



# Conservatives/Libertarians and Public Service Careers

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# INTRODUCTION

*“Public service and the advancement of justice and liberty are not the exclusive province of any ideology or party. I encourage all students to consider public service as a part of your career, whether in government or in the private or non-profit sectors. Remember that your career path need not be constrained by the choices you initially make upon graduation. Many lawyers will enter and exit government service depending on the political administration in power, so know that there are opportunities throughout your career to contribute your skills to advance the public good.”*

- Professor Michael McConnell

With the support of the [Stanford Federalist Society](#), the John and Terry Levin Center for Public Service and Public Interest Law has compiled a new resource for conservative/libertarian students interested in public service careers.

This handbook is intended to supplement some of the other public interest handbooks produced by the Levin Center, including the general [Public Interest Job Search Handbook](#) and the [Lawyers in Government Handbook](#). I encourage you to review those resources for a broader overview of the public interest landscape and concrete job search tips. This handbook will focus instead on identifying specific resources for conservative/libertarian students, and includes indices of postgraduate fellowships and conservative/libertarian employers.

I want to especially thank Barbara Smith, JD '12 and Gabe Ledeen, JD '12, President and Executive Vice President, respectively, of the Stanford Federalist Society for 2011-2012. The two of them championed this new project and drafted the chapter on campus resources for the handbook.

I also want to recognize and thank Harvard Law School for its 2007 [Guide to Conservative/Libertarian Public Interest Law: Exploring Opportunities with Nonprofits, Research Institutes and Government Agencies](#). We confirmed the current contact information and websites of the fellowship and public interest employers that originally appeared there and have added them to the end of our handbook.

Sincerely,

Anna Wang  
Executive Director

## I. ADVICE FROM CONSERVATIVE/LIBERTARIAN PUBLIC INTEREST ALUMNI

During my time in government when my political or ideological views were sometimes in the minority, I felt my participation in the discussion was particularly important in order to provide a diversity of viewpoints. Such diversity makes for better and more moderate and reasoned decision-making. On occasion I've heard that liberals can do a lot of good as prosecutors because they help the office better exercise prosecutorial discretion. The same could perhaps be said of conservatives working in more liberal administrations and organizations.

While a public interest fellow at Stanford, I was often frustrated when people viewed public interest work as a liberal endeavor that focused solely on cause-lawyering for different progressive movements. To be sure, cause-lawyering is one type of public interest endeavor – and it is more often than not populated by more liberal-leaning individuals – but it is only a subset of a much larger set of public interest activities. The bulk of public interest law—in my view—is about public and government service (in addition to pro bono work in the private sector). There are countless conservatives, libertarians, and moderates working in government in career positions—at DOJ, US Attorney Offices, etc.—who would consider themselves public interest lawyers but not cause-based lawyers. Their contribution to the public interest is invaluable.

- Chris Walker, JD' 06, worked at the US DOJ, Civil Division, Appellate section and clerked for Justice Anthony Kennedy before joining the firm of Kellogg Huber, Hansen, Todd, Evans & Figel in Washington, DC  
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One alumnus advises, “Whether to ‘out’ yourself as a conservative/libertarian in a liberal bureaucracy is a decision fraught with obvious risk. My advice is to try and get a sense of the organization's culture before you make any rash decisions. Of course, if you are easily google-able, toss that advice out the window.”

He adds, “Take the code of bushido. You don't go into government as an attorney to further your political interests. You're not going to be at a level or position to do that. Instead you go in to learn skills. You need to do what's in the best interests of your boss or superiors. If you're trying to go into government to change the world or do the right thing, you better know your supervisors are on the same page as you. If you get any sign that your supervisors are on a different page, you're going to be in a lot of trouble.

Before accepting the position, the same alumnus advises students to test the waters. “At some offices, you get the sense that they’re willing to talk about politics. You also need to know yourself. If you’re not the kind of guy to keep quiet about politics either a) don’t take the job or b) figure out how to somewhat ameliorate the situation. Even if they don’t directly hold it against you, how you’re evaluated isn’t based on merit, it’s more about how much time they want to invest in you. If they hate your guts because of your political beliefs, you’re starting at a huge disadvantage.”

Moreover, students need to be aware that some governmental agencies are staffed with both “political” and “career” lawyers. This is most common in federal agencies. For instance at DOJ or State, there are positions limited to political appointees and those attorneys leave when the administration changes. The alumnus cautions, “If there’s an open civil war between political and career attorneys, my advice is to never get into that situation at all. With government, it’s the politicals who run the show at the high level and careers run the day-to-day. They are often on the same page but not always, especially if there’s a change in administration. When you’re going from Democratic to Republican control, you see liberal career attorneys who resent the conservative political overlay in control. They may view you as a spy, someone who is not a team player. As a low level attorney, you have nothing to do with the high-levels guys. Your only connections to them are the career attorneys, and those careers may differ in beliefs. They may just rip you apart one cut at a time.”

If you’re a political person, you need to find out whether you are covered under the Hatch Act, as you may not be allowed to do anything at all. The Hatch Act limits the political activities of Federal employees both on and off duty. It also can be extended to state and local government employees if some federal funds support the positions.

If you’re not Hatch Act covered, even though you may have the right to participate in political process, you still may need to be circumspect about it. The alumnus continues, “There are many other ways to retaliate against someone without leaving tracks. Don’t assume just because you have the right to do something that you can do it without penalty.”

He adds as his final piece of advice, “Carefully manage your on-line persona. What you write and what you post, if your name is associated with it, Google will find it. You’re running a risk if you’re writing a blog. We are living in a less private more public time. For instance, when I was applying for clerkships, I could see that courts were looking at my blog posts. I could tell from the site statistics which domains the visitors were from. After clerkship interviews, I would see all these hits from U.S. courts so I knew the clerks were checking. One of my clerkship interview questions was actually about my blogging, as they asked if I was going to be blogging as a clerk.”

- Anonymous contribution, per the alumnus’ employer strict policy on public statements

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You're at the best law school in the country. You have the abilities and opportunities to do whatever you want, along with the resources to make it happen. If you're thinking about working for the government, it sounds a bit strange but you need to ask yourself: "Do I want a government job?" You can do whatever you want with a degree from Stanford, but in my experience the people who end up working for the government have to want to do it. Even in the worst economies Stanford Law graduates have the ability to write their ticket anywhere, so you need to weigh what you are giving up if you choose to go the government route.

And what are you giving up? Money. Yeah, it's crass. You go to Stanford Law School—firms want you. There's nothing wrong with recognizing that you're leaving a lot of cash on the table if you want to go into politics or the government. It's a valid concern. Still with me? Hey, you don't even have to do it right away. Myself, I worked for a firm for two years. It was a wonderful experience, both professionally and personally, and out of it I obtained both lifelong friends and the best mentor anyone could ever want.

If you have the itch for government service, however, chances are you are not just thinking about this as a career option, but something that is a part of you. I was always into politics and government. Most of my colleagues were the same. There's an immense satisfaction that comes with going to a job you care about to your very core.

The best thing about forgoing the firm route for a government or political job is the amount of responsibility you will be given so soon in your career. Law firm life can be frustratingly structured depending on how long you have either been out of school or with the firm. Government or political jobs are not like this at all—you will be given the opportunity to advance as quickly as you want or are able.

So what do you need to do? Luckily for you if you're reading this you're starting the process much earlier than I did. The resources of Stanford Law School and its alumni base are always a great place to start. You should also think about where you want to work: in your hometown? In DC? Do you want to work on policy, campaigns, or a mix of both? If you have not yet volunteered for any political activities, you should consider it. Regardless of party or politics, the relationships you make doing something as mundane as get out the vote calls for the New Hampshire primary could shape your career years later. It did for me.

If this seems woefully short on specifics or tricks, it's because there aren't any. You need to decide where you want to go. If I could flip my opening question, if you decide you want to work in government, you need to decide what you want to do when you're there. After that, it's just a question of doing everything you can to make it happen. The best advice I

can give is something you already know if you have access to Stanford Law School materials: work hard.

Sean Hayes, JD '06

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Know your audience. Putting [Federalist Society] on your resume is great if you are applying to a conservative judge. Putting it on LinkedIn or on a resume that will be shot-gunned to corporate recruiters would be a huge mistake. People think I'm more conservative than I am just based on my resume—they think I'm to the right of Attila the Hun.

For example, I was having a great interview with Keker and Van Nest when they asked me, "Is someone as conservative as you going to be comfortable with people who hold progressive beliefs?" I just sort of looked at them and replied, "I'm going to be comfortable. Are you going to be comfortable with me?" I did not ultimately get an offer from them.

When people read resumes, they get an initial vibe on you. I do with resumes I read. Having an ideological identity on your resume just doesn't make sense unless you know there's a connection with someone (e.g., if you know the judge is conservative, or you know they are open to it because they clerked for [conservative 4th Circuit judge, J. Harvie] Wilkinson and you know they won't be prejudiced against you for having it on your resume).

Political affiliation also makes a difference at the US Attorney's Office, where hiring is supposed to be non-political, but the US Attorney is a political appointee and he's going to be more comfortable with people in his ideological image.

Basically, it's best not to put your politics in writing, especially not in an email. Political views are what you bring up in an interview when you KNOW you have it in common.

My advice is not to highlight affirmatively, but don't run away from it when asked about it either. If people somehow learn about your ideological stance elsewhere, don't run away from it. If they think you're evasive, it will hurt you like any other misrepresentation. If you're forthright when asked about it, I find it's not going to hurt you, but if you affirmatively put it out there, it makes it bigger than it necessarily may be.

Part of law school is the intellectual feast, arguing, going head-to-head, but things that are encouraged and valued in the classroom aren't valued elsewhere in society—especially

when you don't know people, you have to be really careful. Do your homework on people and the organization before the interview.

Finally, I would not put ideological bumper stickers on your car. If you park in an employee parking lot or drive it up to the interview, if someone sees you, it really does mark you. If I see it, I wonder, "Why do they feel the need to broadcast it?" It's one thing to have strongly held beliefs, but no one likes to work around someone who thinks the world needs to know their opinions 24/7.

- Anonymous alumnus now in private practice

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My public service career began before I attended SLS, as I joined the Army Reserve on a Guaranteed Reserve Forces Duty Scholarship while in college. I was commissioned a 2d Lieutenant between Junior and Senior years and served as an armor platoon leader in the National Guard during my college senior year. The Army Reserve granted me an educational delay while I attended law school.

After Stanford, I clerked in the US District Court (WD Ark.) before going to NYC as a litigation associate in a Wall Street firm. After my first year, I took time out to attend Army Intelligence School for six months, followed by another three months on active duty with Division G-2 of the 82d Airborne Division in Ft. Bragg, NC. Thanks to the federal law protecting reservists (USERRA and its predecessor) I was able to rejoin my law firm on completing these tours, and I began drilling as a reservist on monthly weekends with a Reserve Special Forces battalion.

While I was litigating in private practice, I found opportunities to do pro bono work amenable to my political views. I volunteered as a Special Assistant DA in New York County (Manhattan), where the DA's office gladly accepted help from private sector lawyers with their many criminal appeals. In this way I also gained valuable appellate argument experience, which at the time the 2d Circuit required for admission to their bar. I also began the first of many tries to apply to a US Attorney's office, where even in the midst of the recurrent hiring freezes, the US Attorney's offices in EDNY and SDNY were continuing to interview to keep candidates in their pipeline.

After 7 years in New York at different firms, the last firm I worked for dissolved. My job search led me to the newly created Office of General Counsel at the FBI HQ in Washington DC. FBI had previously detailed FBI Special Agents who had law degrees to rotate into their prior Legal Counsel Division; now they put all the Agents in the field and hired non-agent attorneys for the new OGC. I spent the next three years defending Agents and the Bureau in civil rights and tort actions in federal courts across the country. The position was a career attorney position, but it turned out to be less consistently a go-to-court



litigation position than I had initially hoped. During this time, I also stayed active with the Federalist Society Lawyers Practice groups (both the International & National Security Law and Civil Rights practice groups); I had joined the Stanford students chapter early in its existence (I think my first year at Stanford was the second year of the chapter's existence)- and found the experience and connections heartening as well as helpful.

During my years at the FBI, I also took advantage of the LLM program at Georgetown University, to attend night classes and earn the LLM in International & Comparative Law. That experience gave me resources and insights not only for the next phases of my career but also to continue and expand on my interest in academic research and writing, which I have continued on the side and published from time to time.

I left FBI after three years to join a small litigation boutique firm in DC. I was introduced to them by friends in the Federalist Society as well as my District Judge, and the lead partners were former appointees of the Reagan DOJ. There I litigated matters ranging from Court of Federal claims cases to US Supreme Court appeals. I next went out on my own to hang my shingle as a solo practitioner, with the blessing of the partners and their referrals of occasional matters. As a solo, I particularly developed a practice in US Supreme Court amicus briefs, and benefitted from acquaintance and familiarity with a number of conservative or libertarian public interest groups in DC. I wrote and submitted amicus briefs on behalf of the Center for Individual Rights (CIR), the Institute for Justice, the CATO Institute, the Speaker of the U.S. House of Representatives and the Independent Women's Forum, among others. In addition, when one of these groups might already be litigating at the Court, they often would refer out to lawyers other groups interested in submitting amicus briefs to support the main case on appeal. In this manner, I am proud to say my first such amicus brief was on behalf of the National Association of Criminal Defense Lawyers (NACDL), in support of the appellant represented by CIR.

Other components of my solo practice included criminal defense appeals by appointment under the Criminal Justice Act in US Courts of Appeals and the DC Court of Appeal, federal litigation under Title VII, Bivens and the FTCSA (making use of my experience at FBI OGC), and pro bono cases referred by the US District Court for DDC. No one of these areas was sufficient in itself to carry my practice afloat, but in combination they made for a good mix of work.

The Terrorist attacks of 9/11 interrupted my solo practice when the Army called me to active duty. I put my J.D. on the shelf and became a full time Army intelligence officer serving with CENTCOM Special Operations in Tampa, Qatar and other parts of the Persian Gulf and the Middle East. After one year, I returned to DC but chose not to reopen my solo practice. After shopping my résumé around, I landed a policy appointment (Schedule C) in the Deputy Attorney General's Office in Main DOJ. My role was principally to attend interagency meetings and otherwise keep an eye on national security, defense

and intelligence matters for the Deputy Attorney General. Here my Army Reserve and active duty experience working with varied member agencies of the intelligence community stood me in good stead.

The inherent nature of policy appointments is their temporariness: One can't expect to remain in the job beyond the President's administration, and usually there is pressure and expectation that you would move on sooner, and let the Administration rotate others in to have a chance at it too. Most DC appointees come from a law firm job and tend to return to their old law firm; I did not have that option. I instead worked to ultimately find my present position as a career federal prosecutor as a front line AUSA. This position is truly the best of both worlds, in that is a public service position in which I believe and can serve indefinitely without concern about expiration of my term or wondering what the next rung of the ladder should be. I also find it is relatively free of political concerns in terms of watching what my beliefs are in interaction with the job.

As far as reconciling one's conservative/libertarian beliefs with federal government service: Unless you are a complete anarchist, there are functions of government you will support and believe in. There is no conflict then if you know going in it is an aspect or agency of the government that you want to contribute to. In this sense, I have enjoyed working in law enforcement, national security-intelligence and the judiciary, as missions I believe the federal government can and should do well. A more practical concern is really no different from going into private firm practice – if you know you would prefer corporate transaction work vs. litigation or vice versa, you should focus in that direction. Similarly, if you prefer litigation to in house file management, that should be your focus as you investigate/interview with varied government agencies. No area is truly free from the modern trend of specialization: Law enforcement agencies (ATF, DEA, FBI, etc., as well as local or state) will have their sections devoted to proactive advice (Search warrants, interrogation policies) or administrative law (employment litigation, finance and logistics contracting) or litigation (defense of suits in tort or civil rights). Others may have a more investigative focus (the obvious candidates like USAOs but also IG offices in any number of departments and agencies). Which role you can play in which agencies in support of which government programs/functions/missions is up to you and your due diligence to determine where you are comfortable working and supporting the effort. The real danger is in entering one of these agencies and expecting something different from what you find yourself doing, especially if you are new to government and come with certain private sector expectations, both as to independence, initiative, and support/resources. Caveat emptor!

Other public service alternatives for conservative/libertarian lawyers are the NGO interest groups I mentioned above like CATO, IJ, CIR etc. There are regional counterparts too, so one isn't limited to just the DC area. And if there isn't one nearby, there doesn't seem to be too much obstacle to starting a new one, if that is your passion. Most of the conservative ones I worked with are broadly supportive and networked after a fashion, they

travel in similar circles and are following many of the same issues although with their own particular priorities and emphases. They also develop their own pro bono networks for assistance, so it is possible as an associate in a private firm or as a solo to pick up occasional matters by reference and stay involved in that way, while you earn your keep in the more mundane or regular aspects of your day to day practice. And in those referrals, one need not be local, especially if it is an appellate matter, you can litigate from afar (subject to of course to bar admissions or court pro hac vice requirements).

The other main distinction I think relevant to the questions asked is the difference between career lawyer positions and policy positions in a given department. Policy appointees are expected to adhere to and pursue the political policy preferences of the administration and the president who won the election. Chances are you won't (or shouldn't) be in one of those positions if you weren't in some way supportive of the President and his party. Career lawyers are instead the line worker bees. The bottom line is they work for a client (the USG or their agency) and their role should be limited or focused on applying the law to the issues at hand for their client. Policy should be a broader concern above their roles and conflicts should be few. As a line prosecutor, I am more concerned about the facts and details of a particular defendant and investigation, than the broad policy decisions of main DOJ, and when those policies are promulgated, I can most often work within them, as they are typically decisions of emphasis or resource allocation: E.g., 'we are now looking to prosecute more of these types of cases or less of those,' or 'there are now additional investigative requirements to meet before approving the filing of particular type of charge in an indictment,' etc. Political beliefs don't enter into most of what I do. There are plenty of differences of opinion with other AUSAs in general political outlook perhaps, but those are matter of personal comfort in what you choose to discuss at work, rather than anything else in the course of the job. [I do concede that the fact I work in a very small outpost office – 4-5 AUSAs in a total of 8-10 people – will color this view.] If a problem should arise, there are ample bodies of ethics guidelines, Professional responsibility advisors and decades of DOJ manuals and guidelines for reference on a case by case basis. The longstanding tradition of DOJ practices also tend to err on the side of protecting constitutional concerns and recognizing the special role of DOJ as not just representing the sovereign as the client, but also pursuing the public interest of justice overall in any given individual case.

Similarly, when in the FBI OGC, I was removed from policy considerations in FBI or even DOJ. And as a clerk to a District Judge, the true task at hand was applying the law to the known or demonstrated facts, to summarize the parties' positions and make recommendations to the judge on disputed motions and cases.

What might be of more import or concern to SLS graduates than political differences might be the intermittent cultural biases against graduates of top end schools like Stanford. Not many of the top tier law school graduates go into government career

positions, or if they do enter government, we see them more often going into policy positions after working to partnerships in large city firms. The context will always depend on the particular location: In Main DOJ, you might actually feel the lesser odd-man out if you weren't a Supreme Court clerk, or in bigger city USAOs like NY there are plenty of top school grads, but they can rotate pretty quickly out of the office once they complete the minimum obligated term of service. But in other parts of the country, you are more likely to be working with folks who worked their way up from a regional law school and the local state attorney's office and they will look somewhat resentfully or skeptical of a Stanford Law grad or someone coming from the policy realm to do what they do. It is all generally a facet of human nature: In recruiting and hiring, people tend to look for and hire folks like themselves, so if your career path looks somewhat different, they may not as readily accept that you belong. But doing the job well and consistently over time I find has been the best antidote. You will have to make judgment calls of style, such as noting whether the office is one where others put their diplomas on the wall or other badges of distinction; up to you as to how iconoclastic or flashy you are confident in being. Again, this is not necessarily unique to government service.

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Since this is a handbook for conservatives and libertarians who supposedly believe in the free market and the creation of wealth, I see no reason to discourage people from making money. Liberals often act as if the best way to change the world is to be a government bureaucrat that spends taxpayer money or to work for some dubious nonprofit outfit that advocates taking other people's money (just read Barack Obama's first memoir). For conservatives, some of the best vehicles that serve the public interest exist in the private sector. For instance, a former Stanford Federalist Society President was a co-founder of PayPal. There's nothing pro bono about that but his business venture has certainly made the world a better place. So if you've got an entrepreneurial streak, go found your own business or go work for a business that makes a worthy product. You'll help create jobs and enhance market efficiency. It's the conservative way of fighting poverty, and no matter what the sanctimonious people on the left say about making money, it's very much in the public interest.

I worked for a Chinese Internet company prior to SLS. It went public on the Nasdaq about two weeks after I joined. Today, it is China's Twitter. I am proud of the company and all that it does to change the face of China.

For those who are interested in a law firm paycheck, there's no reason why you can't pursue public interest work at a firm. Obviously, many of the white shoe law firms that pay the best salaries are extremely liberal and tend to offer pro bono work that is highly distasteful to conservatives and libertarians. This does not mean that a conservative should cower in front of the firm's partners and hide his ideology (unfortunately, this is what many young conservative associates do). Just be proactive: make helpful suggestions to the firm's pro bono committee, seek out partners at the firm who do conservative public interest work, or take the initiative to bring in conservative pro bono clients for the firm. Most of the top law firms are very professionally run. If you make reasonable arguments that put the firm's economic and financial interests first, you're very likely to get a fair hearing.

I worked at Simpson Thacher & Bartlett for a few years after law school. For the most part, I was not a fan of the firm's pro bono clients (they ranged from enemy combatants to Planned Parenthood), but the firm made room for conservative public interest work. It just took more effort to get it.

Clearly, money can't buy everything. For one, people in government (especially those who go in as a political appointee) often work in positions that are five levels above their competency. It's one reason why our government is a sorry mess. But for young people, it is a great way to amass valuable experience and assume real responsibility. If you get to further ideas and policies that you believe in, it can be even more rewarding.

Just remember that working for conservatives in government or for conservative institutions does not necessarily mean that you'll be furthering conservatism. I worked at a prominent conservative think tank in Washington after law school. This was during the second term of the George W. Bush administration. At the time, some of the biggest proponents of big government in domestic and foreign policy were actually prominent people who worked within the Bush administration and at my think tank. It was unfortunate, but this phenomenon is quite common in the policy world.

Thankfully, the free market offers abundant choices. For every useless politician, there is likely a sensible one, and for every intolerant nonprofit, there is likely one that prizes free thought and scholarship. Additionally, within each organization, government agency or administration, major differences exist among the major players on major issues. Wherever you are, you will likely find allies who will fight on your side.

If conservatism is based on the premise that "ideas have consequences," then the key for anyone who believes in conservative ideas is to stay engaged in the public policy debate, regardless of where he works.

Ying Ma, JD '05

Visiting Fellow, Hoover Institution  
<http://yingma.org>

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Editor's note: This profile originally appeared in our [Fall 2011 issue of \*Create Change\*](#).

## ALUMNUS IS LIVING HIS DREAM AS FIRST AMENDMENT ADVOCATE

Greg Lukianoff, JD'00, president of the Foundation for Individual Rights in Education (FIRE), speaks with conviction when he says he loves his job as a First Amendment advocate. He explains, "I knew this is what I wanted to do with my life. I didn't feel the need to follow the traditional route [to a judicial clerkship and then a corporate firm.] I enjoyed law school, but I didn't pursue clerkships because I knew what I wanted to do. I really did the 'putting-all-my-eggs-in-one-basket' approach. Frankly, I just wasn't going to pretend I wanted to do tax law or criminal law. I wanted to do First Amendment law."

Lukianoff fell in love with First Amendment law in college, when he was a student journalist and did his senior capstone on the Communications Decency Act, for which he interviewed people from the Electronic Privacy Information Center (EPIC) [Marc Rotenberg, the founder & executive director of EPIC is also a SLS graduate] and the ACLU. Thus, he went to law school specifically planning to focus on First Amendment law. While Lukianoff initially found more inspiration outside of the classroom during his 1L year with the great weather, Olympic-sized pool, and wonderful new friends, he found his passion for First Amendment law reignited after taking Constitutional Law II with Kathleen Sullivan, Stanley Morrison Professor Law and former dean.

Lukianoff says the course reminded him why he came to law school and he began to "hyper-specialize" in First Amendment law by crafting his own curriculum. He referred to doing independent research projects with Professors John Barton and Lawrence Friedman, including one project on the history of the prior restraint doctrine in Tudor England. When he shared the news with friends while at CoHo one day, a horrified friend replied, "Who is making you do this?" Lukianoff chuckles, "It was a wonderfully clarifying moment. It's hard to imagine that everyone else doesn't love what you love as much as you do."

Students who have a passion for a fairly specialized area of the law need to be prepared for challenges. Lukianoff explains, "One generalized warning for those with the typical law school personality: we sometime neglect to think like entrepreneurs. We're a little too susceptible to the notion that there's only one right way to act after law school."

Clerkship, big firm, blah, blah, blah. In a lot of cases you forget that if there is a cause that you care about or a market need not being met, you can go out and start a nonprofit or a related business. It's easier to do in some cases than people think. It's by no means easy, but it's within people's reach and within their skill set more than they understand. Plus, it can be much more rewarding. I wasn't the founder of FIRE but I came in on the ground floor and grew it from 5 people to 18. There is tremendous potential energy released if you decide to do something creative and different."

Lukianoff's own path from law school to FIRE has been an interesting one. After graduation, he worked part-time at a patent law firm, wrote a screenplay, and looked for First Amendment jobs. Then Harvey A. Silverglate, a Harvard Law School graduate who co-founded FIRE, reached out to Professor Kathleen Sullivan to recommend someone to hire as FIRE's first Director of Legal and Public Advocacy. She recommended Lukianoff, a former student in her Constitutional Law II course. Lukianoff notes, "It remains the greatest compliment I have ever received in my life that she recommended me."

After starting at FIRE in 2001 as its first Director of Legal and Public Advocacy, Lukianoff and FIRE have both thrived over the past ten years. Lukianoff has led the organization's rapid expansion and established himself and FIRE as respected experts. For those unfamiliar with FIRE, it is dedicated to preserving and enlarging academic freedom, due process, freedom of speech, and freedom of conscience on American college campuses. See [www.thefire.org](http://www.thefire.org) for more information about FIRE's work.

As an advocacy organization, FIRE operates within the current hyper polarized times which leads to political assumptions. For the record, Lukianoff actually does not identify as a conservative and volunteered with the ACLU while at SLS. He observes, "It's almost as if people can't understand reality unless you label something 'liberal' or 'conservative.' It's an asinine way of looking at the world. Do Plato, Lao Zhu, Kierkegaard easily fit within a modern American definition of right or left? The rich variety of human thought doesn't track well with what's considered liberal or conservative in the U.S. right now. But for some reason we're obsessed with it."

He understands that this intense focus on political identity places a challenge on his work and seems dismayed by the change in climate over the past few decades. Lukianoff observes, "Back when speech codes started in the 1980s on campus, outside of academia, Democrats and Republicans on the left and right were pretty united against them. They knew the speech codes were well-intentioned but terrible ideas for universities. Gary Trudeau and Rush Limbaugh understood how wrong they were, and both mocked and opposed campus speech codes. It's a scandal that campus speech codes haven't gone away, but now, in a hyper polarized society they get viewed through this partisan lens."

He shares a story of one incident that demonstrates how perceived political identity has influenced his work. “I was on an NPR show defending the right of an evangelical student to have Bible study sessions in his own room on his own time. He was a [Resident Assistant] expressing religion privately. On NPR they asked me, ‘Is FIRE a religious organization?’ Actually, no, FIRE was founded by two atheists and I’m not religious. So then they actually asked me, ‘So why are you defending these students?’ My answer was because it’s wrong!”

Lukianoff notes, “Liberals make judgments about conservatives and vice versa. Libertarians make judgments about everyone. It’s really sad that we’ve divided ourselves that much. At the same time, I think I ran into some amount of skepticism when I first started as head of FIRE because some of the religious people who we sometimes defended were writing in asking, ‘How is this ACLU radical going to protect religious people? Can we trust this liberal to defend us?’ [My view is] civil liberties should unite not divide people across party lines. You must be committed to your causes. If you are trying to do trans-partisan work, you have to prove you are committed to it regardless of the defendant. As I often say ‘When I am defending opinions I agree with, I feel like I’m cheating.’ Sometimes people get into First Amendment law and think they want to do it, but they only want to defend people they agree with. This means you don’t get it. There’s a larger principle. Hearing opinions that you hate or totally disagree with is good for you. It helps you understand why you believe what you believe in the first place. It may even cause you to think more critically about why you believe what you believe. In our hyper-polarized society, we have sadly lost sight of this in a lot of ways.”

As president of an advocacy organization and frequent contributor to on-line, print, and television media, Lukianoff has mastered the art of communicating to a lay audience. It can be challenging for lawyers to make that transition from the legal world to the mainstream world. He explains, “The problem is if you ‘write like a lawyer’ you can fall into bad habits. It can destroy your ability to write for a popular audience. It’s something I see time and time again. I’ve watched law school destroy people’s ability to write like a normal human being.”

This is a skill he thinks that SLS could focus on to better prepare our students for public interest careers. He explains, “A class on writing about the law for a popular audience would be really useful. It’s not just because of blogging or the need to explain stuff to a popular audience. Beyond that, lawyers don’t always understand that if you can’t say something simply and clearly, you probably don’t understand it as well as you think you do.”

Lukianoff adds that a public speaking class focused on persuasive speaking could also be immensely useful. He observes, “This may surprise many of my friends, but I always



used to test via MBTI as an introvert. When I did TV appearances or live speeches, I would leave those things completely drained, completely exhausted, and desperately needing a martini and a nap. I had to find professional public speaking training. If you are going to be an advocate, it requires a lot of being good on TV, good in live speeches, and comfortable in those environments. [Learning to be a more effective public speaker] helps clear up your mind so you can focus on the important questions ‘Can I explain this in a way that will connect with an audience? Can I explain it in a way that is both legally accurate and clear? Can I find the right word so that it is legally bulletproof but not clunky?’”

Other advice that he has for law students includes dispelling the myth that one must frequently jump from job to job to stay fresh and move up the proverbial ladder. Lukianoff notes, “I think that sometimes law students get it into their heads that they won’t have a meaningful career unless they do 25-40 different jobs in their career. I went into this job with an inkling that I would do two years and then get out of it and do something else so I can continue to have impressive things added to my resume. One of my best friends from law school refers to himself as a credential junkie. It’s great that he’s aware of that, but he’s still a junkie. The thing I’ve enjoyed about my career is that it’s good for my organization that I write for popular audiences and that I write for law reviews. It’s good that I wrote a book. Thinking in terms of being in one job doesn’t mean you’re settled. You want to keep taking your job to the next level and you don’t necessarily have to switch jobs to do that. Being at FIRE for ten years has had tremendous benefits. My work and my life have gotten deeper, richer, and more rewarding. It’s nice to actually become an expert at something, particularly if you’re an expert in something you really, really love.”

Lukianoff recalls a conversation he had with classmate Thomas Bollyky, JD ’00, during their 3L year while driving back to San Francisco one day. The two were talking about their post-graduation plans and both were on the same page, as they wanted to hyper specialize in things they loved. Lukianoff notes, “You want someone in a boardroom somewhere saying, for example, we need someone who is an expert in the intersection of the First Amendment, academic freedom, college, and employment law. There isn’t anyone who really does that. But if there is that one guy, you want to be that one guy.”

He also adds, “If policy is really your passion, you will always be better at it than someone who doesn’t have that passion. Your superpower is that you would study this even if no one was paying you.”

One final tip Lukianoff wishes to impart to SLS students is about showing commitment and not being hesitant to take unpopular positions in support of your principles. He advises, “When it comes to working for a cause, showing you have principles, commitment, and integrity is incredibly important. I have seen a lot of talks from

people who give advice on what to do and how to advance your career. Some things are not just about the structure of how you advance your career. Years back, at a Shaking the Foundations panel, the panelist (who will remain nameless) who went before Professor Pam Karlan talked about how when working in DC, you don't want to make any waves because you might have to work with that person the next time. The point was, don't make anyone angry. It was a very strange presentation that seemed to say, 'Don't stand for anything too much.' Pam followed with, 'You shouldn't spend your whole life worried about your Senate Confirmation hearing.' That is absolutely true."

He shares a story that illustrates this point. "I remember when somebody who is a social conservative decided to publicly depart from other social conservatives who were much older and much more famous than him. He was probably 22 years old and publicly disagreeing with power brokers in the Republican Party over gay marriage. This was 10 years ago when there wasn't nearly as much conservative acceptance. I remember him writing a very forceful and strong and moral email to a lot of people who, under normal circumstances he would feel compelled to suck up to, saying their position on this was wrong. Afterward, he wrote me with a sense of resignation, 'I think I just ruined my career, but there are worse reasons to do that.' I wrote him back, 'You may not know it, but you may have just made your career. People respect integrity.'"

This ten year journey so far has been a thrilling journey for Lukianoff. He notes, "Everybody has their complaints about their job. Yet it's hard for me to think of a job that suits me better than this or that I'd enjoy better than this. Sometimes I think about teaching this subject eventually, but I have no plans on changing jobs for the distant future. I love being a First Amendment advocate. Working on college campuses is interesting and really lively. I like being head of a group that brings together people who are politically diverse. There may be other political differences within the office but when it comes to defending freedom of speech and due process, that's never debated. It's something they all share and a nice thing to see in such a polarized society."

Lukianoff's concludes, "Other than being granted superpowers and taking on a career as a superhero, I can't imagine a better job than this."

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## II. ADVICE ON STANFORD UNIVERSITY RESOURCES

The world of elite conservative and libertarian lawyers is small but powerful, and eager to help young law students and lawyers of similar stripes succeed. In the public interest and government world, networking opportunities help open doors that otherwise seem impossibly shut. Cultivating a network of conservative and libertarian mentors can assist law students in attaining the public-interest jobs they seek. To develop strong ties to good mentors, consider getting involved on campus in the following ways:

### **Join the Stanford Federalist Society.**

The Stanford Federalist Society for Law and Public Policy Studies is a group of conservative and libertarian law students on campus interested in the state of the legal order. The Stanford chapter is affiliated with the national Federalist Society organization, which includes chapters in other law schools across the country as well as groups for lawyers based on geography and practice area. Get involved in the Stanford chapter, both so that you can meet like-minded law students and so that you can meet like-minded professionals. The national organization is keen to assist law students who want to be engaged. Also consider assisting the Silicon Valley Lawyers' chapter of the Federalist Society, whose members include many prominent Bay Area conservative and libertarian lawyers with connections in California, Washington, and elsewhere.

### **Look for Research Opportunities at the Hoover Institution, and Develop Relationships with Hoover Fellows.**

The Hoover Institution boasts one of the deepest benches of right-leaning scholars of any think tank in the country – and it's conveniently located right on campus. Browse the Hoover website and think about which scholars work on issues that most interest you, and don't be shy about emailing Hoover Fellows to ask whether they would like research or writing assistance from a like-minded Stanford Law student. Working with a Hoover Institution Fellow to publish scholarship not only beefs up your credentials, it also enables you to develop a relationship with a scholar in your field of interest. Even if the person with whom you'd like to develop a relationship doesn't need your research or writing help, many of the Hoover Fellows (though not always the biggest names) are anxious to mentor ambitious and like-minded students. Ask to stop by and chat, or grab a cup of coffee to discuss your future career in the public interest.

### **Join the Rising Fellows Program at the Hoover Institution.**

In 2010, the Board of Overseers of the Hoover Institution began a program for young Stanford-affiliated conservatives and libertarians. The Fellows Program hosts dinners with Hoover Fellows, and offers a wonderful opportunity to meet right-leaning graduate students in other programs. The networking opportunities – and the chance to affiliate with the Hoover Institution – are very valuable.

## **Develop Relationships with Conservative and Libertarian Faculty Members on Campus.**

Take classes from conservative or libertarian faculty members when you can, and seek their advice where they can be helpful. Consider working as a Research Assistant for them, or consider a directed research project under their tutelage. Most of all, when you run into problems, ask to meet with them as you consider public interest options.

At the law school, right-leaning faculty members include Professors Michael McConnell, Marcus Cole, Alan Sykes, Peter Thiel, Rob Daines, Joe Grundfest, Dan Kessler, Kenneth Scott (Emeritus).

Also consider taking graduate level classes in other programs. Right-leaning faculty members at the business school, who teach excellent classes on the intersection of policy and politics, include Keith Hennessey, Ed Lazear, David Demarest, and others.

### ***Consider a Clinic***

Clinics are currently optional but highly recommended, and the administration is moving in the direction of requiring all students to participate in a clinic for at least one quarter. The clinics cover a wide range of practice areas, and there isn't one clinic that will appeal to all conservative or libertarian students. Each student needs to identify the clinic that interests them the most, and then do some research into the clinical staff. You need to determine whether you would be comfortable working under the direction of that clinic's director, so find students who took the clinic and ask them about their experience. If you are interested in a clinic but have misgivings about the clinic's staff, you'll have to look at the other options and decide what is best for you. If you are passionate about an area that is not represented in the clinical program, you might consider proposing a new clinic to Professor Larry Marshall, who serves as the Associate Dean for Clinical Education.

### ***Pacific Legal Foundation Pro Bono Project***

The Pacific Legal Foundation is a public interest law firm that litigates constitutional issues from a more conservative and libertarian perspective. Students in this project will research for and write amicus briefs, court briefs, and research memoranda for PLF attorneys on cases related to property rights, eminent domain, environmental regulations, civil rights, and First Amendment issues. Time commitment will vary from week to week and month to month depending on the available projects.

2011-2012 Student Leader: Ilan Wurman, [iwurman@stanford.edu](mailto:iwurman@stanford.edu)

### III. INDEX OF POSTGRADUATE FELLOWSHIPS

Fellowship	Deadline	URL
Justice Robert H. Jackson Legal Fellowship, Foundation for Individual Rights in Education	Position filled for 2012-2013	<a href="http://thefire.org/article/13185.html">http://thefire.org/article/13185.html</a>
Pacific Legal Foundation College of Public Interest Law Fellowships	Rolling	<a href="http://www.pacificlegal.org/Page.aspx?pid=558">http://www.pacificlegal.org/Page.aspx?pid=558</a>
CIA Legal Honors Fellowship	Rolling	<a href="https://www.cia.gov/offices-of-cia/general-counsel/careers/honors-attorneys-program.html">https://www.cia.gov/offices-of-cia/general-counsel/careers/honors-attorneys-program.html</a>
National Litigation Fellowship	Rolling	<a href="http://www.pacificlegal.org/Page.aspx?pid=688">http://www.pacificlegal.org/Page.aspx?pid=688</a>
Hoover Institution Fellowships	TBD	<a href="http://www.hoover.org/fellows/">http://www.hoover.org/fellows/</a>
Pew Charitable Trust Grants	TBD	<a href="http://www.pewtrusts.org/program_investments_procedure.aspx">http://www.pewtrusts.org/program_investments_procedure.aspx</a>
Woodrow Wilson Fellowship (targets accomplished faculty)	TBD, no updates for 2012-2013 yet	<a href="http://www.cic.edu/projects_services/visitingfellows.asp">http://www.cic.edu/projects_services/visitingfellows.asp</a>
Heritage Foundation Fellowships	Varies	<a href="http://www.heritage.org/About/Fellowships/Graduate-Level-Fellowships">http://www.heritage.org/About/Fellowships/Graduate-Level-Fellowships</a>
Fulbright Grant	Varies	<a href="http://fulbright.state.gov/about/frequently-asked-questions#table">http://fulbright.state.gov/about/frequently-asked-questions#table</a>
Rockefeller Brothers Fund	Varies	<a href="http://www.rbf.org/programs">http://www.rbf.org/programs</a>
Draper Richards Foundation Fellowship	Varies	<a href="http://www.draperrichards.org/process/guidelines.html">http://www.draperrichards.org/process/guidelines.html</a>

American Political Science Association Congressional Fellowship Program	Varies	<a href="http://www.apsanet.org/content_24889.cfm">http://www.apsanet.org/content_24889.cfm</a>
German Marshall Memorial Fellowship	Varies based on organization	<a href="http://www.gmfus.org/mmf">http://www.gmfus.org/mmf</a>
Office of the Solicitor General Bristow Fellowship	July 15-September 1	<a href="http://www.justice.gov/osg/opportunities.html#bristow">http://www.justice.gov/osg/opportunities.html#bristow</a>
New York Senate Fellowship	8-Apr-11 (no info on 2012-2013 yet)	<a href="http://www.nysenate.gov/report/graduate-program#file">http://www.nysenate.gov/report/graduate-program#file</a>
Center for Internet and Society Fellowship	27-May-11	<a href="http://cyberlaw.stanford.edu/node/6669">http://cyberlaw.stanford.edu/node/6669</a>
David C. Lincoln Fellowship in Land Value Taxation	1-Sep-11	<a href="http://www.lincolninst.edu/education/dcl_fellowships.asp">http://www.lincolninst.edu/education/dcl_fellowships.asp</a>
Taxpayers for Common Sense Fellowship Program	23-Sep-11	<a href="http://www.taxpayer.net/cms.php?action=jobs">http://www.taxpayer.net/cms.php?action=jobs</a>
Belgium-American Fellowship	31-Oct-11	<a href="http://www.baef.be/documents/fellowships-for-us-citizens/study-res-fellow.-for-us-citizen-.xml?lang=en">http://www.baef.be/documents/fellowships-for-us-citizens/study-res-fellow.-for-us-citizen-.xml?lang=en</a>
Supreme Court Fellows Program	31-Oct-11	<a href="http://www.supremecourt.gov/fellows/selection.aspx">http://www.supremecourt.gov/fellows/selection.aspx</a>
Consumers Union Economic Justice Fellowship	1-Dec-11	<a href="https://jobs-consumers.icims.com/jobs/search?ss=1&amp;searchKeyword=&amp;searchLocation=&amp;searchCategory=4978">https://jobs-consumers.icims.com/jobs/search?ss=1&amp;searchKeyword=&amp;searchLocation=&amp;searchCategory=4978</a>
Federal Legislation Clinic Teaching Fellowship	1-Dec-11	<a href="http://www.law.georgetown.edu/clinics/flc/fellowship.html">http://www.law.georgetown.edu/clinics/flc/fellowship.html</a>
Humane Studies Fellowship	31-Dec-11	<a href="http://www.theihs.org/humane-studies-fellowships">http://www.theihs.org/humane-studies-fellowships</a>
The Blackstone Fellowship Program	19-Jan-12	<a href="http://www.blackstonelegalfellowship.org/">http://www.blackstonelegalfellowship.org/</a>
White House Fellowships	23-Jan-12	<a href="http://www.whitehouse.gov/files/documents/white-house-fellows-brochure.pdf">http://www.whitehouse.gov/files/documents/white-house-fellows-brochure.pdf</a>

David L. Boren Graduate Fellowships	31-Jan-12	<a href="http://www.borenawards.org/boren_fellowship">http://www.borenawards.org/boren_fellowship</a>
Initiative for Public Interest Law at Yale Grants	4-Feb-12	<a href="http://www.law.yale.edu/stuorgs/8434.htm">http://www.law.yale.edu/stuorgs/8434.htm</a>
SLS-SPILF Public Interest Fellowship	10-Feb-12	<a href="http://spilf.stanford.edu/fellowship/">http://spilf.stanford.edu/fellowship/</a>
Greenlining Academy Fellowship	10-Feb-12	<a href="http://www.greenlining.org/academy/fellows.php">http://www.greenlining.org/academy/fellows.php</a>
California Executive Fellowship	22-Feb-12	<a href="http://www.csus.edu/calst/executive_fellowship_program.html">http://www.csus.edu/calst/executive_fellowship_program.html</a>
California Judicial Administration Fellows Program	22-Feb-12	<a href="http://haas-fmp.stanford.edu/fellowship.php?ef_id=38&amp;">http://haas-fmp.stanford.edu/fellowship.php?ef_id=38&amp;</a>
California Senate Fellows Program	22-Feb-12	<a href="http://www.csus.edu/calst/senate_fellows_program.html">http://www.csus.edu/calst/senate_fellows_program.html</a>
John Gibbons Fellowship in Public Interest and Constitutional Law	24-Feb-12	<a href="http://www.gibbonslaw.com/about/index.php?view_page=3">http://www.gibbonslaw.com/about/index.php?view_page=3</a>
Ian Axford Fellowship in Public Policy	1-Mar-12	<a href="http://www.fulbright.org.nz/awards/am-ian-axford.html">http://www.fulbright.org.nz/awards/am-ian-axford.html</a>
Heyman Fellowship	March 2012	<a href="http://www.law.harvard.edu/current/careers/opia/fellowships/hls-specific-fellowship-opportunities/heyman-fellowship/applications.html">http://www.law.harvard.edu/current/careers/opia/fellowships/hls-specific-fellowship-opportunities/heyman-fellowship/applications.html</a>
Olin Fellowship in Law and Economics	15-Jun-12	<a href="http://www.law.harvard.edu/programs/olin_center/fellowship%20Information.php">http://www.law.harvard.edu/programs/olin_center/fellowship%20Information.php</a>
Presidential Management Fellowship	25-Sep-12	<a href="http://www.pmf.gov/opportunity/index.aspx">http://www.pmf.gov/opportunity/index.aspx</a>
Fellowships in Law and Public Affairs	7-Nov-12	<a href="http://lapa.princeton.edu/howtoapply.php">http://lapa.princeton.edu/howtoapply.php</a>
Global Health Fellowship Program	12-Dec-12	<a href="http://www.ghfp.net/">http://www.ghfp.net/</a>

## V: INDEX OF CONSERVATIVE/LIBERTARIAN PUBLIC INTEREST EMPLOYERS

### Religious Liberties/Human Rights

ORGANIZATION	STREET ADDRESS	CITY, STATE, ZIP CODE	WEB ADDRESS
Alliance Defense Fund	15100 N. 90th Street	Scottsdale, AZ 85260	<a href="http://www.alliancedefensefund.org">www.alliancedefensefund.org</a>
American Center for Law and Justice	PO BOX 90555	Washington, DC 20090-0555	<a href="http://www.aclj.org">www.aclj.org</a>
American Civil Rights Union	3213 Duke St., #625	Alexandria, VA 22314	<a href="http://www.theacru.org">www.theacru.org</a>
The Becket Fund for Religious Liberty	3000 K St. NW, Suite 220	Washington, DC 20007	<a href="http://www.becketfund.org">www.becketfund.org</a>
Christian Legal Society	8001 Braddock Road Suite 302	Springfield, Virginia 22151	<a href="http://www.clsnet.org">www.clsnet.org</a>
Family Research Council	801 G Street, N.W.,	Washington, DC 20001	<a href="http://www.frc.org">www.frc.org</a>
First Things	35 East 21st Street, 6th floor	New York, NY 10010	<a href="http://www.firstthings.com">www.firstthings.com</a>
National Legal Foundation	PO Box 64427	Virginia Beach, VA 23467-4427	<a href="http://www.nlf.net">www.nlf.net</a>
Pacific Justice Institute	Capitol Office: P.O. Box 276600	Sacramento, CA 95827-6600	<a href="http://www.pacificjustice.org">www.pacificjustice.org</a>
The Rutherford Institute	PO Box 7482	Charlottesville, VA 22906-7482	<a href="http://www.rutherford.org">www.rutherford.org</a>

### Civil Liberties: Free Speech/ Right to Bear Arms/ Racial Preferences

ORGANIZATION	STREET ADDRESS	CITY, STATE, ZIP CODE	WEB ADDRESS
American Civil Rights Institute	P.O. Box 188350	Sacramento, CA 95818	<a href="http://www.acri.org">www.acri.org</a>
Center for Individual Rights (CIR)	1233 20th Street, N.W., Suite 300	Washington, DC 20036	<a href="http://www.cir-usa.org">www.cir-usa.org</a>
Claremont Institute	937 West Foothill Boulevard, Suite E	Claremont, CA 91711	<a href="http://www.claremont.org">www.claremont.org</a>
Competitive Enterprise Institute (CEI)	1899 L ST NW Floor 12	Washington, DC 20036	<a href="http://www.cei.org">www.cei.org</a>



Individual Rights Foundation	P.O. Box 55089	Sherman Oaks, CA 91499-1964	<a href="http://www.horowitzfreedomcenter.org/IRF.html">http://www.horowitzfreedomcenter.org/IRF.html</a>
Institute for Humane Studies	3301 N. Fairfax Dr., Ste. 440	Arlington, VA 22201	<a href="http://www.theihs.org">www.theihs.org</a>
Institute for Justice (IJ)	901 N. Glebe Road, Suite 900	Arlington, VA 22203	<a href="http://www.ij.org">www.ij.org</a>
The James Madison Institute	PO Box 37460	Tallahassee, FL 32315	<a href="http://www.jamesmadison.org">www.jamesmadison.org</a>
Landmark Legal Foundation	19415 Deerfield Ave, Suite 312	Leesburg, VA 20176	<a href="http://www.landmarklegal.org">www.landmarklegal.org</a>
Lincoln Legal Foundation	100 West Monroe Street, Suite 2101	Chicago, IL 60603	No website, e-mail Mr. Joseph A. Morris at <a href="mailto:MRDchicago@aol.com">MRDchicago@aol.com</a>
National Rifle Association	11250 Waples Mill Road	Fairfax, VA 22030	<a href="http://www.nra.org">www.nra.org</a>
National Right to Work Legal Defense Foundation	8001 Braddock Road	Springfield, Virginia 22160	<a href="http://www.nrtw.org/">http://www.nrtw.org/</a>
Property Rights Foundation of America	P.O. Box 75	Stony Creek, NY 12878	<a href="http://prfamerica.org/">http://prfamerica.org/</a>
U.S. Bill of Rights Foundation		Washington, DC	<a href="http://www.usbor.org/">http://www.usbor.org/</a>
United States Justice Foundation	932 D Street Suite 2	Ramona, CA 92065	<a href="http://usjf.net/">http://usjf.net/</a>

### **Economic Rights/Limited Government/Free Market Enterprise**

<b>ORGANIZATION</b>	<b>STREET ADDRESS</b>	<b>CITY, STATE, ZIP CODE</b>	<b>WEB ADDRESS</b>
American Legislative Exchange Council	1101 Vermont Ave. N.W., 11th Floor	Washington, D.C. 20005	<a href="http://www.alec.org">http://www.alec.org</a>
American Enterprise Institute for Public Policy Research	1150 Seventeenth Street, N.W.	Washington, D.C. 20036	<a href="http://www.aei.org/">http://www.aei.org/</a>
American Institute for Economic Research	250 Division St PO Box 1000	Great Barrington, MA 01230-1000	<a href="http://www.aier.org/">http://www.aier.org/</a>
Americans for Tax Reform	722 12th ST NW, Suite 400	Washington DC 20005	<a href="http://www.atr.org/">http://www.atr.org/</a>
Atlantic Legal Foundation	330 Madison Ave. 6th Floor	New York, NY 10017	<a href="http://www.atlanticlegal.org">http://www.atlanticlegal.org</a>

Beacon Hill Institute at Suffolk University	8 Ashburton Place	Boston, MA 02108	<a href="http://www.beaconhill.org">http://www.beaconhill.org</a>
Capital Research Center	1513 16th Street, NW	Washington, DC 20036	<a href="http://www.capitalresearch.org">http://www.capitalresearch.org</a>
Cato Institute	1000 Massachusetts Avenue, N.W.	Washington D.C. 20001-5403	<a href="http://www.cato.org/">http://www.cato.org/</a>
Eagle Forum	316 Pennsylvania Ave., SE, Ste. 203	Washington, DC 20003	<a href="http://www.eagleforum.org">http://www.eagleforum.org</a>
FreedomWorks	400 North Capitol Street, NW Suite 765	Washington, DC 20001	<a href="http://www.freedomworks.org/">http://www.freedomworks.org/</a>
James Madison Institute	PO Box 37460	Tallahassee, FL 32315	<a href="http://www.jamesmadison.org">http://www.jamesmadison.org</a>
Justice Foundation	8122 Datapoint, Suite 812	San Antonio, Texas 78229	<a href="http://thejusticefoundation.org">http://thejusticefoundation.org</a>
Mountain States Legal Foundation	2596 South Lewis Way	Lakewood, Colorado 80227	<a href="http://www.mountainstateslegal.org/">http://www.mountainstateslegal.org/</a>
National Legal Center for the Public Interest	1600 K Street, N.W., Suite 800	Washington, DC 20006	<a href="http://www.nlcpi.org/">http://www.nlcpi.org/</a>
New England Legal Foundation	150 Lincoln Street	Boston, MA, 02111	<a href="http://www.nelfonline.org">http://www.nelfonline.org</a>
Pacific Legal Foundation	3900 Lennane Drive, Suite 200	Sacramento, CA 95834	<a href="http://www.pacificlegal.org">http://www.pacificlegal.org</a>
Pioneer Institute	85 Devonshire Street, 8th Floor	Boston, MA 02109	<a href="http://pioneerinstitute.org">http://pioneerinstitute.org</a>
Southeastern Legal Foundation	2255 Sewell Mill Road, Suite 320	Marietta, Georgia 30062-7218	<a href="http://www.southeasternlegal.org">http://www.southeasternlegal.org</a>
Washington Legal Foundation	2009 Massachusetts Ave., NW	Washington, DC 20036	<a href="http://www.wlf.org/">http://www.wlf.org/</a>

### **Foreign Policy/International Relations/Privatization**

<b>ORGANIZATION</b>	<b>STREET ADDRESS</b>	<b>CITY, STATE, ZIP CODE</b>	<b>WEB ADDRESS</b>
American Foreign Policy Council	509 C Street NE	Washington, DC 20002	<a href="http://www.afpc.org/">http://www.afpc.org/</a>
Center for International Private Enterprise	1155 15th Street, NW, Suite 700	Washington, DC 20005	<a href="http://www.cipe.org">http://www.cipe.org</a>
Center for Strategic	1800 K Street,	Washington, DC	<a href="http://csis.org">http://csis.org</a>

and International Studies	NW	20006	
Foundation for Defense of Democracies	P.O. Box 33249	Washington D.C. 20033	<a href="http://defenddemocracy.org/">http://defenddemocracy.org/</a>
Institute for Foreign Policy Analysis	1725 DeSales Street, NW, Suite 402	Washington, DC 20036-4406	<a href="http://www.ifpa.org/">http://www.ifpa.org/</a>
Ludwig von Mises Institute	518 West Magnolia Ave.	Auburn, AL 36832-4501	<a href="http://mises.org/">http://mises.org/</a>
United States Institute of Peace	2301 Constitution Avenue, NW	Washington, DC 20037	<a href="http://www.usip.org/">http://www.usip.org/</a>

### **Constitution/Federalism**

<b>ORGANIZATION</b>	<b>STREET ADDRESS</b>	<b>CITY, STATE, ZIP CODE</b>	<b>WEB ADDRESS</b>
American Legislative Exchange Council	1101 Vermont Ave. N.W., 11th Floor	Washington, D.C. 20005	<a href="http://www.alec.org">http://www.alec.org</a>
Goldwater Institute's Scharf-Norton Center for Constitutional Litigation	500 East Coronado Road	Phoenix, Arizona 85004	<a href="http://www.goldwaterinstitute.org/litigation">http://www.goldwaterinstitute.org/litigation</a>
Federalist Society for Law and Public Policy Studies	1015 18th Street, NW, Suite 425	Washington, DC 20036	<a href="http://www.fed-soc.org">http://www.fed-soc.org</a>

### **Counter-terrorism/Defense/Homeland Security**

<b>ORGANIZATION</b>	<b>STREET ADDRESS</b>	<b>CITY, STATE, ZIP CODE</b>	<b>WEB ADDRESS</b>
American Enterprise Institute	1150 Seventeenth Street, N.W.	Washington, DC 20036	<a href="http://www.aei.org">http://www.aei.org</a>
Center for the National Interest (formerly the Nixon Center)	1615 L Street, Suite 1250	Washington, DC 20036	<a href="http://www.cftni.org">http://www.cftni.org</a>
Heritage Foundation	214 Massachusetts Ave NE	Washington DC 20002-4999	<a href="http://www.heritage.org">http://www.heritage.org</a>
Hoover Institution on War, Revolution and Peace, Stanford	434 Galvez Mall Stanford University	Stanford, CA 94305-6010	<a href="http://www.hoover.org">http://www.hoover.org</a>

University			
National Institute for Public Policy	9302 Lee Highway, Suite 750	Fairfax, CA 22301-12214	<a href="http://www.nipp.org/">http://www.nipp.org/</a>
U.S. Department of Defense	1400 Defense Pentagon	Washington, DC 20301-1400	<a href="http://www.defense.gov/">http://www.defense.gov/</a>
U.S. Department of Homeland Security		Washington, DC	<a href="http://www.dhs.gov">http://www.dhs.gov</a>
U.S. Department of Justice, National Security Division,	950 Pennsylvania Ave., NW	Washington, DC	<a href="http://www.justice.gov/nsd/index.html">http://www.justice.gov/nsd/index.html</a>

### **Criminal Justice/Victims' Rights**

<b>ORGANIZATION</b>	<b>STREET ADDRESS</b>	<b>CITY, STATE, ZIP CODE</b>	<b>WEB ADDRESS</b>
Criminal Justice Legal Foundation	P.O. Box 1199	Sacramento, CA 95812	<a href="http://www.cjlf.org/">http://www.cjlf.org/</a>

### **Education/School Vouchers**

<b>ORGANIZATION</b>	<b>STREET ADDRESS</b>	<b>CITY, STATE, ZIP CODE</b>	<b>WEB ADDRESS</b>
Alliance for School Choice	1660 L Street, NW, Suite 1000	Washington, DC 20036	<a href="http://www.allianceforschoolchoice.org/">http://www.allianceforschoolchoice.org/</a>
Center for Equal Opportunity	7700 LEESBURG PIKE, Suite 231	Falls Church, VA 22043	<a href="http://www.ceousa.org/">http://www.ceousa.org/</a>
Foundation for Individual Rights in Education	601 Walnut Street, Suite 510	Philadelphia, PA 19106	<a href="http://thefire.org/">http://thefire.org/</a>
Heartland Institute	19 South LaSalle Street #903	Chicago, IL 60603	<a href="http://www.heartland.org/">http://www.heartland.org/</a>
Institute for Justice	901 N. Glebe Road, Suite 900	Arlington, VA 22203	<a href="http://www.ij.org/">http://www.ij.org/</a>
Justice Foundation	8122 Datapoint, Suite 812	San Antonio, Texas 78229	<a href="http://thejusticefoundation.org">http://thejusticefoundation.org</a>
Landmark Legal Foundation	19415 Deerfield Ave 3100 Broadway Suite 312	Leesburg, VA 20176	<a href="http://www.landmarklegal.org">www.landmarklegal.org</a>
Pioneer Institute	85 Devonshire Street, 8th Floor	Boston, MA 02109	<a href="http://www.pioneerinstitute.org/">http://www.pioneerinstitute.org/</a>

### **Environmentalism/Energy Policy**

ORGANIZATION	STREET ADDRESS	CITY, STATE, ZIP CODE	WEB ADDRESS
Mountain States Legal Foundation	2596 South Lewis Way	Lakewood, Colorado 80227	<a href="http://www.mountainstateslegal.org/">http://www.mountainstateslegal.org/</a>
Pacific Legal Foundation	3900 Lennane Drive, Suite 200	Sacramento, CA 95834	<a href="http://www.pacificlegal.org/">http://www.pacificlegal.org/</a>
Property and Environment Research Center	2048 Analysis Dr., Suite A	Bozeman, MT 59718	<a href="http://www.perc.org/">http://www.perc.org/</a>
U.S. Environmental Protection Agency		Washington, DC	<a href="http://www.epa.gov/">http://www.epa.gov/</a>

### Government Accountability

ORGANIZATION	STREET ADDRESS	CITY, STATE, ZIP CODE	WEB ADDRESS
Citizens Against Government Waste	1301 Pennsylvania Avenue, NW, Suite 1075	Washington, DC 20004	<a href="http://www.cagw.org/">http://www.cagw.org/</a>
Judicial Watch	425 3rd St, SW Suite 800	Washington, D.C. 20024	<a href="http://www.judicialwatch.org">http://www.judicialwatch.org</a>
National Legal and Policy Center	107 Park Washington Court	Falls Church, Virginia 22046	<a href="http://nlpc.org/">http://nlpc.org/</a>

### Health Care/Medicaid/Social Security Reform

ORGANIZATION	STREET ADDRESS	CITY, STATE, ZIP CODE	WEB ADDRESS
American Enterprise Institute for Public Policy Research	1150 Seventeenth Street, N.W.	Washington, D.C. 20036	<a href="http://www.aei.org/">http://www.aei.org/</a>
Heartland Institute	19 South LaSalle Street #903	Chicago, IL 60603	<a href="http://www.heartland.org/">http://www.heartland.org/</a>
Heritage Foundation	214 Massachusetts Ave NE	Washington DC 20002-4999	<a href="http://www.heritage.org">http://www.heritage.org</a>
Hoover Institution on War, Revolution and Peace, Stanford University	434 Galvez Mall Stanford University	Stanford, CA 94305-6010	<a href="http://www.hoover.org">http://www.hoover.org</a>
National Center for Policy Analysis	601 Pennsylvania Avenue, NW, Suite 900 South Building	Washington, DC 20004	<a href="http://www.ncpa.org">http://www.ncpa.org</a>

## Immigration

ORGANIZATION	STREET ADDRESS	CITY, STATE, ZIP CODE	WEB ADDRESS
Federation for American Immigration Reform	25 Massachusetts Ave, NW, Suite 330,	Washington, DC 20001	<a href="http://www.fairus.org/site">http://www.fairus.org/site</a>

## Political/Legislative and Electoral reform

ORGANIZATION	STREET ADDRESS	CITY, STATE, ZIP CODE	WEB ADDRESS
American Conservative Union Foundation	1007 Cameron Street	Alexandria, VA 22314	<a href="http://www.conservative.org/">http://www.conservative.org/</a>
Center for Study of Public Choice	George Mason University 4400 University Dr.	Fairfax , VA 22030-4444	<a href="http://www.gmu.edu/centers/publicchoice/index.htm">http://www.gmu.edu/centers/publicchoice/index.htm</a>
International Republican Institute	1225 Eye Street, NW, Suite 700	Washington, DC 20005	<a href="http://www.iri.org/">http://www.iri.org/</a>
Leadership Institute	1101 North Highland Street	Arlington, VA 22201	<a href="http://www.leadershipinstitute.org/">http://www.leadershipinstitute.org/</a>
Manhattan Institute for Policy Research	52 Vanderbilt Avenue	New York, N.Y. 10017	<a href="http://www.manhattan-institute.org/">http://www.manhattan-institute.org/</a>
Republican National Committee	310 First Street, SE	Washington, DC 20003	<a href="http://www.gop.com/index.php">http://www.gop.com/index.php</a>

## Telecommunications and the Internet

ORGANIZATION	STREET ADDRESS	CITY, STATE, ZIP CODE	WEB ADDRESS
Free Congress Foundation	1423 Powhatan Street #2	Alexandria, VA 22314	<a href="http://www.freecongress.org/">http://www.freecongress.org/</a>

## Transportation

ORGANIZATION	STREET ADDRESS	CITY, STATE, ZIP CODE	WEB ADDRESS
Reason Foundation	3415 S. Sepulveda Blvd. Suite 400	Los Angeles, CA 90034	<a href="http://reason.org/">http://reason.org/</a>
U.S. Department of Transportation	1200 New Jersey Avenue, SE	Washington, DC 20590	<a href="http://www.dot.gov/">http://www.dot.gov/</a>

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