



FEDERATION FOR AMERICAN IMMIGRATION REFORM 2010 ANNUAL REPORT

# A Message from the Chairman

ROY C. PORTER

2010 was a year replete with both ongoing and new challenges in America's dysfunctional immigration system, as well as in our broader political landscape. While our economy remained mired in a deep recession and millions of Americans endured long-term unemployment, our immigration system continued to import over a million new foreign workers and their family members, as if on auto-pilot. While the federal government borrowed money at a staggering rate and just about every state government faced a severe fiscal crisis, the substantial costs to all levels of government of ministering to the needs of millions of immigrants, whether residing here legally or illegally, were ignored by Congress and most state legislatures. Unsurprisingly, Americans' faith that government would address their concerns and act in their interest appeared to reach an all-time low.

Nothing illustrated the extent to which our national leaders were out of touch with ordinary Americans more than the way they handled immigration policy. The Obama Administration defiantly refused to enforce immigration laws it didn't like — which was most of them — and sued Arizona for daring to try to protect the security and finances of the state.

While the executive branch was refusing to enforce immigration laws, many in Congress kept busy trying to reward illegal aliens with amnesty. Congressional leaders mounted two efforts to pass a broad amnesty known as the DREAM Act, including an all-out effort to win approval of the measure during a lame duck session, using the votes of dozens of defeated or retiring members.

Against this backdrop, FAIR demonstrated its value both as an educational organization and as a forceful advocate for the interests of the American people. As an educational organization, FAIR's accomplishments included updating its guide for environmentalists to a sustainable immigration policy, releasing a groundbreaking study of the cost of illegal immigration to U.S. taxpayers, and developing a "bill of rights"

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for the American worker. As an advocate for the public interest, FAIR played a key role in the development of Arizona SB 1070 and in both defeats of the DREAM Act amnesty. More generally, as Dan details in his report, FAIR nimbly responded to a wide variety of challenges thrown at the cause of true immigration reform by an out-of-touch political establishment and a host of well-funded special interests promoting mass immigration.

We on the Board of Directors take great pride in the performance of our organization and its accomplishments in 2010. We believe that FAIR's mission is more important to the well-being of our country now than it has ever been. On behalf of the board, I want to thank everyone who contributed to FAIR's achievements in 2010. We know it would not be possible for FAIR to succeed without your generous and continuing support. I'd also like to acknowledge with regret the departure from the board of two long-time members: Mr. Stephen Swensrud, who passed away in February of this year, and FAIR's original founder Dr. John Tanton, who, at the age of 77, and after 32 years of dedicated service, has declined to serve another term. We on the Board will sorely miss them, and we will always be profoundly grateful for their leadership, sage advice, and countless other contributions to FAIR's success over the years.

A handwritten signature in black ink that reads "Roy Porter". The signature is written in a cursive, flowing style.

Roy Porter, Chairman  
Board of Directors

# A Message from the President

DAN STEIN

The year 2010 can be summed up with this observation from Albert Einstein: “In the middle of difficulty lies opportunity.” I’d call it making a silk purse out of a sow’s ear. We went through our toughest year yet and came out stronger. Working to educate the American people on the broad range of U.S. population and immigration-related topics, FAIR continues to produce results both in public understanding of the implications of today’s mass immigration, and in ensuring a full consideration of the consequences of unwise or imprudent policy proposals offered at the local, state and federal levels.

The immigration/population crisis that FAIR was created to forestall is upon us: U.S. population has now soared past 310 million and fuel and food prices are on the rise while the economy is stuck in a quagmire. FAIR stands as the voice of reason against a swirling set of special interests, each of which has an indefensible reason to use immigration policy to advance private or parochial advantage. FAIR is the main voice in the center: whether working to ensure the wealthiest must resist the temptations of greed in seeking to exploit illegal labor or working to ensure immigration policy answers the higher calling of America’s domestic priorities, FAIR is here each and every day — working to provide you thoughtful analysis based on an enlarged view of the public interest.

In 2010, both houses of Congress were led by politicians committed to a radical and irresponsible plan to remake America through a mass and uncontrolled amnesty for illegal aliens and a vast expansion of legal immigration — sending the U.S. hurtling towards a population of one billion people. With strong majorities in both the House and the Senate, and a president who shared their immigration policy goals, 2010 could well have been the year that the immigration dam broke open.

Under the best of circumstances, the challenges faced by the immigration reform movement in 2010 would have been formidable. Like so many citizens and other organizations seeking to advance the public interest,



*Together, we made a real difference in the ongoing effort to bring about true immigration reform. With your continued support, we look forward to even greater successes in the years to come.*

our movement and our organization also confronted the stark economic realities of 2010. Outspent by an array of special interests dedicated to mass amnesty and mass immigration, FAIR was forced to do more with less in 2010.

While the adversities we faced in 2010 were hard to miss, there were also opportunities to promote true immigration reform in the public interest. With Congress unwilling to enact sensible immigration policies and an administration that openly refused to enforce the law, FAIR successfully took its broad public education agenda beyond Washington.

In states and local communities all across the nation, FAIR brought the cause of immigration reform to the communities that feel the staggering impact of overburdened social, economic and ecological systems produced by today's unregulated immigration. While Washington set new records for extravagant spending and borrowing, state and local governments were forced to make painful cuts to vital services, even as the recession increased the demand for those services.

In 2010, FAIR drew a clear link between mass illegal immigration and the fiscal crises state and local governments have suffered. FAIR's landmark study, *The Fiscal Burden of Illegal Immigration on United States Taxpayers*, put a price tag on the phenomenon of mass illegal immigration. The exhaustive study, produced by FAIR's Research and Publications department, examined dozens of federal, state and local programs utilized by illegal aliens and their dependent children and estimated that illegal immigration costs taxpayers about \$113 billion per year — \$80 billion of which is absorbed by cash-strapped state and local governments.

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At the same time, FAIR's Field department and our public interest law affiliate, the Immigration Reform Law Institute (IRLI), maintained their relentless effort to influence how state and local governments deal with the federal government's refusal to address mass illegal immigration. With substantial input from FAIR, Arizona enacted Senate Bill 1070 in April, showing the rest of the nation that state and local governments are not powerless in the face of federal inaction.

The bold move by the Arizona legislature and Gov. Jan Brewer succeeded in accomplishing several things: it exposed the Obama Administration's hostility to meaningful enforcement of U.S. immigration laws; it confirmed that Americans want their immigration laws enforced; and it showed that those who would break our laws respond to signals that illegal immigration will not be accommodated.

Significant portions of SB 1070 went into effect, as scheduled, in July. A federal judge enjoined other key provisions in response to a lawsuit brought by the Obama Justice Department.

While illegal alien advocates decried SB 1070, FAIR worked diligently to build public support nationally for SB 1070 and to educate Americans about the importance of local immigration enforcement. FAIR's

Government Relations department and IRLI played prominent roles in defending the law, working with both Arizona officials and members of Congress who supported SB 1070. Our Media department fielded hundreds of calls from broadcast and print journalists, and produced op-eds explaining the need for SB 1070 that appeared in prominent newspapers.

As 2010 came to a close, it was clear that at the state and local level momentum was on our side. Learning from Arizona, other states stood poised to address the problems of mass illegal immigration. Candidates for public office, seeing the groundswell of public support for immigration enforcement, ran, and won, on immigration reform platforms in the 2010 elections.

While FAIR was playing offense in many parts of the country, we successfully played defense in Washington. When advocates for illegal aliens and their allies in Congress mounted a last ditch effort to enact a large and deceptive amnesty cleverly styled as the DREAM Act, FAIR skillfully used its expertise and know-how to block its passage.

FAIR played a pivotal role in educating the American public about the stealthy tactics employed by congressional leaders and the harm that the DREAM Act would create for immigration policy and its manageability. FAIR's Government Relations team worked around the clock analyzing ever-changing versions of the DREAM Act and working with allies on Capitol Hill to build a political coalition to prevent the bill from becoming law.

FAIR's Media team logged over 500 appearances on television and radio, and spoke to dozens of print journalists, providing broad commentary on a wide range of immigration issues and closing out 2010 by driving home the message that the "DREAM" Act was a costly and unjustified incentive to encourage future law-breaking. Our Field program provided our activists with a constant flow of information that allowed them to be part of the debate. And as usual, our supporters responded by making their voices heard loudly and clearly in the halls of Congress and all across America.

When the DREAM Act was finally defeated, just a week before Christmas, it marked the end of a long two years during which our opponents enjoyed every advantage. Thanks to the efforts of FAIR and the people who generously support us with their money, talent and time, the 111th Congress came to an end without a single legislative victory for the supporters of amnesty and mass immigration, and the leverage for true immigration reform in the national interest remains stronger than ever.

Of course, none of FAIR's many activities throughout the year could have occurred without a strong organizational structure and a solid base of financial support. We are honored by the commitment of our financial supporters who, during an extremely difficult economy, demonstrated their continuing confidence in FAIR. And we owe a debt of gratitude to our Board of Directors, whose foresight helped us weather this difficult period.

Once again, in 2010 FAIR worked every day to honor the trust that our donors, large and small, placed in us. As in previous years, FAIR was one of a select group of non-profit organizations that earned the Better Business Bureau's Wise Giving Alliance seal of approval. This rare distinction affirms that the management of the organization meets the highest standards. FAIR also received a four star rating — the highest rating available — from Charity Navigator, a recognized watchdog of nonprofit organizations. When people make a charitable donation to FAIR, they know their money is used wisely.

Thank you to all who played a part in FAIR's success in 2010. Together, we made a real difference in the ongoing effort to bring about true immigration reform. With your continued support, we look forward to even greater successes in the years to come.

A handwritten signature in black ink, appearing to read 'Dan Stein', written in a cursive style.

Dan Stein, President

# Research & Publications

Media organizations, public officials, researchers, and activists rely on FAIR's research and publications for insight and data regarding how immigration impacts their communities. The relevance of our studies can be gauged by the fact that they are cited in the media and by other researchers even long after their initial publication.

In addition to numerous newly-published research reports in 2010, FAIR's Research and Publications department regularly updated information on the organization's website as new data became available. We also produced fact sheets and issue briefs that provide concise information and analysis on a broad range of immigration topics.

## Key Research and Publications

### THE FISCAL BURDEN OF ILLEGAL IMMIGRATION ON U.S. TAXPAYERS

A landmark, comprehensive fiscal cost study that estimates both federal and state expenditures. This exhaustive research project examines dozens of federal, state and local government programs and services used by illegal aliens and their dependent family members. In addition to calculating a staggering national total of \$113 billion a year in costs to U.S. taxpayers, the report also breaks costs down state-by-state.

**ENGLISH LANGUAGE LEARNERS AND IMMIGRATION: A CASE STUDY OF CLARK AND WASHOE COUNTIES, NEVADA** A graphic illustration of the impact of America's failed immigration policies on the two most populous counties in Nevada and how those policies have a profound effect on K-12 education in the state.

**THE ENVIRONMENTALIST'S GUIDE TO A SENSIBLE IMMIGRATION POLICY** An update of our original 1999 publication highlights the fact that our political leaders are still failing to address the effect that immigration-driven population growth is having on the U.S. environment.



*Our primary mission is to educate the American public about the impact of immigration on all aspects of life in America. The cornerstone of this mission is researching and analyzing immigration data, producing reports, and disseminating them in print and on our website.*



**IMMIGRATION, POPULATION GROWTH AND THE CHESAPEAKE BAY** This report details the exponential population growth in the Chesapeake Bay watershed over the last century and the devastation that overpopulation has wrought on one of America's greatest natural resources.

**AMNESTY AND THE AMERICAN WORKER** This report examines how illegal immigration has put Americans out of work and reduced wage levels for all workers across broad sectors of the economy. It also underscores the failure of the 1986 amnesty and the realities of what an amnesty would mean today.

**REFUGEE AND ASYLUM POLICY REFORM** FAIR has long been concerned about the trend in expanding the scope of our refugee and asylum admissions policies. This report details how the refugee and asylum policy has strayed far from its original and altruistic intent.

**IMMIGRATION AND NATIONAL SECURITY: 2010 UPDATE** Since 9/11, FAIR has issued annual analyses of ongoing threats posed by immigration policies and practices and the reforms needed to reduce those vulnerabilities. This report updates developments on the needed immigration reforms related to national security.

**STATE FACT SHEETS** In addition to the national cost study, we created fact sheets for each state, breaking down the costs of illegal immigration. These fact sheets are used to provide a quick and comprehensive summary to activists, media, and politicians, and as a basis of testimony before state legislative committees.

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**ISSUE BRIEFS** Over the years, FAIR has developed issue briefs that provide in-depth analyses of various aspects of U.S. immigration policy. Dozens of issue briefs are published on our website, providing easy reference for people seeking information about illegal immigration, legal immigration, nonimmigrant guest worker programs, population and the environment, labor and economics, national security, societal impacts, and immigration history. As new information appears, issue briefs are supplemented or updated.

### **New and Updated Issue Briefs**

- DEPARTMENT OF HOMELAND SECURITY'S NON-ENFORCEMENT POLICY
- IMMIGRATION AND BIG LABOR
- HUMAN TRAFFICKING: EXPLOITATION OF ILLEGAL ALIENS
- FOREIGN CONSULATE OPERATIONS IN THE UNITED STATES
- LACK OF EMPLOYMENT VISAS SHOWS MYTH OF HIGH-TECH LABOR SHORTAGE
- IMMIGRATION AND JOB DISPLACEMENT
- ILLEGAL IMMIGRATION AND HATE CRIMES: IS THERE A RELATIONSHIP?
- FOREIGN STUDENTS IN THE UNITED STATES

**POLLING DATA PAGE** As immigration has become one of the most important public policy issues facing the United States, FAIR's Research and Publications department has compiled an extensive database of opinion polling on all aspects of the issue. A compendium of national and state polling now appears on our website, where it is easily accessible. In 2010, the passage of Arizona SB 1070 generated a great deal of new polling. We created a web page dedicated to tracking public opinion on Arizona's immigration enforcement law and to provide accurate information on the language and intent of the new law.

**QUOTES LIBRARY** We maintain a section of our website with searchable quotes by historic as well as contemporary figures on immigration topics. This section is regularly expanded to include new material.

**THE FAIR IMMIGRATION REPORT** FAIR's flagship publication is our newsletter, the *Immigration Report*. Published ten times annually, it is sent to all dues-paying members. Besides being a valuable fundraising tool, the *Immigration Report* serves as the medium for keeping our members informed about current developments in immigration that may not be widely reported in the mainstream media; reporting on our activities in Washington and across the country; providing tools to be more effective activists; and showcasing our original research.

# Government Relations

In the realm of immigration policy, 2010 will be remembered for what didn't happen. Congress did not pass an all-encompassing amnesty for tens of millions of illegal aliens. Targeted amnesties like the DREAM Act and AgJOBS also failed to win approval from Congress.

What **didn't** happen is significant, given the circumstances faced by the immigration reform movement in 2010. Amnesty supporters held all the cards. The leadership of both houses of Congress and the Obama Administration all firmly supported amnesty for illegal aliens and a massive expansion of our already excessive levels of immigration. In addition, an array of narrow, but vocal and lavishly-financed, special interests pulled out all the stops in their campaign to enact their agenda before the 111th Congress lapsed into history.

Time and again during 2010, we marshaled our resources, expertise and ability to rally public opinion to block frontal and rear-guard assaults on the integrity of our immigration system and the interests of the American people. As each new assault on our immigration policy was mounted, FAIR's Government Relations staff was able to bring together political coalitions that successfully prevented passage of legislation that would have done irreparable harm to the economic, social and environmental interests of the United States.

While we were fighting against damaging legislation on Capitol Hill, we were also working furiously to expose the Obama Administration's record of non-enforcement. Understanding that Americans want our immigration laws enforced, the administration mounted a relentless campaign throughout the year aimed at convincing the American people that their interests were being protected vigilantly. In reality, the administration's claims were not only hollow, but blatantly deceptive. On each occasion, FAIR's Government Relations staff was there to expose the truth about the chasm between the administration's claims and reality.



*In 2010, FAIR was called upon repeatedly to provide timely and factual analysis of federal and state legislation, legislative strategies, political analysis, and expert legal advice. Our ability to fill all of those needs is a testament to the organization's unrivaled expertise in all aspects of immigration policy.*

In 2010, FAIR's Government Relations department was actively involved in federal legislative battles, closely monitored the activities of the executive branch, and took part in important efforts by state governments to address illegal immigration.

## **The DREAM Act**

The DREAM Act presented the most serious legislative challenge FAIR faced in 2010. A broad and highly deceptive amnesty proposal, the DREAM Act would have granted amnesty to at least 2 million illegal aliens. FAIR's Government Relations department played an instrumental role in beating back two attempts to enact the legislation. The work of FAIR's Government Relations department revealed that the DREAM Act, advertised as a bill to help a small number of high-achieving illegal alien children, would have granted amnesty to adults, high school dropouts and even people with criminal records.

In September, Senate Majority Leader Harry Reid (D-Nev.) announced his intention to attach the DREAM Act as an amendment to the Defense Authorization bill. We responded to this stealthy effort to enact amnesty by working with congressional allies to ensure there were insufficient votes to pull off this strategy. The Government Relations department successfully made the case that amnesty for illegal aliens had no place in legislation authorizing funding for our military, especially at a time when our men and women in uniform are engaged in combat.

Congress then revived the DREAM Act during the lame duck session of the 111th Congress. In the wake of the midterm elections, which resulted in Democrats losing control of the House of Representatives and reducing their majority in the Senate, Majority Leader Reid and House Speaker Nancy Pelosi (D-Calif.) announced their intent to enact the DREAM Act amnesty with the votes of dozens of defeated or retiring members of Congress.

During a six-week period, Democratic senators introduced five new versions of the DREAM act (S.729, S.3827, S.3962, S.3963, S.3992), hoping each would secure more votes than the previous version. FAIR's Government Relations team scoured each new version, pinpointed changes, and updated our summaries as required. We closely monitored the rapidly changing dynamics on the Senate floor, as Senate leaders constantly called and then cancelled votes.

We also spent hours talking to Senate offices, trying to persuade every staffer who would listen that the DREAM Act was bad immigration policy and should be rejected. And every step along the way our Government Relations staff served as a resource for our friends in the Senate. FAIR hosted meetings with Senate staffers to discuss strategy and organize outreach from office to office. We also provided staffers with relevant research that would enhance our messaging and persuade members to vote against the DREAM Act.

Efforts by FAIR and others were so successful in the Senate that Sen. Reid was forced to table his bill and abdicate leadership on the DREAM Act to the House. With fewer opportunities to block legislation in the House, Speaker Pelosi was able to muster the votes of enough defeated and retiring members to pass the bill. Sen. Reid then proceeded to bring the House bill before the Senate for a vote.

At this point, our Government Relations team identified a dozen votes in the Senate that would determine the passage or defeat of the DREAM Act. During the ten days between passage of the House bill and the Senate vote, we maintained constant contact with the offices of these key senators, gauging their positions and providing them with arguments against the DREAM Act.

In the end, the intense effort paid off. In the final hours of the lame duck 111th Congress, the DREAM Act failed to clear a procedural hurdle necessary to hold a final vote. As the gavel came down, the 111th Congress had failed to pass a single amnesty bill.

## **Arizona's SB 1070**

In Arizona, the unwillingness of the federal government to enforce U.S. immigration laws posed a threat to public safety and imposed enormous cost burdens on state taxpayers. In April 2010, Arizona responded to the federal government's refusal to enforce immigration laws by enacting Senate Bill 1070. SB 1070 granted the state broad latitude to enforce existing federal laws in order to protect the interests of state residents.

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Illegal alien advocacy groups, business interests and the Obama Administration immediately attacked SB 1070. In a malicious misinformation campaign, they decried the bill as misguided, mean-spirited and a mandate for racial profiling.

In the weeks following the passage of SB 1070, our Government Relations department launched a strong counter-offensive against these attacks. When the Arizona Legislature passed the bill, there was no easily-understandable, plain-language summary of the bill. In a matter of hours, our Government Relations staff quickly analyzed the bill and drafted a summary, which we circulated on Capitol Hill and posted to our website. During the initial weeks after Gov. Jan Brewer signed the bill, our summary of SB 1070 was the number one search result on Google — appearing even above the Arizona Legislature's website.

Our Government Relations team also addressed persistent misinformation that SB 1070 permitted, or even required, Arizona police to engage in racial profiling. In fact, the law expressly prohibited profiling on the basis of race or ethnicity. As a result of our clear analysis of the law, most mainstream media ceased repeating this baseless charge.

When the U.S. Department of Justice (DOJ) made good on President Obama's threat to sue Arizona to prevent implementation of SB 1070, our Government Relations staff played a key role in defending the law on its merits and in the court of public opinion. On the legal front, our Government Relations department

sifted through the extensive legal briefs — including those filed by the DOJ, the Mexican government, an assortment of illegal alien advocacy groups who opposed SB 1070 and the state of Arizona. We provided a detailed analysis of the legal arguments, particularly those of the federal government and Arizona.

The clearest acknowledgement of our expertise in the details of immigration policy came from the House Immigration Reform Caucus, which contacted our Government Relations team to request assistance in drafting and filing an amicus brief in support of SB 1070. Government Relations worked with FAIR's legal affiliate, the Immigration Reform Law Institute, to get the project done. In the end, 76 members of the House of Representatives and five senators were signatories on the amicus brief.

Near the end of July, the federal district court handed down a decision in the DOJ's lawsuit against Arizona, enjoining many of its provisions, but leaving other important provisions in place. Government Relations immediately went to work analyzing the 180-page decision and assisted in issuing a press release the same day. To help the American people understand why Judge Susan Bolton's decision was flawed, we published a detailed analysis of Judge Bolton's decision in our legislative update. Members of Congress again sought Government Relations assistance in drafting and filing an amicus brief appealing Judge Bolton's decision.

The work of the Government Relations department also paid dividends in the court of public opinion. Our ability to review legislation and produce clear, concise and accurate analyses was pivotal in swaying the public's perception of SB 1070. Our swift response effectively rebutted a campaign of misinformation by the Obama Administration and illegal alien advocacy groups aimed at undermining SB 1070. As a result of FAIR's efforts, polling both in Arizona and nationwide indicated that Americans strongly supported the Arizona law and would support similar legislation in their own states.

## **Voting and Election Reports**

In August, the Government Relations department released its Voting Report for the 111th Congress. This bi-annual publication entails: (1) reviewing all of the immigration-related votes over a two-year period, (2) determining which ones are the most important, (3) drafting a short summary on the substance of the vote and (4) assembling the positions of all 535 members of Congress on those votes. As the critical midterm elections approached, FAIR's 2010 Voting Report received several thousand hits on our website during its first week alone — indicative of voters' concerns about immigration and their reliance on FAIR to provide them with the information they need to make informed decisions.

Leading up to the 2010 elections, our Government Relations department also launched an ambitious project of tracking 50 competitive House, Senate, and gubernatorial races that we felt were the most noteworthy. During the summer and fall, the Government Relations staff collected information from candidate websites, local newspapers, and other reliable sources and catalogued the positions of each candidate.

As a result of this meticulous effort, we were well-poised to analyze the results of the elections and spot overall trends. Within a week of Election Day, our Government Relations department published its 2010 Election Report, a 161-page catalogue of these 50 races. The report, which garnered thousands of clicks on our website, demonstrated that candidates who advocated immigration enforcement in virtually all cases prevailed in close elections.

The information in the Election Report, and the insight it provided on the immigration positions of newly-elected members, also helped our Government Relations staff to prepare for the 112th Congress. That information was also prized by the staff of congressional offices as they sought to get a handle on the immigration policy views of the large freshman class.

The collection, analysis, and dissemination of this information is critical to our mission of promoting enforcement of immigration laws and overall reductions in immigration. The work done by the Government Relations team supports the notion that immigration reforms advocated by FAIR enjoy broad support by the American public.

## **Administration Non-Enforcement of Immigration Laws and Leaked Amnesty Memos**

A critical part of Government Relations' efforts in 2010 was exposing the deliberate policies of the Obama Administration to undermine and dismantle immigration enforcement, while claiming to be vigorously enforcing laws. Time and again, Government Relations' analyses of administration claims exposed glaring misrepresentations of data that purported to show that immigration laws were enforced in the public interest.

In addition to simply abandoning worksite enforcement actions, the Obama Administration sought new ways to circumvent laws. During the summer of 2010, our Government Relations staff investigated three Department of Homeland Security memos detailing plans to ensure that noncriminal illegal aliens were not detained or deported. The memos revealed that the administration was preparing a contingency plan to provide amnesty to illegal aliens by executive action, including granting deferred action and humanitarian parole to illegal aliens living in the United States.

Our Government Relations staff used their legal expertise to research, analyze and educate the public about these memos, all of which were highly technical and required knowledge of how the existing immigration system works. In effect, what they exposed was a blatant attempt to usurp the constitutional authority of Congress to make immigration law.

The work done by our Government Relations department alerted both Congress and the American public to this unprecedented attempt by the Executive Branch to institute sweeping changes in U.S. immigration

policy outside the bounds of its constitutional authority. These efforts forced the Department of Homeland Security to deny that executing the plans outlined in the memos was ever a serious policy option.

## **Other Government Relations Activities**

**IMMIGRATION AND HEALTH CARE REFORM** We worked with the Senate offices on an amendment to the health care reconciliation bill that would have: (1) required an effective verification system to ensure that illegal aliens will not be able to access taxpayer-funded tax subsidies; and (2) maintained the 5-year waiting period in current immigration law with respect to the health care bill.

**BORDER SECURITY** We worked with Senate offices on an amendment to the financial regulation bill that would have required the completion of 700 miles of double-layer physical fencing along the U.S.-Mexico border within one year. In addition, we promoted border security amendments to the Emergency Supplemental Appropriations Bill (H.R.4899). These amendments would have sent 6,000 National Guard troops to the border and appropriated \$3 billion in border security funding. This effort put significant pressure on the Obama Administration, which shortly thereafter sent 1,200 National Guard troops to the border and later supported the passage of a \$600 million border security bill.

**LEGISLATIVE UPDATES** Each week, Government Relations prepares a detailed update of legislative, administrative and state and local actions related to immigration. These updates are sent directly to policymakers, journalists and FAIR's members across the country. They are also posted on our website and linked to the Stein Report. Legislative updates are not only an important summary of legislation introduced in various legislatures across the country, but they also provide context and analysis to help those involved in shaping and reporting about immigration policy understand the significance of what is taking place.



# Media & Communications

More than 900 interactions with the mass media in 2010 afforded FAIR the opportunity to present information, original research, and analysis about every aspect of immigration policy to countless millions of Americans. This extraordinary level of media activity is also a testament to the reputation and integrity of FAIR. Journalists know that they can turn to us for reliable information and insightful commentary and analysis.

## Illustrating Our Reach

**THE DREAM ACT** The biggest challenge faced by FAIR and the immigration reform movement in 2010 was stopping the DREAM Act amnesty from becoming law. Senate Majority Leader Harry Reid (D-Nev.) made two separate attempts to force a large and deceptive amnesty program through Congress without generating opposition from the American public. On both occasions, our extraordinary access to the media allowed us to sway public opinion and, ultimately, block both efforts to pass the DREAM Act.

In September, Sen. Reid announced his intent to include the DREAM Act amnesty as an amendment to the Defense Authorization bill. Together with House Speaker Nancy Pelosi (D-Calif.), he made a second attempt to pass the DREAM Act during a post-election lame duck session of Congress.

In both instances, our Media department quickly crafted persuasive arguments against the DREAM Act itself and the tactics being employed by the congressional leadership. Armed with effective messaging, FAIR's Media team was able to tap into long-standing relationships with local and national media to inform the American people about what was being proposed and what they could do in response.

The more serious of the two attempts to pass the DREAM Act took place during a six-week period in November and December. The



*A prerequisite to educating the public is being able to reach them with our message. Few organizations of any size enjoy the access to the mass media and, by extension, the American public that FAIR has. During 2010, FAIR's media spokespeople appeared on or were interviewed for 470 radio broadcasts, 320 print news stories, and 151 television news broadcasts.*

Media department responded with a broad national plan aimed at reaching as many Americans as possible and a highly targeted one designed to reach voters in the home states of about a dozen senators whose votes would likely determine the outcome of the DREAM Act bill.

In response to an extremely fluid situation, the Media department prepared regular updates keeping the media informed of the latest developments in the DREAM Act debate — often several times a week. These updates generated a flood of requests for comments or appearances by FAIR media spokespeople.

Even more importantly, our strong relationship with talk radio allowed us to request airtime to reach targeted voters. As the Government Relations department identified members of Congress whose positions were unclear, wavering, or requiring additional persuasion, our Media department was able to go on the air and speak directly to constituents in the home states and districts of those members. Over an exhausting and intense six weeks, during which the fate of the DREAM Act amnesty hung in the balance, our Media department logged 58 radio appearances, 18 print interviews (which because of syndication appeared in hundreds of newspapers), eight television appearances and 16 interviews for Internet news sites.

FAIR’s unique ability to frame and deliver messages and unparalleled access to national and local media are inestimable assets to the organization’s ability to influence the immigration policy debate and consistently outperform our opposition.

**THE “GO-TO” MEDIA SOURCE ON ARIZONA’S SB 1070** In April 2010, the Arizona legislature passed and Governor Jan Brewer signed Senate Bill 1070, granting Arizona law enforcement officers broad authority to enforce existing federal immigration laws. Among other things, the passage of this bill set off a frenzy of media interest in what Arizona did and why they did it. Even more so than the Arizona officials who sponsored SB 1070, FAIR was called upon by the media to explain why SB 1070 was necessary, the Obama Administration’s response to it and to separate fact from fiction about the law.

### **Arizona SB 1070 Activities**

- EXPLAINED TO THE MEDIA WHY THE ARIZONA STATUTE IS NOT PREEMPTED BY FEDERAL LAW AND CITED NUMEROUS ACTS OF CONGRESS THAT HAVE SPECIFICALLY CARVED OUT A ROLE FOR STATE AND LOCAL INVOLVEMENT IN IMMIGRATION ENFORCEMENT
- RESPONDED AGGRESSIVELY TO THE BASELESS CHARGES THAT THE LAW ENCOURAGED, OR EVEN REQUIRED, RACIAL PROFILING AND TOOK THE LEAD IN POINTING OUT THAT THE CHARGE WAS NOT PART OF THE ADMINISTRATION’S LAWSUIT
- CONDUCTED DOZENS OF INTERVIEWS CONVEYING THE MESSAGE THAT ALTHOUGH SOME KEY PROVISIONS OF THE LAW WERE BLOCKED, MUCH OF JUDGE SUSAN BOLTON’S DECISION WAS A VICTORY FOR ARIZONA

Beginning with the passage of SB 1070 in April and extending through the summer, we systematically built the case in the media that the law was an effective and necessary response to the federal government's refusal to enforce U.S. immigration laws.

We discussed widely how the political storm generated by SB 1070 is affecting the political debate about immigration policy at both the national and local levels.

**PROMOTING OUR ORIGINAL RESEARCH** In keeping with our core mission of educating the American public about immigration, we routinely produce original research examining various aspects of the issue. FAIR's Media team makes sure that these research reports receive the widest possible attention. When reports are produced, the Media department develops a plan to get them into the hands of journalists and producers.

In 2010, the Media department gained broad media coverage for two significant FAIR research reports:

*The Fiscal Burden of Illegal Immigration on U.S. Taxpayers.* The Media department arranged an exclusive report for the Fox News Network for the day of release. Fox News gave extensive coverage to the report both on its cable television network and on its website. The coverage on Fox generated dozens of additional news stories and media appearances.

*Immigration and English Language Learners: A Case Study of Clark and Washoe Counties, Nevada.* The Media department distributed the study to journalists and producers in the state's two main media markets, generating wide coverage across Nevada. Nevada's leading newspaper, the *Las Vegas Review-Journal*, ran a lengthy article about our study, followed by an editorial calling the report "a welcome addition to the debate."

**PROACTIVELY SETTING THE MEDIA AGENDA** Our Media team works diligently to accommodate requests by journalists and producers for information, analysis and commentary. As a result of that bond, built over many years, FAIR enjoys the confidence of many in the media to steer them toward what immigration issues are the most timely and important.

The Media department produces an Immigration Update each week highlighting the most important immigration issues. The update is distributed through our internal email list to hundreds of reporters and producers who cover immigration on a regular basis. These Immigration Updates often result both in coverage of issues that are of importance to our organization and opportunities for FAIR representatives to offer comments or appear on broadcasts.

**OP-EDS AND PRESS RELEASES** We have a strong track record of placing op-eds in major newspapers and Internet-based opinion sites. When important immigration issues arise, the Media department prepares timely and well-crafted opinion pieces presenting our analysis or a unique angle on newsworthy stories.

In 2010, we placed op-eds in major news and opinion publications including: *The Los Angeles Times*, *The Washington Times*, *USA Today* and Townhall.com. These op-eds covered a range of topics including Arizona's SB 1070 law, the DREAM Act and efforts by illegal alien advocates to frame amnesty as a moral imperative.

We also respond to breaking news stories by issuing press releases. These releases are either distributed nationally or targeted to specific states or regions. The press releases offer FAIR's perspective or commentary about a particular news event. They often generate calls from reporters seeking additional insight and are included in news coverage. Some 30 press releases were issued throughout 2010. Many focused on the two big immigration stories of 2010: Arizona's immigration enforcement law and efforts to pass the DREAM Act amnesty. Others helped raise awareness of immigration issues that received less attention, or publicized the release of new studies and reports from FAIR.

**PUBLIC APPEARANCES** In addition to representing FAIR on the nation's radio and television airwaves and in print, the Media staff also speaks on behalf of the organization at a variety of high profile public forums. These events, covering diverse aspects of the immigration issue, are central to FAIR's overall educational mission.

Once again, in 2010, the Media team displayed an ability to develop effective messages that appeal to broad as well as targeted segments of the American public and deliver them to print, broadcast and online media, who trust FAIR as a reliable source. These strengths allow us to spread our message of true immigration reform and remain a pivotal voice in the immigration policy debate.

### **A Sampling of 2010 Public Appearances**

- ST. JOHN'S UNIVERSITY LAW SCHOOL (NEW YORK)
- GEORGE MASON UNIVERSITY (VIRGINIA)
- LANEY COLLEGE (CALIFORNIA)
- THE JEWISH FEDERATION OF PITTSBURGH (PENNSYLVANIA)
- SANTA BARBARA REPUBLICAN WOMEN (CALIFORNIA)
- KPCC TOWN HALL (CALIFORNIA)
- ATASCADERO TEA PARTY (CALIFORNIA)

## Online Outreach

FAIR experienced additional solid growth over the past year in its online activities thanks to a number of projects and programs that were undertaken by the Internet team. The debate over the new immigration enforcement law in the state of Arizona and the attempt by a lame duck Congress to pass the DREAM Act in December 2010 provided many opportunities to reach out to our constituents and audience online in generating participation as well as fundraising opportunities.

As a result of our ongoing efforts to upgrade our website and ensure that content is timely and informative, we experienced a 10 percent increase in dedicated traffic to our site and a 4.4 percent increase in the number of pages viewed over the course of 2010. These results demonstrate that we have done a solid job of engaging our audience and providing them with the information they seek.

	<b>PAGE VIEWS</b>	<b>UNIQUE VISITORS</b>
<b>2010</b>	<b>3,351,150</b>	<b>1,004,207</b>
<b>2009</b>	<b>3,209,093</b>	<b>912,311</b>
<b>ANNUAL GROWTH</b>	<b>4.4%</b>	<b>10.1%</b>

20 **SOCIAL MEDIA** With the understanding that over two-thirds of American web users are engaged on social networking sites, FAIR has employed social media sites such as Facebook, Twitter and YouTube to inform our supporters of current immigration news and engage new fans on immigration issues. Our Facebook page reached over 22,000 fans during 2010 (a growth of over 600 percent), and our content has been viewed over two million times. Demographic data provided by Facebook show that we have fans in every age category and from all over the United States.

Facebook was particularly beneficial to FAIR during the December 2010 lame duck session as we were able to engage our fans repeatedly to defeat the DREAM Act. Not only were we able to provide our fans with specific information about what was transpiring on Capitol Hill, but they often brought us valuable information about what their representatives and senators were telling them. In fact, we saw our largest spikes in participation during the DREAM Act battle.

We have also used Twitter very effectively as a way to reach new supporters, share news about immigration and drive traffic to the Stein Report and our website. We have nearly 3,000 followers on Twitter and our tweets have garnered almost 10,000 “clicks” to our articles and content in the past year.

In 2011 we are looking forward to reaching out to new followers on Twitter, engaging with the 112th Congress and continuing to promote our website and blog.

## **Online Programs and Projects**

- **ADVERTISING**

DEVELOPED A STRATEGY TO MAINTAIN OUR WEB-BASED AUDIENCE

- **SOCIAL MEDIA**

INCREASED OUR NETWORKING PROGRAMS TO CREATE ADDITIONAL CHANNELS OF BRANDING AND COMMUNICATIONS

- **FUNDRAISING**

IN PARTNERSHIP WITH OUR DEVELOPMENT TEAM, WE INCREASED OUR ONLINE FUNDRAISING EFFORTS NEARLY THIRTY PERCENT. FAIR MEMBERS NOW RECEIVE A WIDE RANGE OF INFORMATION DELIVERED VIA UPDATES, ALERTS, SOCIAL MEDIA AND EMAILS

- **SEARCH ENGINE OPTIMIZATION**

SUCCESSFULLY MAINTAINED OUR WEBSITES AT THE TOP OF SEARCH ENGINE RESULTS

# Development & Membership



*FAIR members share a common belief that today's mass immigration levels must be reduced in order to serve the needs of current and future generations of Americans. Our members are an integral part of the FAIR team and many have been helping us "Fight the FAIR Fight" for more than 30 years.*

Our broad base of support is the strength of our organization and has allowed us to successfully battle against the well-funded lawless borders advocacy network.

Membership support is vital to achieving our immigration reform goals. In 2010, members, donors and activists contributed generously to advance FAIR's mission to educate the public about the impact of immigration on America's priorities.

Members also support our mission by attending our speaking engagements, policy briefings, member roundtables, webinars and other special events. Members keep informed of developments on immigration through the FAIR *Immigration Report*. We also prepare monthly updates from the president that include news and insights into current policy debates and political activities on Capitol Hill, and at the state and local level, to help keep our members informed and active.

We are dedicated to making the wisest, most efficient and effective use of our financial resources. FAIR is a member of the Better Business Bureau's Wise Giving Alliance and is one of a select few non-profit organizations in the country that meets its high standards of operation, spending, truthfulness and disclosure in fundraising. FAIR has also earned the coveted 4-out-of-4-star rating for sound fiscal management from Charity Navigator, one of America's premier charity evaluators. These achievements demonstrate that FAIR consistently executes its mission in a fiscally responsible way and is worthy of the public's support and trust. FAIR is supported exclusively through donations from individual members and foundations. We do not receive government or corporate funding.

In addition to our general operating budget, our Board of Directors has established several funds designated for special organizational purposes and projects that give us the flexibility to address emerging priorities and ensure the cause of true immigration reform for future generations.

**SIDNEY A. SWENSRUD ENDOWMENT FUND** The Sidney A. Swensrud Endowment Fund was established in 1985 to provide FAIR the flexibility to organize resources for short-term projects while ensuring that we have a strong financial foundation on which to build and shape sensible immigration policies. The fund's founder, Sidney A. Swensrud (1900 – 1996), worked in the petroleum industry after graduating from Harvard Business School and quickly rose to the rank of Chairman of the Gulf Oil Corporation. Mr. Swensrud was a founding member of FAIR's Board of Directors.

**BORDER SECURITY FUND FAIR'S** Border Security Fund was established in 1988 to examine methods for improving security on our national borders and to promote measures that prevent the entry of illegal immigrants, drug smugglers, international terrorists and other criminals into the United States. Recommendations for securing our borders are periodically published by FAIR. These have taken on added significance as threats to America's homeland security and growing border violence reach a critical stage.

**SWENSRUD MEMORIAL INTERNSHIP FUND** The Swensrud Memorial Internship Fund was created in 1996 as a permanent source of financial support for student internships at FAIR. The program introduces select college students to the role public interest organizations play in the democratic process while providing them opportunities to hone valuable professional skills and learn about immigration policy. Today's students are tomorrow's leaders, and FAIR's internship program encourages good citizenship through active participation in the public policy arena.

**SEVENTH GENERATION LEGACY SOCIETY** An honorary society of friends and supporters, the Seventh Generation Legacy Society comprises individuals who have chosen to support FAIR's mission through a bequest, life insurance beneficiary designation, charitable gift annuity, charitable trust, or other planned giving arrangement. Through these arrangements, our supporters ensure FAIR will be here long into the future. The name Seventh Generation Legacy Society is taken from the great law of the Iroquois Confederacy: "In our every deliberation, we must consider the impact of our decision on the next seven generations."

**CORNERSTONE CONTRIBUTORS** Some of our most valued members support our efforts through monthly or quarterly electronic fund transfers from their bank accounts or credit cards to FAIR. By reducing mailing costs, the Cornerstone Contributor program helps maximize the resources available for immigration reform activities and gives us a dependable income to help implement needed activities.



# Field & Grassroots Activism



*Among FAIR's 250,000 members and supporters is an elite core of activists who are willing to dedicate their time, energies, talents and resources to true immigration reform. Our Field department is dedicated to working with these activists to make sure that their efforts are most effectively channeled.*

Grassroots activism is at the heart of FAIR's ability to influence immigration policy. While the open borders network can vastly outspend us, we derive our strength from a solid membership base and broad support from the American people.

With Washington abdicating its responsibility to enforce immigration laws and institute policies that serve the public interest, the impetus for true immigration reform is coming increasingly from citizen engagement in innovative and informed ways. Our staff of three full-time Field representatives works on a wide range of public education efforts and also coordinates with activists and local government officials to change immigration policy one city and one state at a time.

## **Immigration Reform at the State Level**

In 2010, Arizona captured national, and even international, attention by enacting Senate Bill 1070 — legislation authorizing the state to fill the vacuum left by the federal government's refusal to enforce laws against illegal immigration. SB 1070 was truly the result of organized grassroots activism by individuals and organizations across the state.

Our Field department has played an active role in cultivating and assisting immigration reform activists in Arizona for years. The Field department has also forged working relationships with key members of the Arizona legislature and other elected officials throughout the state. In early 2010, as Arizona leaders sought workable solutions to the state's illegal immigration crisis, our Field department worked alongside local activist groups to build public support for SB 1070.

The effective strategy employed by the Field department was instrumental in the enactment of SB 1070 and in generating a groundswell of grassroots support for the measure as it came under fire from the illegal alien advocacy network and faced a lawsuit initiated by the Obama Administration. Most importantly for our national grassroots

efforts, the work that went into Arizona is paying dividends all across the country. As a result of the passage of SB 1070, the Field department has handled hundreds of requests from activists and state legislators seeking guidance on how they could institute similar laws in their home states.

**BUILDING A COALITION OF STATE LEGISLATORS** Enthused by the positive and popular results of legislation in Arizona, state lawmakers in other states have begun seriously considering state-based options for improving state-federal partnerships in addressing immigration issues. FAIR's Field department received hundreds of requests from activists and state legislators across the country seeking guidance on how they could institute similar laws in their states. The Field department also worked with Pennsylvania State Representative Daryl Metcalfe to build a true national network of lawmakers prepared to advance meaningful immigration reform measures in their own legislatures.

**TRAINING CITIZEN ADVOCATES** As the battle for true immigration reform has shifted from Washington, D.C., to state capitals, giving activists the tools and skills they need to be effective advocates has become an increasingly important part of the Field department's mission. In 2010, the Field staff conducted lobby training sessions for immigration reform activists in Alabama, Florida, Kentucky, Louisiana, Maryland, Missouri, Ohio, Oregon, Pennsylvania and Virginia.

At each of these sessions, FAIR Field representatives prepped activists on the unique issues that chain migration and illegal immigration posed to their states and taught them effective techniques for presenting their concerns to the public, legislators and their staffs, building ongoing relationships with lawmakers and the media and other skills.

Building upon these efforts, the Field department appointed 11 new state advisors in 2010, bringing the total of such advisors around the country to nearly 100. These citizen activists keep our Field staff informed about immigration activities and concerns at the state and local level and allow us to respond instantly whenever and wherever immigration issues arise.

In late 2010, as congressional leaders attempted to force the DREAM Act amnesty through a lame duck session, our strong, on-the-ground network of activists provided critical grassroots pressure on members of Congress identified by FAIR as swing votes. In the end, strong public opposition to the DREAM Act succeeded in preventing the measure from reaching the floor of the Senate.

**MAKING A DIFFERENCE ACROSS THE COUNTRY** The Field department was also successful in helping local activists and concerned legislators protect the most vulnerable citizens in their communities by limiting costly benefits and services for illegal aliens. In Nebraska, FAIR helped rally public opposition to a measure that would have restored scarce state-funded health care benefits to illegal aliens. As a result of the public outcry, the legislation was pulled from consideration.

Our Field department worked with activists in California to pressure Governor Schwarzenegger to veto legislation that would have used state tax dollars to provide grants to illegal aliens attending universities,

colleges, trade schools and community colleges. The legislation, dubbed “Dream Act II,” would have provided these benefits in addition to the in-state tuition rates illegal aliens already receive. As a result of public outcry and pressure, the governor refused to sign the legislation into law.

In addition to our work at the state level, our Field department also works with activists to bring about immigration reform at the local level. In 2010, we assisted in efforts in 12 cities and counties where citizens and local government officials sought to adopt ordinances to deal with illegal immigration.

**BUILDING SUPPORT FROM LAW ENFORCEMENT** In recent years, there has been a growing rift between the politically appointed chiefs of large police departments and the officers who work the streets on the issue of immigration enforcement. Increasingly, rank and file officers and sheriffs (who are directly elected by the people) recognize that local immigration enforcement is critical to protecting public safety.

Our Field staff has forged strong relationships with law enforcement professionals around the country who are eager to become active partners in immigration enforcement. In 2010, the Field department developed a program geared towards law enforcement personnel, providing them essential information about things they can do locally to address illegal immigration. During 2010, Field staff made presentations to various law enforcement organizations around the Midwest and Northeast. As a result, Ohio has established a State Sheriffs Coalition on immigration enforcement.

## **Public Education**

The Field department plays a critical role in advancing FAIR’s mission of educating the American public about the effects of uncontrolled immigration. Field staff regularly speaks to public affairs, educational, civic and religious organizations about all aspects of immigration policy.

During 2010, FAIR’s Field team spoke directly to some 6,000 people at forums and rallies all across the United States.

# **Statement of Activities**

AS OF DECEMBER 31, 2010

REVENUE AND SUPPORT	Unrestricted	Temporarily Restricted	Permanently Restricted	TOTAL
Grants	\$4,043,093	\$803,575		\$4,846,668
Contributions	951,584			951,584
Investment Income	1,598	(680)		918
Other Income	30,469			30,469
Net Assets Released from Restrictions	377,455	(377,455)		
<b>TOTAL REVENUE AND SUPPORT</b>	<b>\$ 5,404,199</b>	<b>\$ 425,440</b>		<b>\$ 5,829,639</b>
<b>EXPENSES</b>				
Program Services				
Public Education	988,623			988,623
Membership Education and Service	592,114			592,114
Government Relations	525,145			525,145
Media	822,072			822,072
Public Interest Legal	31,935			31,935
Research and Publications	584,981			584,981
Lobbying	154,582			154,582
Field	<u>457,978</u>			<u>457,978</u>
Total Program Services	4,157,430			4,157,430
Supporting Services				
Management and General	606,859			606,859
Fundraising	<u>421,083</u>			<u>421,083</u>
Total Supporting Services	1,027,942			1,027,942
<b>TOTAL EXPENSES</b>	<b>5,185,372</b>			<b>5,185,372</b>
Change in Net Assets Before Unrealized Gain	218,827	425,440		644,267
Unrealized Gain on Investments	892,931	13,364		906,295
<b>CHANGE IN NET ASSETS</b>	<b>1,111,758</b>	<b>438,804</b>		<b>1,550,562</b>
NET ASSETS, BEGINNING OF PERIOD	5,261,147	1,249,227	2,531,324	9,041,698
NET ASSETS, END OF PERIOD	\$ 6,372,905	\$ 1,688,031	\$ 2,531,324	\$ 10,592,260

# Board of Directors

2011

**NANCY ANTHONY** Ms. Anthony is President of Fernwood Advisors, Inc., an investment advisory firm. Her business career has been in investment management and tax planning and preparation. She has been active in several Boston area medical, social service and educational institutions including Children's Hospital, McLean Hospital and Massachusetts Historical Society and in local, state and national politics. She received a B.A. in Economics from Northwestern University, a Master of Science in Accountancy from DePaul University and a CPA at the University of Illinois.

**SHARON BARNES** Ms. Barnes is a businesswoman who owns and runs a company that restores and manages historic properties. For more than 20 years she was a vice president in charge of real estate investments for one of the nation's largest insurance companies. She is active in historic preservation and frequently testifies before landmark commissions. A founding board member of FAIR, Ms. Barnes has also been active in population, environment and women's issues. She received her MBA from Columbia University.

**HENRY BUHL** Mr. Buhl is the founder of the not-for-profit Association of Community Employment for the Homeless and its three operating companies: SoHo, SoMA, and TriBeCa Partnerships. These organizations offer the homeless community life skills, job training and employment services. Mr. Buhl started his career on the New York Stock Exchange and later managed international mutual funds at I.O.S. Geneva. After a successful investment career, he turned his eyes to photography and community involvement. In addition to chairing the Photography Committee of the Guggenheim Museum, Mr. Buhl serves as a trustee of the Metropolitan College of New York and the African Museum of Art. He also founded and is president of the Buhl Foundation, which directs funds to support scholarship in the arts and human services.

**DOUGLAS E. CATON** Mr. Caton is the CEO of Management Services Corporation of Charlottesville, Virginia, a regional commercial real estate management, construction and development company. He is also Chairman of the Board of Guaranty Bank, a community bank in central Virginia, and a retired Major General in the United States Army Reserve. He is a graduate of the University of Virginia and the United States Army War College and received his Juris Doctorate degree from the University of Virginia School of Law.

**PAT CHOATE** Mr. Choate, an economist, has held senior positions in the U.S. government, the state governments of Tennessee and Oklahoma and at TRW, Inc., a multinational corporation with extensive global defense, space and industrial operations. He has served on three Presidential Commissions and in 1990 was vice-chairman of the Department of Defense's Science Board panel that reviewed the security implications of foreign ownership of key U.S. defense technologies. Mr. Choate is the author of six books and more than 500 articles, reports, monographs and professional papers. He has testified before Congress more than 50 times on a variety of subjects. In 1996, Ross Perot chose Choate to be his Vice Presidential running mate.

**DONALD COLLINS, JR.** Mr. Collins has been a senior engineering manager at a computer company for the last 20 years. His research and development teams have designed and supported production of over a million products installed worldwide. He is a graduate of Temple University, has a Master of Science degree in electrical engineering from NTU and holds 46 patents.

**SARAH G. EPSTEIN** Ms. Epstein is an art lecturer and volunteer. She serves on the boards of several non-profit organizations, including Pathfinder International, Planned Parenthood of Metropolitan Washington, Center for Development and Population Activities and The Population Institute. She has served as a volunteer for the Urban League and as an organizer for civil rights marches in Washington, D.C. She is a graduate of Oberlin College and Simmons School of Social Work.

**FRANK MORRIS, PH.D.** Dr. Morris has held a position in the U.S. State Department as well as served as the Executive Director of the Congressional Black Caucus Foundation. More recently, he served as the dean of graduate studies and research at Morgan State University. Dr. Morris received his undergraduate degree from Colgate University and he earned his MPA degree at Syracuse University. He earned a Ph.D. in political science from MIT.

**ROY C. PORTER (CHAIR)** Mr. Porter is a senior manager for process management at a large engineering and technical services company. He is a Black Belt in the Six Sigma process improvement method and has experience in the CMMI process maturity framework, systems analysis and engineering, software development, and project management. He is a longtime supporter of numerous environmental and charitable organizations and joined FAIR in 1980. He is a Phi Beta Kappa graduate of William and Mary and has an MS degree from Stanford University.

**ALAN N. WEEDEN** Mr. Weeden is President of the Weeden Foundation, a family foundation based in New York City whose mission is to help save biodiversity on our planet. Mr. Weeden, a native of California, was educated at Stanford University and served in the U.S. Navy during World War II. His business career was at Weeden & Company, a securities firm where he served as CEO and Chairman before his retirement in 1981. Mr. Weeden serves on numerous boards of both corporations and non-profit environmental organizations.

# National Board of Advisors

2011

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