

State Capacity USCIS Project

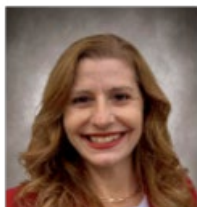


MISSION

Use state capacity principles to design pragmatic reforms for the fair, efficient, and timely administration and delivery of immigration services at U.S. Citizenship and Immigration Services (USCIS), upholding the law and national security and translating expertise into cross-partisan implementation.

WHO WE ARE

Led by Ur M. Jaddou and Emilie Hyams, we are a team of experts with proven track records of driving change, and decades of hands-on experience in immigration, management, and collaboration with experts in intersecting fields.



WHY THIS WORK MATTERS NOW

Administrative backlogs, outdated adjudication systems, visa delays, unpredictable timelines, and work authorization gaps are creating preventable workforce and economic disruption across critical American industries and negatively affecting families and those eligible for humanitarian protection. Waiting to develop solutions to these issues continues to create risks to our economy and our national interests. If we wait for tomorrow, the time to think critically and plan effective solutions is lost, so we would be meeting tomorrow's problems with today's outdated technology and processes. There is a better way – but only if we start planning now.

STRATEGIC OBJECTIVES

- **Promote Good Governance Now:** Invest today – apply data, evidence, and technology to existing legal frameworks to develop and promote administrative reforms that deliver immigration services fairly, efficiently, and timely, uphold the rule of law, national security, and the integrity of the immigration system, so that delays are the exception not the rule.
- **Leverage Expertise:** Collaborate with experts to improve immigration services.
- **Track and Analyze:** Use data to monitor USCIS and related agencies to guide recommendations for change.
- **Design the Blueprint:** Create a detailed, actionable blueprint to reform USCIS processes to be more fair, efficient, and timely, while upholding immigration law and national security.
- **Convene, Collaborate, and Publish:** Host discussions, gather input, develop support, and publish recommendations for USCIS reform, and serve as a pilot for other federal service agencies.

IMPLEMENTATION TIMELINE



Phase 1 Engage with Stakeholders

Gather input from stakeholders such as U.S. businesses, families, states and localities, attorneys, and service providers to inform future solutions for service delivery.



Phase 2 Convene Experts, Develop Solutions

Work with experts, including former civil servants, to develop practical solutions based on stakeholder feedback.



Phase 3 Advocate for Implementation

Publish and advocate for implementation of recommended solutions in an ever-changing environment.