Affinity Programs	35,422	21,307	22,000	22,000	0	27,475
List Licenses	321	127	125	300	(175)	250
Staff Salaries and Overhead	1,066,720	1,542,599	1,633,912	1,654,425	(20,513)	1,571,777
<b>Total AIC Support</b>	<b>877,774</b>	<b>1,010,798</b>	<b>402,463</b>	<b>678,494</b>	<b>(276,031)</b>	<b>872,450</b>
General	525,000	325,000	325,000	325,000	0	358,809
Staffing Support	166,322	494,703	0	275,058	(275,058)	430,340
Staff Salaries and Overhead	186,452	191,095	77,463	78,436	(973)	83,301
<b>Total Leadership</b>	<b>1,449,928</b>	<b>1,659,653</b>	<b>1,644,431</b>	<b>1,787,668</b>	<b>(143,237)</b>	<b>1,770,717</b>
General	45,329	91,046	62,700	90,200	(27,500)	50,590
Board of Governors	274,834	358,048	372,688	494,000	(121,312)	390,565
Executive Committee	155,088	149,403	180,532	175,500	5,032	184,297
Association Governance	5,149	6,985	21,500	10,000	11,500	10,900
Annual Awards	39,507	28,291	24,800	29,200	(4,400)	20,500
Leadership Institute	10,000	6,404	5,100	0	5,100	0
Strategic Planning	0	0	0	0	0	35,000
Chapters	7,319	13,145	13,540	13,100	440	14,100
Staff Salaries and Overhead	912,702	1,006,331	963,571	975,668	(12,097)	1,064,765
<b>Total Management &amp; General</b>	<b>1,559,364</b>	<b>1,652,146</b>	<b>1,939,653</b>	<b>2,012,207</b>	<b>(72,554)</b>	<b>2,080,977</b>
Management & General	123,521	159,219	151,000	201,100	(50,100)	156,700
Staff Salaries and Overhead	1,435,843	1,492,927	1,788,653	1,811,107	(22,454)	1,924,277
<b>Total Tenant Leasing</b>	<b>69,876</b>	<b>69,890</b>	<b>69,900</b>	<b>69,900</b>	<b>0</b>	<b>69,900</b>
AIC	53	0	0	0	0	0
1331 G Street LLC	24	91	0	0	0	0
Rapoza - 10th Floor	36,027	36,027	36,100	36,100	0	36,100
9th Floor Front	21,036	21,036	21,100	21,100	0	21,100
9th Floor Back	12,736	12,736	12,700	12,700	0	12,700
<b>Total Human Resources</b>						
General	18,228	22,041	17,635	41,100	(23,465)	14,150
Wages, Benefits & Taxes	9,068,765	9,729,652	10,295,750	10,340,300	(44,550)	10,841,266
Staff Training	10,769	11,633	20,000	28,500	(8,500)	110,330
Staff Recruitment	20,690	17,663	23,000	8,000	15,000	16,800
Staff Meetings & Events	3,597	11,926	45,000	50,000	(5,000)	101,250
Personnel Allocation	(9,122,050)	(9,792,915)	(10,401,385)	(10,467,900)	66,515	(11,083,796)
<b>Total Building &amp; Administration</b>						
Administration	1,039,196	1,170,754	1,173,790	1,193,200	(19,410)	1,308,405
Building	754,539	637,920	519,100	639,500	(120,400)	563,121
Technology	479,099	510,395	668,100	622,000	46,100	679,971
Administrative Allocation	(2,272,835)	(2,319,070)	(2,360,990)	(2,454,700)	93,710	(2,551,497)
<b>Total Operating Expense</b>	<b>18,183,086</b>	<b>19,296,413</b>	<b>21,383,797</b>	<b>21,217,467</b>	<b>166,330</b>	<b>21,642,135</b>
<b>Total Operations Net</b>	<b>296,518</b>	<b>(658,939)</b>	<b>(913,451)</b>	<b>(157,899)</b>	<b>755,552</b>	<b>(757,430)</b>

**2025 Budget Detail**

Description	2022 Actual	2023 Actual	2024 Budget	2024 Projection	2024 Fav/(Unfavor)	2025 Budget
<b><i>Non-Operating Activity</i></b>						
Gains/Losses on Investments	(982,085)	880,304		654,100		
Gain/Loss on Value of Swap Hedge	1,076,361	(71,386)		86,200		
Loss due to Theft	0	(169,806)		0		
Insurance Proceeds	0	136,576		0		
<b>Total Net</b>	<b>390,794</b>	<b>116,749</b>		<b>582,401</b>		

**AILA Operations**  
**Long-Term Planning Narrative**  
**(2022-2027)**

The AILA annual operating budget historically has been considered within the context of AILA’s traditional two-year business cycle. This two-year cycle is driven by the release of Kurzban Lawbook editions every other year, in which the publication’s release year generates a considerable net surplus from initial sales compared to the following year. Therefore, a balanced operating plan has a net surplus in the release year and equal net loss in the following year.

For the 2022 budget process, a Long-Term Planning document was introduced to model high-level operating assumptions over an extended cycle. This was initiated due to the investment made by AILA in its technology infrastructure with the *AILA Anywhere* project. The project was going to incur significantly higher levels of depreciation expense during 2022-2027, and it was important to understand the impact of this project on the operating budget over the longer term.

Within the planning document, *AILA Anywhere* depreciation expense is reported under “Member Services” and reflected individually at the bottom of the schedule. The years highlighted in green reflect the period of significantly high levels of depreciation. The corresponding net operating results highlighted in yellow reflect an anticipated cumulative loss over a six-year period. Based on initial planning, the Board of Governors approved in January 2022 up to \$2.5 million in funding from Capital Reserves for operating losses during the period of 2022-2027 due to *AILA Anywhere* depreciation.

For 2025, the operating budget reflects a net loss of \$757,430, with the level of depreciation expense for the *AILA Anywhere* project at \$778,771. The cumulative net operating results currently planned for the period of 2022-2027 are a loss of \$2.0 million compared to the initial assumption of a \$2.5 million loss.

**AILA LONG-TERM PLANNING**

	2021	2022	2023	2024 Projected	2025 Budget	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2022 thru 2027 Projected	LT Growth Rate
<b>Revenue Centers</b>												
Membership Dues	6,282,005	7,247,295	7,573,376	7,880,700	8,030,000	8,150,450	8,272,707	8,396,797	8,522,749	8,650,591		1.5%
Annual Conference Revenue	1,424,520	3,447,322	3,507,398	4,697,300	4,132,572	4,256,550	4,384,246	4,515,773	4,651,247	4,790,784		3.0%
Annual Conference Expense	(118,448)	(1,708,252)	(1,584,911)	(1,517,300)	(1,994,832)	(2,054,677)	(2,116,318)	(2,179,807)	(2,245,201)	(2,312,557)		3.0%
Net	1,306,071	1,739,070	1,922,487	3,180,000	2,137,740	2,201,872	2,267,929	2,335,966	2,406,045	2,478,227		3.0%
Other Conferences Revenue	1,587,919	1,946,174	1,796,756	2,187,775	2,602,965	2,681,054	2,761,486	2,844,330	2,929,660	3,017,550		3.0%
Other Conferences Expense	(225,954)	(609,522)	(842,636)	(936,884)	(1,136,236)	(1,170,323)	(1,205,433)	(1,241,596)	(1,278,844)	(1,317,209)		3.0%
Net	1,361,965	1,336,652	954,120	1,250,891	1,466,729	1,510,731	1,556,053	1,602,734	1,650,816	1,700,341		3.0%
Publications Revenue - Print	1,618,978	2,755,160	1,810,694	2,463,000	1,818,677	2,487,630	1,836,864	2,512,506	1,855,232	2,537,631		1.0%
Publications Revenue - Digital	1,278,988	1,456,522	1,685,422	1,831,600	1,866,730	1,913,398	1,961,233	2,010,264	2,060,521	2,112,034		2.5%
Publications Expense	(926,925)	(1,679,522)	(1,323,217)	(2,146,800)	(1,034,851)	(2,168,268)	(1,045,199)	(1,289,951)	(1,055,651)	(1,302,850)		1.0%
Net	1,971,041	2,532,160	2,172,899	2,147,800	2,650,556	2,232,760	2,752,898	3,232,820	2,860,102	3,346,815		1.6%
Paralegal Program Revenue	-	-	-	42,500	170,165	259,300	311,100	314,211	317,353	320,527		1.0%
Paralegal Program Expense	-	-	(15,350)	(3,500)	(4,258)	(13,408)	(13,542)	(13,677)	(13,814)	(13,952)		1.0%
Net	-	-	(15,350)	39,000	165,907	245,893	297,558	300,534	303,539	306,575		1.0%
Grants Revenue	39,520	-	25,236	37,000	-	-	-	-	-	-		0.0%
Tenant Leasing Revenue	333,227	400,374	356,041	279,835	283,256	286,089	288,950	291,839	294,758	297,705		1.0%
Marketing Revenue (Affinity)	635,599	891,237	839,561	927,000	1,109,000	1,164,450	1,222,673	1,283,806	1,347,996	1,415,396		5.0%
Pract Res Revenue (Ads)	194,986	162,645	184,778	201,500	206,800	208,868	210,957	213,066	215,197	217,349		1.0%
PPC Revenue (Extended Services)	-	-	100,263	-	29,000	29,290	29,583	29,879	30,178	30,479		1.0%
AIC Support (Staffing Reimburse)	-	166,322	-	-	-	0	0	0	0	0		1.0%
Interest Income and Misc Revenue	4,243	6,553	263,246	236,300	205,200	207,252	209,325	211,418	213,532	215,667		1.0%
Net	1,207,575	1,627,131	1,769,125	1,681,635	1,833,256	1,895,949	1,961,486	2,030,008	2,101,661	2,176,597		1.0%
<b>Other Program Areas</b>												
Total Communications	(70,746)	(24,383)	(27,150)	(30,500)	(54,780)	(55,328)	(55,881)	(56,440)	(57,004)	(57,574)		1.0%
Total Government Relations	(139,747)	(127,829)	(189,949)	(189,900)	(286,087)	(288,948)	(291,837)	(294,755)	(297,703)	(300,680)		1.0%
Total Education	(56,663)	(61,983)	(66,764)	(65,800)	(68,181)	(68,863)	(69,551)	(70,247)	(70,949)	(71,659)		1.0%
Total Practice & Professionalism Ctr	(218,613)	(155,955)	(162,210)	(57,600)	(72,705)	(73,432)	(74,166)	(74,908)	(75,657)	(76,414)		1.0%
Total Practice Resources	(252,334)	(224,326)	(237,785)	(266,100)	(225,419)	(227,673)	(229,950)	(232,249)	(234,572)	(236,918)		1.0%
Total Member Services	(653,015)	(894,177)	(1,013,354)	(1,353,800)	(1,289,568)	(1,173,903)	(883,113)	(760,167)	(485,185)	(490,037)		Varies
Total Marketing & Creative Services	(21,114)	(46,630)	(36,467)	(43,625)	(118,225)	(119,407)	(120,601)	(121,807)	(123,025)	(124,256)		1.0%
Total AIC Support	(325,000)	(525,000)	(325,000)	(325,000)	(358,809)	(362,397)	(366,021)	(369,681)	(373,378)	(377,112)		1.0%
Total Leadership	(162,707)	(537,226)	(653,322)	(812,000)	(705,952)	(713,011)	(720,141)	(727,343)	(734,616)	(741,962)		1.0%
Total Management & General	(140,401)	(123,521)	(159,219)	(201,100)	(156,700)	(158,267)	(159,850)	(161,448)	(163,063)	(164,693)		1.0%
Total Tenant Leasing	(70,161)	(69,876)	(69,890)	(69,900)	(69,900)	(70,599)	(71,305)	(72,018)	(72,738)	(73,466)		1.0%
Subtotal	(2,110,501)	(2,790,906)	(2,941,110)	(3,415,325)	(3,406,325)	(3,311,828)	(3,042,417)	(2,941,064)	(2,687,891)	(2,714,770)		
Total Human Resources	(7,804,764)	(9,122,049)	(9,775,418)	(10,467,900)	(11,083,796)	(11,194,634)	(11,306,581)	(11,419,646)	(11,533,843)	(11,649,181)		1.0%
Total Building & Administration	(2,196,007)	(2,272,834)	(2,319,069)	(2,454,700)	(2,551,497)	(2,577,012)	(2,602,782)	(2,628,810)	(2,655,098)	(2,681,649)		1.0%
Subtotal	(10,000,771)	(11,394,883)	(12,094,487)	(12,922,600)	(13,635,293)	(13,771,646)	(13,909,363)	(14,048,456)	(14,188,941)	(14,330,830)		
Operating Net	17,385	296,519	(658,940)	(157,899)	(757,430)	(845,819)	156,851	909,339	968,081	1,613,544	(1,966,719)	
AILA Anywhere Depreciation	(187,488)	(478,584)	(575,896)	(850,292)	(778,771)	(662,804)	(371,708)	(274,396)	-	-		
Approved Annual Operating Budget	(1,233,081)	(335,913)	(1,530,324)	(913,451)								
Favorable/(Unfavorable) to Budget	1,250,466	632,432	871,384	755,552								



**Board of Governors**



**Pre-Read Materials for  
Decision Items: 2025 Policy Priorities**

**DRAFT AILA 2025 POLICY AND ADVOCACY PRIORITIES**

**THE CONTEXT FOR 2025:** On January 20, 2025, President Donald Trump will take office for his second term as President with a more powerful mandate backed by winning both the electoral college and the popular vote. His campaign successfully focused on polarizing anti-immigrant rhetoric and the state of the economy. With the landscape for immigration reform now fundamentally changed, AILA will re-evaluate what solutions, strategies, and messaging, are best suited to meet the moment and to advance AILA’s mission. In 2025, immigration advocates will be on the defensive responding to the anti-immigrant policies of Project 2025 and Stephen Miller, fighting for justice, due process, and protection of vulnerable immigrants who may be targeted for removal. AILA and its members will be on the front lines fighting for fairness, rule of law, and an effective immigration system that works for the nation. Chaos will be a defining aspect of the Trump immigration program, with changes coming fast and furiously on border policy, enforcement, and legal immigration, and rumors causing fear within immigrant communities. The incoming administration’s extreme positions present an opportunity for a diverse spectrum of pro-immigration stakeholders and leaders to unify around the need for an orderly and efficient system that serves the nation, recognizes the indispensable economic benefits of migration, reinforces the rule of law, and maintains due process and fairness.

**AILA’S STRATEGY:** Recognizing this reality, AILA will adopt a strategy that allows us to rapidly respond to members’ needs in a strategic, impactful manner. We will focus our advocacy and response to the Trump Administration in a way that highlights how a working immigration system advances the economic, social, and security priorities of the United States. AILA will fight for its mission to advance fair, just and reasonable immigration law and resist policies and practices that are offensive to our nation’s values or contrary to the interests of our members and their clients. We will strive to maintain the wins we have achieved during the Biden Administration. As leaders of the immigration bar, we must work together over the coming year to ensure our immigration laws serve the best interests of the nation and the clients we represent. To effectively safeguard these principles, AILA will continue to build its influence with the political center, where there will be much power in the closely divided, extremely partisan Congress. This will be done by marshalling unrivaled practitioner expertise, ability to produce evidence-based, trustworthy analysis, and AILA’s reputation as a trusted expert with Congress and the Executive Branch. Simultaneously, AILA will also play the long game and invest in strategies that will help rebuild a unifying platform and message and a broad coalition. Capitalizing on AILA’s high impact administrative advocacy and litigation strategy that leverages the collective strength of its members’ case examples, AILA will engage government agencies and hold them accountable to protect favorable policies. To maximize our impact, it is imperative that AILA stay focused on high priority and high impact issues and resist being drawn into every threat that arises.

**PRIORITIZING AILA RESOURCES:** The AILA national office staff will develop and implement strategies that most effectively advance these priorities with the understanding that AILA has finite resources that must be carefully allocated. This may involve high-level engagement on some priorities by utilizing a wide range of tactics and less engagement on other priorities. Recognizing the volatility expected in 2025, AILA national office staff will work with the Executive Committee and the Board, to reassess priorities and the level of engagement as urgent needs arise.

**PRIORITIES**

## **An Immigration System that Bolsters our Economy, Protects Immigrants, and Advances America’s Interests**

- **Immigration as an Economic Engine.** AILA will continue to demonstrate the value of immigration as an economic driver and advocate for sustainable policies that meet the needs of U.S. employers and promote economic growth. We will also stress the critical importance of attracting and retaining key foreign-born talent in critical areas that will help strengthen our national security. We will focus on the establishment of fair and equitable policies that create economic opportunities in all sectors, by ensuring that they are consistent with the law.
- **Agency Efficiency.** AILA will resist policies that cause unnecessary and unjustified delays at USCIS, DOS, DOL and DOJ and will adversely impact the economic contributions of foreign nationals and due process. AILA will promote efficiency as an important mechanism to safeguard our national security. By amplifying the message that efficient processing at the agencies is an economic driver and that long delays are detrimental for due process and security vetting, AILA will continue to fight for reasonable processing times and innovative adjudication methods through adequate funding, process transparency, policy and procedural reform, and the responsible use of technology. As these agencies implement technology initiatives to redesign how they provide services, AILA will work to safeguard AILA members’ ability to represent individuals fully and effectively.
- **Protect Foreign Nationals in Temporary Discretionary Status.** AILA will actively work to protect individuals who are in temporary discretionary status which may be revoked, such as TPS, DED, parole, and deferred action, including DACA, by highlighting how ending their protections will result in economic social upheaval for their communities. AILA will continue to advocate for expanded legal pathways to bring immigrants to the United States and to normalize and make permanent the status of those still in limbo.

## **Immigration Enforcement that is Fair, Humane and Effective**

The enforcement of immigration law is necessary for an orderly, functioning immigration system. But the mass deportations and other inhumane, unlawful, and aggressive enforcement policies threatened by the incoming administration will cause incredible pain and hardship and have severe long-term consequences for American families, businesses and communities. Toward that end, AILA will continue to advance effective enforcement solutions that ensure due process and respect the rule of law while vigorously defending the rights of immigrants.

- **Right to Counsel and Access to Counsel.** Legal representation is the most critical factor to ensure fair outcomes for people facing immigration enforcement and removal. Legal representation also improves the efficiency of removal proceedings. AILA will advocate for the right to counsel and access to counsel for people subject to enforcement and will continue to promote legal representation and orientation programs.
- **Better Border Management System for America.** Severe border enforcement measures will not improve border management and, moreover, will compromise the vital flow of migration in and out of the country. AILA will fight to ensure the humane treatment of migrants and their meaningful access to relief while resisting harmful and ineffective border enforcement.

- **Due Process in the Immigration Court System.** AILA will resist immigration court policies and changes in the law that interfere with the efficient operation of the courts and undermine due process and access to justice. AILA will continue to advocate for fairness, efficiency, and transparency in the court system.
- **Due Process in Enforcement.** AILA will advocate for the continued exercise of prosecutorial discretion to resolve cases fairly and more effectively. AILA will oppose the expansion of detention or additional restrictions on the ability to seek release on bond or parole. AILA will advocate for community-based case management alternative to detention programs.

### **Strategies and Tactics**

To advance our advocacy policies and priorities, AILA staff will employ these strategies and tactics:

**Practice Resources** To ensure that members are aware of the impact policy changes will have on their practices, AILA will promptly prepare and share information to educate members and their clients.

**Congressional Advocacy** AILA will actively engage Congress to use its oversight and appropriations powers to facilitate legislative branch review of the Trump administration's reforms and hold it accountable. AILA will advance any politically viable legislative solutions.

**Litigation** AILA will challenge immigration policies that contravene immigration laws or establish arbitrary burdens on the legal immigration system. AILA will arm our members with the knowledge and skills to litigate their own cases.

**Communications and Messaging** AILA will promote its policy priorities using all appropriate communications strategies with its members and other core audiences, media, and key policy influencers.

**Executive Branch Advocacy** While opportunities to influence the Trump administration will be limited, AILA will leverage our relationships with career staff and strive to build channels with the incoming administration by drawing upon the expertise of its national committees and membership to advance AILA's goals and maximize member impact.

**Comments on Regulatory, Form, and other Policy Changes** AILA will prepare and submit comments on high priority proposed regulations, form changes, and other sub-regulatory policy changes.

**National Committee, Chapter and Member Engagement** AILA will leverage the power of its national committees, chapters, and members to engage in advocacy, agency liaison, and policy reform.

**Political Engagement** AILA will engage in the political process to cultivate deeper relationships with public officials for the association and its members.

**Coalition Relations** AILA will work in coordination with other immigration advocacy organizations to maximize our resources and expand our influence on the federal, state and local levels.



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



- **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,<sup>1</sup> 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

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<sup>1</sup> Vacancy appointments by BOG, which are rare, are for the remaining time of the three-year term

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](#)

○ **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](https://www.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](mailto: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.

- 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](mailto: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](mailto: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](mailto: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.

- **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](mailto:kciesla@aila.org)).
- For media training requests, contact Belle Woods ([bwoods@aila.org](mailto: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](mailto:chapters@lists.aila.org) and
- For Chapter Chairs, questions any and all questions related to Chapter management should be sent to [chaptersupport@aila.org](mailto: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



- 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<sup>2</sup>) 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
<b>Bylaws Committee</b>	<ul style="list-style-type: none"> <li>• Reviews proposed changes to Chapter Bylaws</li> <li>• Proposes changes to AILA National Bylaws as needed</li> </ul>	<ul style="list-style-type: none"> <li>• Voting on changes to Chapter Bylaws (if in conflict with National’s Bylaws – otherwise Governance approves)</li> <li>• Voting on amendments to AILA National Bylaws before they are shared with the membership</li> </ul>

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<sup>2</sup> the minimum number of BOG members that must be present at a meeting to make the proceedings of that meeting valid

<p><b>Diversity, Equity &amp; Inclusion Committee</b></p>	<ul style="list-style-type: none"> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• Voting on any proposed changes to the DEI Mission Statement or other existing policies and procedures related to diversity, equity, and inclusion matters.</li> </ul>
<p><b>Finance Committee</b></p>	<ul style="list-style-type: none"> <li>• Monitors budget against expenses to date on a monthly basis.</li> <li>• Escalates concerns to BOG as needed.</li> <li>• Engages and directs AILA’s audit firm</li> <li>• Reviews the annual audited financials</li> <li>• Reviews financial conflicts of interest</li> </ul>	<ul style="list-style-type: none"> <li>• Voting on the annual budget</li> <li>• Reviewing budget vs. actual quarterly, to ensure adequate resources to support the approved Annual Plan</li> </ul>
<p><b>Governance Committee</b></p>	<ul style="list-style-type: none"> <li>• Reviews the BOG’s role and responsibilities, including expectations and evaluating the BOG’s performance and effectiveness;</li> <li>• Establishes organizational and governance policies and monitors implementation of each;</li> <li>• Maintains and reviews the National and Chapter Bylaws periodically</li> </ul>	<ul style="list-style-type: none"> <li>• Voting on proposed changes to policies and procedures proposed by the Committee.</li> <li>• Voting on amendments to Chapter Bylaws that do not align with National’s Bylaws.</li> </ul>
<p><b>Investment Committee</b></p>	<ul style="list-style-type: none"> <li>• Maintaining AILA’s <a href="#">Investment Policy</a></li> <li>• Monitoring compliance of the investment portfolio within the policy;</li> <li>• Monitoring the performance of the portfolio and the investment consultants.</li> </ul>	<ul style="list-style-type: none"> <li>• Voting on proposed revisions to the existing <a href="#">Investment Policy</a>.</li> </ul>
<p><b>Media Advocacy Committee</b></p>	<ul style="list-style-type: none"> <li>• Serves as national spokesperson 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.</li> </ul>	<ul style="list-style-type: none"> <li>• On an ongoing basis, share/amplify sample messages on social media.</li> </ul>

<p><b>Membership Committee</b></p>	<ul style="list-style-type: none"> <li>• Reviewing dues and eligibility waivers;</li> <li>• Carrying out the Association’s policies and procedures related to member conduct as defined in Section 2 of AILA’s Bylaws; and</li> <li>• Monitoring the Association’s membership policies and procedures.</li> </ul>	<ul style="list-style-type: none"> <li>• Per Section 4.1 of AILA’s Bylaws, the BOG acts as an appellate body to hear charges brought against Chapter Officers and Members.</li> <li>• Voting on proposed revisions to the Civility Code.</li> </ul>
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## **AILA Past Presidents**

*As of September 4, 2024*

2023-2024: Farshad Owji, San Francisco, CA  
2022-2023: Jeremy McKinney, Greensboro, NC  
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*

# **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.

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](mailto: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 <i>A majority vote in negative needed to reverse ruling of chair</i>	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 <i>A 2/3 vote in negative is needed to prevent consideration of a main motion</i>	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