

*OPIA'S GUIDE TO*

# CONSERVATIVE / LIBERTARIAN

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## PUBLIC INTEREST LAW

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EXPLORING OPPORTUNITIES WITH  
NONPROFITS, RESEARCH INSTITUTES AND  
GOVERNMENT AGENCIES



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# CONSERVATIVE AND LIBERTARIAN PUBLIC INTEREST LAW

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## INTRODUCTION

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The Conservative/Libertarian movement is best defined by this well-known exposition of the Constitution by James Madison in 1788:

**“The powers delegated by the proposed Constitution to the federal government are few and defined. Those which are to remain in the State governments are numerous and indefinite.”**

*James Madison, Federalist No. 45, January 26, 1788*

James Madison believed in the core principles of an open society— individual liberty, free enterprise, responsibility, prosperity, and a limited, accountable government. The conservative/libertarian commitment to limited government, free markets, democracy, and the rule of law continue to be the driving force

behind building an America where freedom, prosperity and opportunity flourish. However, a balance must constantly be strived for between the protection of America’s security and protecting fundamental rights and civil liberties.

Since the mid 1990’s, we have seen a dramatic rise in the number of conservative/libertarian public interest organizations and policy research institutes worldwide. This change can best be explained by the expansion of the conservative/libertarian movement in this country, the fall of communism, as well as the growth in the number of political democracies throughout the world. September 11<sup>th</sup> shifted foreign policy and strengthened the patriotic mood in this country. The spread of freedom is no sure thing. Recent progress has been met by strong resistance for reasons including domestic protectionism and cultural misunderstanding. To assure global freedom the role of the U.S. is critical and the importance of attracting young lawyers to serve in public policy positions is essential in achieving these goals.

During the next two years this country will embark on a new era as it approaches the election of a new President in 2008, who must continue to assure the Nation’s security, promote technological innovation, secure economic development in countries where we have a strategic interest, improve the natural environment, and promote international trade and globalization. With these challenges comes a great opportunity, both domestically and internationally, for students interested in conservative/libertarian public interest law. As we continue to grow globally we must also be prepared to understand and bridge the gaps between important disciplines such as engineering, medicine, defense, religion, education, energy, telecommunications, the environment, and economic development. The world no longer consists of separate enclaves, but must be united in resolving global problems and challenges that cross many fields.

The Conservative movement has been instrumental in recognizing and establishing democracy building initiatives throughout the world, and continues to flourish in former communist countries and in recent years in Islamic, African, and Mid-Eastern nations. Conservatives have participated in numerous organizations and entities, helping to increase visibility. Conservative initiatives are expanding in the legislative, executive and judicial branches of government, public interest nonprofits, non-governmental organizations (NGOs), research institutes, international public policy centers, and litigating organizations. Opportunities are as diverse as the organizations and include public policy research, legislative drafting, regulatory reform, foreign relations and counter-terrorism, litigation of constitutional issues before the state and federal courts, and the analysis of judicial theory from the conservative/libertarian perspective.

The organizations listed at the end of this Guide should be carefully reviewed to assist you in finding career opportunities that will integrate your professional interests with your personal and political beliefs. Do not hesitate to contact these organizations to discuss areas of interest to you that may not be included in the organization’s profile, but would provide an opportunity to develop new initiatives or projects in public interest law.

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## FOREWORD

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Through reading this Guide, you will learn not only about specific internship opportunities, but more importantly, about the experiences of HLS graduates and how you can take advantage of the numerous resources that exist right at Harvard for enriching your knowledge of public interest law and sharing an interest in conservative and libertarian views with fellow classmates, alumni and faculty. Several themes emerge in interviews with HLS graduates. Most

**As one HLS graduate describes his experience on obtaining a position on Capitol Hill, “Compromise is inevitable in a democracy, of course, but in the end it’s not about winning an argument, it’s about changing the law to achieve improvements in public policy that help individuals enjoy greater freedom.”**

*Paul Taylor '94*

would agree that finding a mentor, cultivating contacts in the public interest field, joining public interest organizations like the Federalist Society and the Harvard Law School Republicans, and most important writing for a public interest journal like the Journal of Law and Public Policy go a long way towards finding the *RIGHT* job in conservative public interest law.

After spending a good part of my own career in public service at the state, federal and international levels, I can assure you that it is the most exciting and challenging of all career options. For me, a career in public service has been a way of life that has never caused me to look back and long for the riches of the private sector. My public service

began right out of law school with the Honors Program at the Department of Justice. Within five years I was presiding over some of the largest and most complex public corporate reorganization cases filed in our country’s history including a major airline, a nuclear power plant, and a leading international bank holding company. Serving as an international consultant for the U.S. Department of State in Eastern and Central Europe helping emerging economies address the fall of communism was also an enriching experience where I learned about the importance of cultural issues and the ideologies that drive policy in developing new legal systems. However, one of my most fulfilling public service experiences was the opportunity to observe first hand at the City on a Hill Charter School, among others, the impact that innovative public charter schools, free from bureaucratic rules and regulations of traditional public schools, can have on the improvement of education in the inner cities.

**Working for a grassroots women’s legal organization in Beijing, allowed Emilie Kao ‘99 to see what Chinese lawyers face in fighting for women’s rights in a country where legal consciousness and “rule of law” are still in the early stages.**

Though financial concerns are an important consideration, don’t miss the opportunity to experience public service from a governmental, public policy, or litigation perspective as often as you can throughout your legal career. Learning about public service work, knowing what you would like to do, and bringing a passion for public service to the interview will go a long way in making you a viable candidate. Please do not hesitate to call upon me or any other members of the OPIA staff as you consider the challenging opportunities available in the constantly expanding field of public service law. We will take great interest in helping you find the best options for your short and long term career goals.

*Ginny A. Greiman  
OPIA Attorney Adviser*

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## THE CONSERVATIVE’S VIEW OF THE LAW

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A primary principle of conservatism is respect for the legacy of the past. Abraham Lincoln best summarized the importance of origins to the Conservative Party in his famous quote:

**“What is conservatism? Is it not the adherence to the old and tried against the new and untried.” -----  
*Lincoln’s Cooper Institute Address, February 27, 1860***

Conservatives in particular find meaning in origins, whether the origin is historical, or religious, or posited, as in the state of nature theories that libertarians rely upon.<sup>i</sup> The conservative believes strongly in the principles of democracy, federalism, and the

separation of powers set forth by the founding fathers in the constitution. For the conservative, convention, constitution, and structure are the sources of a civil social order.

The foundation of judicial conservatism is respect for the source of one's judicial authority in the founding fathers' Constitution. The framers of the Constitution favored limited government, states rights, and the protection of private property. After the Constitution was signed, but before ratification among the states, a series of essays appeared in defense of the document known as The Federalist Papers. These papers provide the structure for the conservative movement. In 1787 and 1788 James Madison, Alexander Hamilton and John Jay authored the Federalist Papers, a penetrating commentary on the principles and processes of the proposed Constitution and a guide to the conservative movement in America. James Madison is often referred to as the Father of the United States Constitution mainly because of his eloquent persuasion reflected in the Federalist Papers. Though the essays had little impact on the debate to ratify the Constitution, they are still considered a classic work of political theory. The authors argued that federalism offered a means of both preserving state sovereignty and providing a safeguard for individual freedom from tyrannical rules.

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## CONSERVATIVE JURISPRUDENCE

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With the appointment of two Conservative Justices to the U.S. Supreme Court in 2006, Chief Justice Roberts and Justice Alito, the impact on the Court has been closely watched by legal scholars and observers. Based on early observations, conservative and libertarian watchdogs are optimistic that judicial minimalism and consensus may succeed. In the 2006 term, consensus was clearly achieved by the Court's unanimous decisions in cases involving the constitutionality of the Solomon Amendment, New Hampshire's Abortion law, standing in dormant Commerce Clause cases, the death penalty, and religious freedom.<sup>ii</sup>

**The accumulation of all powers, legislative, executive, and judiciary, in the same hands, whether of one, a few, or many, and whether hereditary, self-appointed, or elective, may justly be pronounced the very definition of tyranny.**

**James Madison, *Federalist No. 48*, February 1, 1788**

Public school assignment policies continue to stir up controversy between school districts across the country and conservatives and civil rights activists. In a recent case, the U.S. Supreme Court ruled that Seattle's racial tiebreaker rules violated the Constitution's grant of equal protection. In the majority opinion, Justice Roberts wrote that "the way to stop discrimination on the basis of race is to stop discriminating on the basis of race." Justice Kennedy said school districts should not have to "accept the status quo of racial isolation in our schools."<sup>iii</sup>

The most important challenge to affirmative action at public universities in American history, since the Supreme Court's 1978 ruling in *Bakke v. Regents of University of California*,<sup>iv</sup> was brought forth in the *Grutter v. Bollinger*<sup>v</sup> and *Gratz v. Bollinger*<sup>vi</sup> cases decided in 2003 by the U.S. Supreme Court. The Center for Individual Rights (CIR), a nonprofit public interest law firm that advances a broad, civil libertarian agenda launched this pair of lawsuits in the fall of 1997, challenging race-based initiatives at the University of Michigan's Law School and College of Literature, Science, and the Arts. On June 23, 2003, the Supreme Court in a 5-4 decision struck down Michigan's undergraduate admissions system, which awarded points to minority applicants based solely on race. The court, however, upheld the University of Michigan's law school admissions policy, which assigns no numerical value to an application based on race, but weighs race significantly in the admissions process on a subjective rather than an objective basis. As one American Enterprise scholar recently noted, "Justice O'Connor replaced the constitutional test with a curfew. In the year 2028 ... morally imperative-racial preferences will turn into a constitutional pumpkin."

The conservative doctrine is best reflected in the Supreme Court's jurisprudence on issues of federalism and separation of powers. These cases concern the balance of power between the states and the federal government, the rules concerning preemption of state law by federal law, the doctrine of separation of powers, and the Eleventh Amendment, which addresses state immunity from lawsuits brought in federal court.

Justice Sandra Day O'Connor in her book, "The Majesty of the Law," notes that the continuous expansion of the docket of "federalism" cases like the rest of its agenda is largely a reflection of concerns that originate outside the Court.<sup>vii</sup> The number of such cases accepted by the Court averaged around fifteen per term through the 1950's and dropped substantially in the latter half of the 1960's (the same period in which the civil rights docket was expanding), and then rose steadily to an average of about twenty to twenty-five per term – a level that has been maintained up to now.

In a scholarly article on the makeup of the previous court, the "Rehnquist Court," the author describes the protection of federalism as an area where the Court has continued to clearly favor the conservative position to protect the states from the national government.<sup>viii</sup> Other areas where the Court has favored the conservative view include racial preferences and regulatory takings.<sup>ix</sup>

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## THE LIBERTARIAN'S VIEW OF THE LAW

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**The fabric of the American empire ought to rest on the solid basis of the consent of the people. The streams of national power ought to flow from that pure, original fountain of all legitimate authority.**  
*Alexander Hamilton, Federalist No. 22, December 14, 1787*

While libertarians are a diverse group of people with many philosophical beliefs, they share a defining principle that everyone should be free to do as they choose, so long as they don't infringe upon the equal freedom of others.<sup>x</sup> Libertarians defend each person's right to life, liberty, and property – rights that people possess naturally, before governments were created.

Libertarians advocate maximizing individual rights and minimizing the role of the state by advancing the Jeffersonian principles of free markets, limited government, federalism, and individual freedoms. The libertarian believes in freedom from the restraints of government activism and government controls whether these restraints and controls arise from restraints on trade or the movement of goods in the marketplace, increased taxation, or the buildup of the welfare state, and foreign political and military activism.

The historical roots of libertarianism are found in the Jeffersonian philosophy. Libertarians believe that governments should be held to the same standards of right and wrong as individuals and that less government is best, that government should only exist to protect and defend us against others who might impinge upon our basic freedoms, or threaten us with violence and harm. Libertarians strongly believe in the force of the Bill of Rights and the protection of the freedoms provided therein. These freedoms include freedom of speech, freedom of religion, and the right to bear arms, a voluntary military service, and the right to own and use property without governmental restriction. On the other hand, libertarians condemn such government actions as the draft, restrictions on the right to bear arms, market and pricing controls, eminent domain, and regulation of our personal lives.

To learn more about the Libertarian view, the Cato Institute's Center for Constitutional Studies publishes annually, the Cato Supreme Court Review, a critique of the Court's most important decisions from the term just ended, plus a look at the cases ahead-all from a classical Madisonian perspective, grounded in the nation's first principles, liberty and limited government. Other popular libertarian organizations include the Institute for Justice, the Reason Foundation, and the Institute for Humane Studies featured in the organization section of this Guide.

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## THE LIBERTARIAN POLITICAL MOVEMENT IN AMERICA

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**Liberty is essential to political life.**  
*James Madison, Federalist No. 10, November 23, 1787*

Libertarianism as an intellectual influence has been with us for a long time dating back to the thinking of John Locke, Thomas Jefferson, Thomas Paine, and John Stuart Mill. Although libertarianism as an intellectual force dates back to the 1940's and the end of World War II, the Libertarian Party was not founded until 1971 in Colorado. However, the Party has made consistent progress since that time in building a grassroots effort in all 50 states and is today one of the largest alternative

political parties in the United States. The Libertarian party has never been as concerned with traditional political power as have our predominant two parties, but the guiding logic has always been ideas. In recent years as Americans become more conservative, the libertarians have become an important part of the conservative coalition. Although both conservatives and libertarians believe in limited government the libertarians go much further than the conservative party on the abolition of government altogether except for defense, security and protection from the violence of others. They do converge with the conservative philosophy on such issues as government deregulation, privatization, welfare reform, school choice, reduced taxes, balanced budgets, and anti-trust legislation.

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## GOING GLOBAL AS A CONSERVATIVE

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The emergence of a global economy and democracy building has opened the door for conservatives in almost every corner of the world. Conservative doctrine is studied and valued all around the globe, but particularly in developing countries where the federalist approach to structuring governments and developing constitutions is desperately needed and sought out by many foreign government organizations. Eastern and Central European countries were eager to learn about free markets after the fall of communism, and developing countries including India, China, Africa and Mid-Eastern nations continue to expand the rule of law by the establishment of legal systems and the encouragement of foreign direct investment. International issues include federalism and foreign relations, international terrorism, harmonization and conflict of laws, the regulation of international financial institutions and markets, competition policy, intellectual property, welfare and health care reform and the spreading of Western values. The conservative philosophy of limited government and regulatory reform echoes from the halls of the U.S. Justice Department and the U.S. Department of State to governments in Argentina, India, Romania, South Africa, Russia, Australia and the Philippines to name a few.

Within the Department of Justice (DOJ) many international opportunities for conservatives arise in the law enforcement area under the Office of International Affairs, the Counter-Terrorism Unit (CTU), the Organized Crime and Racketeering Section, and the Antitrust, Tax, and Computer Crime Divisions as well as the Department of Homeland Security. If you are interested in overseas criminal justice development, the Office of Overseas Prosecutorial Development, Assistance and Training (OPDAT) is tasked with the training of judges and prosecutors abroad in coordination with various government agencies and U.S. embassies in Central and Eastern Europe, Latin America, Russia and the newly independent States.

Collaboration is critical to the success of DOJ, therefore, many of the divisions, sections and offices in DOJ work together to combat crime and spread the rule of law around the world. As an example, the CTU assists OPDAT in achieving its primary goal to counter terrorism, while also supporting OPDAT efforts to build effective justice sectors that respect the rule of law. The CTU now has programs underway for Paraguay, Bangladesh, Indonesia, Kenya, the United Arab Emirates, Turkey, and regional conferences in Vienna (with the Organization for Security and Cooperation in Europe (OSCE)), and the Tri-Border Region. More information on OPDAT and the CTU can be found at [www.usdoj.gov/criminal/opdat.html/](http://www.usdoj.gov/criminal/opdat.html/). If your interests lie more with foreign relations, national security and diplomatic opportunities, the Department of State, the Committee on Security and Cooperation in Europe, and the Offices of Legal Counsel and Legal Policy at DOJ may be more to your liking. The U.S. Department of State, Office of Law Enforcement and Intelligence promotes mutual legal assistance in criminal and other law enforcement matters, negotiates treaties, and coordinates U.S. and foreign criminal proceedings with foreign policy implications. There are also many opportunities to learn about international commerce and trade through the U.S. Department of Commerce, Chief Counsel for International Commerce, the U.S. Trade Development Agency, and the U.S. Department of The Treasury, Office of Foreign Assets Control, and Office of International Affairs. In summary, if you are interested in conservative and libertarian public policy from the international perspective there are numerous opportunities to engage your interests and passion. All of the above governmental organizations and many more are listed in OPIA's 2006-2007 International Job Search Guide, Volume II.

If your preference is for international work in the nonprofit area, there are a growing number of international experts and organizations focused on conservative and libertarian policies. Extensive information on these organizations can be found in the international section of the Policy Experts Guide published by the Heritage Foundation.<sup>xi</sup> A



demonstration of the Heritage Foundation's dedication to spreading conservatism is shown through its presence in Russia, China and other countries through its Freedom Project, which aims to define a comprehensive freedom agenda and identify the policies that will make it a reality.

In addition to the Heritage Foundation, most of the conservative public policy research institutes have both a domestic and international focus. The Heritage Foundation's international research focuses on foreign and defense policy studies and international trade and finance. The Federalist Society addresses international interests through its International and National Security Law Subcommittee and through its many Programs, the Annual National Lawyers Conference, and through its publication of "Engage" the Journal of the Federalist Society's Practice Group. The American Enterprise Institute (AEI) also focuses on international issues through its Foreign Defense, Latin American, Asian, Middle East and Developing World Policy Studies. AEI can provide a wealth of information on opportunities worldwide in public interest and policy careers.

The Margaret Thatcher Foundation, based at the Heritage Foundation, is dedicated to promoting Lady Thatcher's vision of political and economic freedom. The mission of the Thatcher Center will be to give the world a greater understanding of the principles of limited government, representative democracy, market economics, the rule of law and strong national defenses. These principles that have their roots in the cultural patrimony of Europe, are manifested most successfully in Great Britain and the United States, and promoted most effectively through the close and vital historical alliance between our two great nations.<sup>xii</sup>

There are many nonprofit organizations throughout the world that promote conservative values including the Foundation for Democracy in Africa and the Foundation for the Defense of Democracies both based in Washington, D.C. The well known Fraser Institute in Vancouver addresses fiscal issues in North America and the London based International Institute for Strategic Studies addresses political-military conflict and the global security challenges of the 21<sup>st</sup> Century. Many of these organizations are listed in the organizational section of the Guide or can be found in the Heritage Foundation's Policy Experts and Organizations Guide.

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## HOW TO STRUCTURE YOUR TIME AT HLS FOR A FUTURE IN CONSERVATIVE/LIBERTARIAN PUBLIC INTEREST:

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Preparation for a career in public service begins in law school and there are many opportunities that exist right at Harvard and through summer internships that should be considered. Summarized below are some of the best ways to get involved in learning more about the role of the public interest lawyer.

- **Spend a summer in government or with a nonprofit public policy or litigating organization** – As you are reviewing the numerous nonprofits and public interest litigating groups listed at the end of this Guide, keep in mind this is just a starting point. In addition to these organizations there are numerous state and federal agencies that can provide a fulfilling experience in public service as well. Be sure to check out the state organizational structure on the separate state websites, and contact the agency directly that appeals to you. The OPIA publication, *Serving the Public: A Job Search Guide*, OPIA's job search database and [www.pslawnet.org](http://www.pslawnet.org) list numerous opportunities with nonprofits and federal and state agencies by state and by subject matter. Federal U.S. Attorney's Offices, State Attorney General's Offices, and local District Attorney's Offices offer excellent prosecutorial and civil and criminal jury trial experience.

The federal government has law-related positions in every agency with the U.S. Department of Justice, and the U.S. Department of Defense offering some challenging newly created opportunities. Since September 11<sup>th</sup>, departments and agencies have been established, like the Department of Homeland Security, and expanded, like the U.S. Department of Justice Counterterrorism and Counterespionage Sections. Those interested in security issues might also consider working in the Central Intelligence Agency (CIA) or the Federal Bureau of Investigation. Lesser known federal agencies also provide some excellent opportunities in the areas of public policy formulation and implementation, regulatory oversight, enforcement, and trial experience. These include the Federal Trade Commission, Securities and Exchange Commission,

Department of Labor, Department of Education, Department of Energy, Department of Environmental Protection, and Health and Human Services. OPIA has a number of publications that list opportunities with the federal government, including *The University of Arizona Government Honors Handbook*.

If you are interested in financial policy and international economic development the Department of Treasury, Federal Reserve Board, the U.S. Department of Commerce, the World Bank, the Overseas Private Investment Corporation, the Office of the U.S. Trade Representative, the U.S. Agency for International Development and the Trade Development Agency offer interesting opportunities nationally and internationally. Consult OPIA's Volume II of *Serving the Public: a Job Search Guide* for a more complete listing. Also, for HLS students, be sure to utilize the OPIA resources, particularly the visiting Wasserstein Fellows.

- **Serve as a legislative or congressional legal intern** – Congressional internships are available through members of Congress and other governmental organizations. They are extremely competitive but not impossible, and a well-focused effort to obtain one of these prestigious internships is well worth the effort. Applications for congressional internships can be made directly to members of the House and Senate. Application for an internship with a congressional committee, an informal congressional organization, or a party organization should be made to the committee or to individual members of the committee. See the narratives in this Guide of Paul Taylor, and Kathryn Biber Chen for some excellent insight on the benefits of congressional internships.

The Committee on the Judiciary sponsors an internship program that offers law students opportunities with the Full Committee, the Subcommittees on Courts, the Internet, Intellectual Property, the Constitution, Crime, Terrorism, and Homeland Security, or the Subcommittee on Immigration, Border Security and Claims. As there is a majority and minority side, applicants are strongly encouraged to apply with the office that most appropriately reflects their views. Interested students should call the House Judiciary Committee at 202-225-3951 or the House Subcommittee on the Constitution at 202-226-7680 for more information.

The *Congressional Yellow Book* and the *Congressional Directory* in the OPIA Resource Center are also excellent resources for information. Online information is available as well by contacting your State web site, or by e-mail at [www.house.gov](http://www.house.gov) or [www.senate.gov](http://www.senate.gov). Congressional internships are also available through universities and private organizations. Several congressional committees and caucuses which have longstanding internship programs are:

***House Committee on the Budget***  
***House Committee on the Judiciary***  
***House Subcommittee on the Constitution***  
***House Republican Policy Committee***  
***Republican Policy Committee (Senate)***  
***Senate Labor and Human Resources Committee***

If you are interested in Foreign Relations and National Security you should consider the House Armed Services Committee, Homeland Security Committee, Intelligence Committee and the Senate Armed Services Committee, Foreign Relations Committee and Intelligence Committee. Internships are also available in congressional support agencies such as the Congressional Budget Office, the Congressional Research Center, and the General Accounting Office. Look for representatives of these agencies at the on-campus recruiting events. It is important to note that several Republican Harvard Law School graduates serve in the U.S. Senate and House including Senator Elizabeth Dole of North Carolina, Rep. Tom Petri of Wisconsin and Senator Ted Stevens of Alaska, the longest serving Republican in the Senate. Historically, of the 48 Congressional members of Congress that graduated from HLS, only 19 were Republican. The best way to assure an opportunity of working on the Hill is to contact your own state or federal legislators directly for further information.

- **Serve on a Public Board, Commission or Advisory Committee**

The federal government has hundreds of boards and commissions that provide an opportunity to serve the public interest without committing to a full time position. These are often appointed positions through the White House Presidential Personnel Office. Interested applicants can apply directly to this Office at The White House, Washington, D.C. 20502 or by calling 202-456-9713. Complete information is available through the Official website at [www.whitehouse.gov](http://www.whitehouse.gov). Some Commissions are bi-partisan by legislative mandate, others are open to the discretion of the Appointing Authority similar to federal judicial appointments. A partial listing of these Boards can be found at [www.usa.gov/Agencies/Federal/Boards.shtml](http://www.usa.gov/Agencies/Federal/Boards.shtml). Presidential appointments are an ongoing effort. Some appointments will require Senate confirmation. These appointments include positions throughout the federal government, for the Cabinet and subcabinet, for members of regulatory commissions, for ambassadorships, for judgeships and for members of numerous advisory boards.

The most popular appointments for conservatives include the Commission on International Religious Freedom, Commission on Security and Cooperation in Europe, Commission on the Intelligence Capabilities of the United States, Committee on Foreign Investments in the United States, the President's Council on Integrity and Efficiency, the Taxpayer Advocacy Council, The White House Commission on Presidential Scholars, the Civil Rights Commission, and the Foreign Claims Settlement Commission. As Administrations change, boards and commissions can also change to comport with the mission and goals of the Administration.

All states have appointment opportunities as well. At the state level Republican governors tend to prefer commissions that address economic and taxpayer concerns, while Democrat governors may establish commissions to deal with social service concerns and expanded government services. The Judicial Nominating Committee is one way to be involved in your local government as well as Commissions that advice the governor on tax, energy and regulatory policy.

- **Research, Learn About and Connect with Public Policy Experts** – The Kennedy School of Government and the Harvard Business School are excellent sources for public policy experts as are colleges and universities. In addition, review the Heritage Foundation's 2006 *Insider's Guide to Public Policy Experts and Organizations* referenced above. On the international level, excellent resources include the Global Reporting Network (GRN) at New York University's Department of Journalism and Mass Communication, and a guide to expert directories is maintained by various research and policy organizations. Policy expert lists are also maintained by the leading research institutes, the American Enterprise Institute and Brookings Institution in Washington, D.C.
- **Join the Federalist Society or other Conservative/Libertarian Public Policy Organizations** – Harvard Law School alumni agree on one thing, and that is the value of membership in the Federalist Society for executive, legislative and judicial branch connections, as well as networking opportunities with Washington's best known public policy think tanks and research institutes. The Federalist Society for Law and Public Policy Studies is a D.C. based group of conservatives and libertarians interested in the current state of the legal order. Student chapters exist at HLS and most other law schools throughout the country. Harvard Law School presently has one of the largest student memberships in the country. It is founded on the principles that the state exists to preserve freedom, that the separation of governmental powers is central to our Constitution, and that it is emphatically the province and duty of the judiciary to say what the law is, not what it should be. In working to achieve these goals, the Society has created a conservative and libertarian intellectual network that extends to all levels of the legal community. The Harvard Society sponsors debates between prominent legal scholars, hosts discussions with professors, and assists its members in securing judicial clerkships. Not to be missed is the Society's annual National Lawyers Convention in mid-November in Washington, D.C. In addition to the Federalist Society, there are other student practice groups, special interest groups, clinical practice organizations, service organizations, student publications and social groups at HLS. Among the most popular for students interested in conservative public interest law are the HLS

Republicans, the Abigail Adams Society, the Consortium on Global Leadership, the National Security and Law Association, the Society for Law, Life & Religion, and the Forum on Local Government and Politics.

#### Select Courses Useful in Public Interest Law

Harvard Law School offers one of the largest selections of courses of any law school in the country in a variety of areas relevant to public policy and conservative public interest law. Highlighted below are some of the more important courses for understanding the origins of conservative and libertarian views or learning important lawyering or leadership skills. Note that these courses are not always available and for the most recent course listing, you should contact the Registrar's Office. Essential courses for all public interest lawyers are Constitutional Law, Federal Litigation, and Federal Courts. Other courses include:

Administrative Law  
Introduction to Civil Advocacy – The Lawyering Process  
Trial Advocacy Workshop  
Corporate Law and Political Economy  
Economics of Regulation and Antitrust  
Abraham Lincoln and the Constitution  
International Law: Transnational Legal Problems  
Advanced Constitutional Law  
Church and State  
Lawyering in the Public Interest: Innovative Practices and Advanced Lawyering Skills  
Leadership in the Public Sector  
Democratic Theory and Election Law  
Federal Courts and the Federal System  
Local Government Law  
Legal History: Politics and Markets in American History  
Historical Perspectives on Constitutional Design  
Public Lawyering  
Law of Democracy  
Law and Public Policy  
American Legal Realism  
Antitrust Law  
Appellate Courts and Advocacy Workshop  
Comparative Constitutional Law: Governance in US and Western Europe  
Contemporary Issues in law and Politics  
Emergencies and the Law: Terrorism, Economic Depression, and Natural Disasters Seminar  
Federal Budget Policy Seminar  
Federal Courts and the Federal System  
Federal Criminal Law  
Financial Regulation in a Global Economy  
Foreign Relations and Constitutional Structure  
Foreign Relations Law  
The Government Lawyer  
Introduction to Advocacy: Prosecution Perspectives  
Law and Economics  
Israel/Palestine Legal Issues Seminar  
Economic Analysis of the Law

- **Participate in Conservative/Libertarian Centers on Regulatory Reform** – There are unique opportunities to publish and participate in conservative/libertarian studies on regulations and rulemaking. A good illustration is The AEI-Brookings Joint Center for Regulatory Studies. The Center produces analysis of federal regulations and rulemaking proposals through the use of cost-benefit analysis and private-market alternatives to government “command and control,” and studies of regulatory programs and their economic consequences. Pioneer Institute’s Center for Economic Opportunity (CEO) seeks to keep Massachusetts competitive by promoting transparent regulation and small business creation in urban areas, and has numerous projects where they welcome participation.
- **Experience a Clinical or Pro Bono Program** – HLS Office of Clinical and Pro Bono Programs offers a diversity of public service clinical experiences in many substantive areas and for national and international public interest organizations, and it is an ideal time to gain hands-on experience in managing large caseloads. The Clinical Program website at [www.law.harvard.edu/academics/clinical/](http://www.law.harvard.edu/academics/clinical/) provides an excellent overview of the opportunities available during your law school career. Clinical experiences that would provide an excellent overview for conservative/libertarian public interest work include the following:

***New Clinical Programs:***  
***Educational Policy Making***  
***Government Lawyer B***  
***DHS Counterterrorism Clinical Project***

***Additional Opportunities:***  
***U.S. Attorney’s Offices***  
***Department of Defense***  
***Center for Individual Rights***  
***Family Research Council***  
***Institute For Justice***  
***State Government Agencies***  
***New England Legal Foundation***  
***WilmerHale Legal Services Center Community Enterprise Project, Individual Rights Unit***

- **Write for a Journal** - One of the most prestigious conservative public interest law journals is the *Harvard Journal of Law & Public Policy*. Although the Harvard Society publishes the Journal three times annually for Law & Public Policy, Inc., exclusively private charitable contributions and subscription revenues fund the Journal. Review the recent articles, and the recent developments of the Supreme Court in each edition to learn more about the current issues and trends in conservative public interest law. Other excellent student journals include the *Harvard Law Review*, *International Law Journal*, *Journal of Law & Technology* and the *Journal on Legislation*.
- **Work for a Campaign and Election** – Campaigns both at the local and national level are a great way to become involved in conservative and libertarian public interest law issues. An excellent summary of campaign work, the hiring process, summer and post-grad employment, and common functions of political campaigns can be found in OPIA’s Guide to Political Campaigns, “One State, Two State, Red State, Blue State.” This is a particularly exciting time with Presidential conventions and elections coming up in 2008. You can offer to volunteer at the Republican National Convention in Saint Paul, Minnesota in August 2008, or better yet contact your local State Republican Party to learn how you can become a convention delegate and participate in the rules and platform committees. There are often policy issues that need to be researched to prepare the candidate’s platform. On the local level you can contact the campaigns of the candidates directly. Each state also has a state committee that often needs assistance in fielding candidate’s offices. On the national level, the Republican National Committee, the National Republican Senatorial Committee, the National Republican Congressional Committee, or the Young Republicans can assist you in identifying a campaign that best directs your interests and talents. These committees also offer a limited number of summer internships if you contact them in the fall of the prior year. Kathryn Biber Chen’s narrative and Ted Cruz’s narrative in this Guide provides some great insight into the benefits of working for a presidential campaign. Sarah Isgur ’09 describes her day to day work in the Mitt Romney Presidential Campaign as involving contracts with consultants and fundraisers, state specific election law research, and state surveys on ballot access. As she explains on the day of Governor Romney’s official announcement of his candidacy for President, “when it all came together in Michigan and we all watched it together in the war room, it was remarkable.”
- **Research for a Professor** – Several HLS professors’ research constitutional and federal court issues. Review the course descriptions to identify the professors who could best guide you on opportunities in conservative and libertarian public interest law. **Professor Charles Fried**, former US Solicitor General and Associate Justice, Supreme Judicial Court of Massachusetts, has published numerous scholarly articles and books on the Constitution, the Supreme Court, and federalism, and his research interests include constitutional law, expert evidence, and legal and moral philosophy. **Professor Jack Goldsmith**, former Assistant Attorney General in the Office of Legal Counsel at the U.S. Department of Justice and a visiting scholar at AEI, has published several scholarly articles on international law, sovereignty, and intelligence reform. His research interests include civil procedure, conflict of laws, foreign relations law, international law, and national security law. **Professor Howell Jackson**, former consultant to the United States Treasury Department and adviser to the United Nations Development Programme, and the World Bank/International Monetary Fund is the author of scholarly articles on the regulation of financial institutions, securities regulation, international finance and the structure of federal spending. His research interests include federal budget policy, international finance, regulation of financial institutions and markets and social security reform. Additionally, there are several professors at Harvard University who are more than happy to advise students. **Professor Jeffrey Miron**, a visiting professor in the Economics Department, teaches on the libertarian view of economics, researching in particular the economics of illegal drugs. **Professor Harvey Mansfield**, a member of the Government Department, studies and teaches on political philosophy and specializes in constitutional political science and theories of executive power.

Read Conservative and Libertarian Documents, Books, and Journal Articles

Some excellent sources to learn more about the conservative and libertarian philosophies include:

- The Federal Constitution
- The Federalist Papers by Alexander Hamilton, James Madison, and John Jay
- The Declaration of Independence
- *Common Sense* by Thomas Paine
- *Democracy in America* by Thomas Paine
- *Second Treatise of Government* by John Locke
- *On Liberty* by John Stuart Mill
- *The Legacy of the Federalist Papers*, 16 Harv.J.L. and Pub. Policy 1 (1993)
- *Libertarianism, A Primer*, by David Boaz available through the Cato Institute
- *The Shadow University, the Betrayal of Liberty on America's Campuses*, by Alan Charles Kors and Harvey A. Silvergate
- *The Founders' Almanac*, edited by Matthew Spalding and published by the Heritage Foundation
- *The Rule of Law in America* by Ronald A. Cass
- *The Majesty of the Law* by Justice Sandra Day O'Connor
- Charles Fried, "Comment-Five to Four: Reflections on the School Voucher Case," 116 Harvard Law Review 163 (2002)
- Charles Fried, "An Unreasonable Reaction to a Reasonable Decision," *Bush v. Gore: The Questions of Legitimacy*, ed. Bruce Ackerman (Yale University Press, 2002).
- Randy Barnett, *The Structure of Liberty: Justice and the Rule of Law*, Oxford Univ. Press
- *The Heritage Guide to the Constitution* by Edwin Meese
- *Reading the Right Books: A Guide for the Intelligent Conservative*, Edited by Lee Edwards
- *Justice Overruled* by Burton Katz
- *The Political Writings of Rufus Choate*
- *Conservatism in America since 1930* by Gregory Schneider
- *A Matter of Interpretation* by Antonin Scalia
- *Rights and Duties: Reflections on Our Conservative Constitution* by Russell Kirk
- *Overcoming Law* by Richard A. Posner
- *The Founder's Constitution* by Philip B. Kurland
- *A Theory of Socialism and Capitalism* by Hans-Herman Hoppe
- *Human Action* by Ludwig von Mises
- *Voucher Wars* by Clint Bolick
- *The Ethics of Liberty* by Murray N. Rothbard
- *Time Will Run Back* by Henry Hazlitt
- *The Free Market Reader: Essays in the Economics of Liberty* by Llewellyn J. Rockwell
- *The Law* by Frederic Bastiat
- *Capitalism and Freedom* by Milton Friedman
- *The Market for Liberty* by Linda and Morris Tannehill
- *The Sovereign States: Notes of a Citizen of Virginia* by James K. Kilpatrick
- *The Libertarian Idea* by Jan Narveson
- *The Age of Reagan: The Fall of the Old Liberal Order 1964-1980* by Steven F. Hayward
- *Statecraft: Strategies for a Changing World* by Margaret Thatcher
- *The Clash of Civilizations and the Remaking of World Order*, by Samuel P. Huntington
- *The Conscience of a Conservative* by Barry Goldwater
- *Roosevelt to Reagan* by Michael Barone
- *Abraham Lincoln: A Biography* by Benjamin Thomas
- *Churchill: A Life* by Martin Gilbert
- *1984* by George Orwell
- *Atlas Shrugged* by Ayn Rand
- *God and Man at Yale* by William F. Buckley Jr.
- *Advise and Consent: A Novel of Washington Politics* by Allen Drury

- In addition to full time faculty, HLS also has a number of visiting and adjunct faculty that research and publish conservative and libertarian articles for highly regarded journals and law reviews. **Professor Steven G. Calabresi** is a former Resident Scholar at Harvard Law School from Northwestern University School of Law. Professor Calabresi is a founding member of the Federalist Society and has written extensively on originalism, the separation of powers and the Presidency.

- **Network at Harvard both within and outside HLS** through public interest organizations, law school events, and Harvard alumni. Explore research centers, nonprofit organizations, and public policy institutes located throughout the University. Review the following web sites to learn about programs at Harvard University focusing on policy issues.

### ***Kennedy School of Government Research Centers***

The KSG offers a variety of research programs and publications in public policy. The Center for Public Leadership, the Rappaport Institute for Greater Boston, the Politics Research Group and the Institute of Politics all offer courses, programs and great networking opportunities.

[www.ksg.harvard.edu](http://www.ksg.harvard.edu)

### ***Weatherhead Center for International Affairs***

The Weatherhead Center is the international research center within Harvard University's Faculty of Arts and Sciences. The Center sponsors a wide variety of seminars, research programs, workshops, and conference relevant to international economic policy and international development.

[www.wcfia.harvard.edu](http://www.wcfia.harvard.edu)

- **Learn About Conservative Jurisprudence** - To become familiar with conservative jurisprudence read the opinions of conservative Court of Appeals judges including, Judge Edith Jones of the 5<sup>th</sup> Circuit, Judge Alex Kozinski of the 9<sup>th</sup> Circuit, Chief Judge Frank H. Easterbrook of the 7<sup>th</sup> Circuit and Judges Douglas H. Ginsburg and A. Raymond Randolph of the D.C. Circuit. Chief Judge Loren A. Smith of the United States Court of Federal Claims is a devoted federalist and expert on judicialization of the administrative process. Justice Scalia's opinions always provoke interesting discussion particularly his well-reasoned and often controversial dissents; Justice Clarence Thomas is often regarded as the most conservative justice on the Supreme Court. With the appointments of Chief Justice Roberts and Justice Alito, conservative jurisprudence will prosper with seven of the current Justices of the court appointed by Republican Presidents. Opportunities are numerous to connect with conservative judges at Federalist Society Conferences, and programs offered through the many public interest organizations included herein. For information on state and federal clerkships see the OPIA *Serving the Public: A Job Search Guide, 2006-2007*.
- **Harvard Law School Alumni and Legal Scholars**  
Harvard Law School provides access to HLS alumni working in conservative public policy positions through its extensive alumni database. Several alumni have contributed to the narratives in this Guide, and are a great resource for obtaining information about summer public interest internships and post-graduate opportunities. HLS alums can be found throughout the federal government, and several of them are involved with the public policy nonprofits listed in this Guide. The Federalist Society, the American Enterprise Institute, and the Heritage Foundation have many conservative legal scholars who willingly share their knowledge and resources for conservative/libertarian public interest opportunities.

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## PERSONAL NARRATIVES

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### **TED CRUZ '95 – Solicitor General, Texas**

Because politics and the law have always been a part of my life, it's difficult to point to where my interest in public service began. As the son of an immigrant who was extremely active during the Cuban Revolution, I grew up discussing politics at the dinner table, and so when it came time to choose a career, it seemed natural to go to law school, where I wrote for the Harvard Law Review and the Journal on Public Policy and Politics. After graduating, I clerked for two judges: Judge Michael Luttig on the Fourth Circuit of the U.S. Court of Appeals, and the late Chief Justice William H. Rehnquist on the U.S. Supreme Court.

After finishing my clerkships, I had a strong desire to work in federal government, and so I served as Domestic Policy Advisor to President George W. Bush on the Bush-Cheney campaign, advising President Bush on a wide range of policy and legal matters, including civil justice, criminal justice, constitutional law, immigration, and government reform. During the infamous Florida presidential recount that ensued, I helped assemble the Bush legal team, devising legal strategy and drafting pleadings in the Florida and U.S. Supreme Courts. After President Bush successfully took office, I was appointed as an Associate Deputy Attorney General at the Department of Justice before serving as the Director of the Office of Policy Planning for the Federal Trade Commission.

Since 2003, I have been serving as the Solicitor General for the state of Texas, and as a litigator, I have authored over seventy U.S. Supreme Court briefs and presented twenty-six oral arguments, including six in the U.S. Supreme Court. My team of appellate lawyers handles a variety of issues like Texas school finance, the Pledge of Allegiance, congressional redistricting, the death penalty, due process, and abortion policies, and honestly, my job is a lot of fun. It's hard to think of a more challenging and rewarding career than representing the state of Texas, and in the long term, I believe that politics and political involvement can make a real difference in people's lives.

The best advice I can give to prospective appellate lawyers is to continuously practice and prepare. Swim in your cases and research them relentlessly. Read the briefs other parties have filed and devour the record. Practice moots as often as possible and don't be afraid to take a few hits because appellate cases often will leave you battled and bloody. Most of all, no matter what happens, never compromise your principles because your credibility is the single

most important asset that you have. If justices don't trust what you're saying in court, you're doomed. Lastly, evolving into the best lawyer that you can be is a lifelong experience of learning and watching those who excel at their craft. Be patient and always on the look-out for mentors and teachers who can give you a better view of the law.

### **KATHRYN BIBER CHEN '04 – General Counsel, Romney for President Campaign**

I was involved in politics beginning in college and continuing in the years between college and law school. After working on the Bush-Cheney effort in 2000, I served in the public affairs office at the Department of Justice until I started law school in late 2001. While in law school, I was president of the HLS Republicans, Executive Editor of the Journal on Law and Public Policy, and active in the Federalist Society. I also chaired the Media/Communications committee of the Public Interest Auction. After graduation, it seemed natural to marry my love of politics with my love of the law. Election law is a fairly narrow and cyclical field, but it is a terrific way to contribute your legal skills to the issues and causes you care about.

During my years in law school and since, I've worked at the Republican National Committee, the Department of Justice, and for various members of Congress such as Senator Kit Bond (R-MO), then-Senator John Ashcroft (R-MO), and Representative Jo Ann Emerson (R-MO8). I also served in the general counsel's office at Bush-Cheney '04.

**A savvy election lawyer recognizes that a political operative's initial plan runs afoul of the law, but then goes the extra step of crafting a way to reach the campaign's goal while staying legal at the same time.**

**- Kathryn Biber Chen '04**

Currently, I am the general counsel to the Romney for President Campaign. As general counsel of the Romney campaign, I manage the campaign's in-house legal office. As you might imagine, my primary responsibility is overseeing our federal and state election law compliance. However, a large portion of my job requires me to deal with the broad range of legal issues that any Massachusetts corporation would face (e.g. tax, corporate, employment, trademark/copyright, etc.)

My primary specialty is election law, which means I have counseled clients on Federal Election Commission and Internal Revenue Service regulations, state disclosure rules, and state and federal ethics laws. I have worked for numerous campaigns, including the 2000 Bush-Cheney effort, Bush-Cheney '04, and multiple House, gubernatorial, and Senate races. Prior to law school, I also served as assistant press secretary to Senator Kit Bond during his 1998 reelection battle and as a press assistant to Attorney General John Ashcroft shortly after he took the reins of DOJ.

The best part of my job – and previous ones, as well – is helping the campaign reach its goals within the restraints of the law. A lazy election lawyer says “no, you can't do that, it's illegal.” The best skill a young lawyer can develop is an attention to detail and accuracy. The law can be learned on the fly, but ingrained sloppiness can rarely be erased. Beginning in law school and at summer jobs, give every project your best effort, and never attempt to take a shortcut. I've seen smart young law students derailed because they were just a little too careless.

Second, although this advice goes against what seems to be a developing trend in the field at large, I urge law students to develop “generalist” skills. When I am hiring people, I look for individuals who can draft a contract, negotiate a lease, answer an employment question, or review an FEC report. This model may be a little outdated, but it's the best way to be successful as an in-house attorney. Even at a law firm, clients often demand that you step outside your “specialty” comfort zone, so you should be prepared to do so.

Third, despite the self-importance of many in the field of law, law students must realize “the law” does not exist in a vacuum. For instance, the average political or nonprofit client must balance a wide variety of divergent interests: cost, public attention, and legal imperatives. Sometimes the best public relations choice is the *worst* legal choice, and vice versa. Sometimes you will have to explain to a client that they must comply with the law despite their desire to bend it. In short, don't be a lawyer fit to be parodied in Dilbert. It is your job as an attorney to understand your client's mentality and specific needs when offering advice, and to approach problems with a dose of common sense.



One HLS law clerk I supervised last semester understood this principle with a maturity beyond his years. I had asked him to research an arcane issue of state law and produce an answer to a difficult question. A less experienced law clerk would have stopped after finding the correct statutory provision. He did not. He unearthed ancient attorney general opinions, located multiple court cases that other law clerks did not find, found relevant newspaper articles involving other politicians, and ultimately arrived at an answer belying his then-minimal legal training. Instead of simply following a standard research checklist, he recognized the political realities the campaign faced and proposed an answer that was legally correct but also *not* politically foolhardy. It took a mature student to synthesize these sometimes divergent goals.

Fourth, recognize that firms are not practitioners of the Dark Arts. They are often terrific places to gain training, witness the press of demanding partners, and understand what it is like to engage in client service. Contrary to popular belief, it's even possible to work for the issues and causes you care about from an associate office. Prior to joining the campaign I was an associate at the Washington law firm of Patton Boggs, and some of the best experiences I've had as a lawyer took place during my time there.

Finally, – and I realize this may seem trite, but it's important – I advise all students to seek advice from those who have gone before them. I have found success in politics not because I am a genius, but because I have had the help of several generous and wise mentors along the way. Similarly, once you have reached a point where you can offer assistance to others, it is your responsibility to do so. I spend a lot of time fielding phone calls from law students or young political hacks interested in law school, and I make it a point to help talented people succeed.

Honestly, the reason I love my job so much is that my answer to this question will change on a weekly basis. I frequently come home from work having had the “best” day I've ever had professionally, and my goal is for this to continue for the rest of my career.

#### **MICHAEL ROSMAN, Yale Law '94 – Chief Counsel, Center for Individual Rights**

After finishing law school and spending 9 years in private practice in New York, I sort of came into my current job by happenstance. I was having a conversation with the then Executive Director of the Center for Individual Rights (CIR), Michael Greve, and he recommended for me to apply for a position, and, after an interview and discussion with him, I decided it would be a good change for me. About a year and a half later, I was promoted to chief counsel where I have been for the past several years.

CIR is a public interest law firm that specializes in free speech and civil rights litigation, and during my time here, we have filed briefs and argued in court over a tremendous variety of issues, including race preferences in university admissions (*Gratz v. Bollinger*, *Gutter v. Bollinger*, *Hopwood v. Texas*, *BAMN v. Granholm* in the 6th Circuit) and limited federal powers (*United States v. Morrison*). Litigation in politically-charged cases has the disadvantage of making many of the litigation skills I've developed over the years relatively unimportant. Frequently, the results of any case depend more on the luck of the judicial draw rather than my skill as an attorney. For example, in cases that concern race-based or sex-based preferences in distributing government benefits, many judges already have preconceived notions of the propriety of what is often referred to as “affirmative action” (even though that phrase is somewhat misapplied for that purpose). It is often difficult to move them from those preconceived positions regardless of one's skill.

Nevertheless, one of the highlights of my time at CIR was getting the opportunity to argue before the Supreme Court in *United States v. Morrison*. The decision examined the limits of Congress's power to make laws under the Commerce Clause and the Fourteenth Amendment of the Constitution and ruled that a controversial piece of legislation was unconstitutional because it was an overextension of congressional power.

A “typical day” usually involves a good deal of reading and writing of one kind or another, and communicating with other attorneys through e-mail and by telephone. We have attorney meetings here at CIR, but there are days, not all that infrequent, when we do not necessarily have a great deal of contact with one another because we are working on different things.

For prospective public interest lawyers, litigation skills of all kinds (taking depositions, oral arguments, writing briefs) are important. I might emphasize taking a course or courses in Constitutional Torts, the scope of 42 U.S.C. sect. 1983, and attorney-fee shifting statutes like 42 U.S.C. sect. 1988. Other than that, general litigation skills and an understanding of civil procedure are important, including knowledge of jurisdiction, and the rules of evidence. Since constitutional litigation is usually not very fact intensive, the ability to write well and analyze cases are probably the most important skills to develop. One can do that in a variety of settings, including government work and large firm practice.

### **JENNIFER BRADLEY '09 – Office of the Solicitor General, Office of Legal Policy at the Department of Justice, Summer Intern**

After graduating from college, I worked in DC as a research assistant to an HLS grad, who at the time was specializing in bioethics and human rights. Living in Washington and working with him that year really allowed me to begin to see all of the great things lawyers can do for the public and all of the doors that a J.D. opens. During my first year at Harvard Law School, I got involved with Harvard Defenders and I focused my summer job search solely on government work, because of my strong interest in public interest law.

This summer I worked first at the Office of Legal Policy (OLP), and then at the Office of the Solicitor General (OSG), both at the Department of Justice. Although a small office, OLP takes a leading role in vetting nominees to the federal bench, and each of its attorneys also has developed expertise in particular policy areas that are priorities for the government. Each attorney comments on proposed legislation falling within his or her area of expertise and collaborates with representatives of other governmental agencies

**“The attorneys I’ve met are highly skilled and have incredibly impressive backgrounds, and many of them left very lucrative jobs in law firms – in some cases, left firms at which they’d made partner – in order to work for the American people...”**  
**- Jennifer Bradley '09**

to develop a coherent and coordinated government response to issues such as human trafficking, ID theft, and immigration. OSG’s attorneys are best known for representing the government in the Supreme Court. The office is also responsible for preparing amicus briefs for cases in which the government is not a party, but has a substantial interest, for making recommendations to the Supreme Court regarding cases in which cert ought to be granted, and for making the final decision on whether to appeal cases in which the government has lost in a lower court. While at OLP, the

issue on which I worked most was human trafficking. Combating human trafficking both domestically and internationally is a major priority for the administration, and offices and agencies across the government have been making a concerted effort to fight this form of modern-day slavery. I worked on updating the annual Assessment of U.S. Government Efforts to Combat Trafficking in Persons, which is coordinated and compiled by OLP, and I was able to attend a Congressional briefing on the issue as well as a welcome luncheon for the State Department’s new anti-trafficking Ambassador. Since switching over to OSG, I’ve contributed research on a variety of issues for several briefs that will be filed in cases heard at the Supreme Court this term. Probably the best-known issue on which I’ve gotten to spend some time is the Bush administration’s Terrorist Surveillance Program. The program is being challenged in the Ninth Circuit in a case called *Hepting v. AT&T*; because of its obvious sensitivity and high priority, the government has intervened and OSG is participating in the case.

I’ve been very impressed by the dedication of the lawyers with whom I’ve worked at DOJ this summer. The attorneys I’ve met are highly skilled and have incredibly impressive backgrounds, and many of them left very lucrative jobs in law firms – in some cases, left firms at which they’d made partner – in order to work for the American people at a much lower salary and without all of the perks that are a standard part of the law firm lifestyle. They are enthusiastic about their work and don’t ever seem to regret making the choices that they have, and I think for me that has been the greatest testament to the importance of public interest work.

**CLINT BOLICK, University of California, Davis Law '82 - Director for the Center of Constitutional Litigation, Goldwater Institute, Phoenix, AZ**

My interest in public interest impact litigation began when I fell in love with Constitutional Law as an undergraduate. Once I entered law school, I learned as much as I could by participating heavily in moot court, clerking for the Pacific Legal Foundation, taking Local Government, and clerking for a state trial judge. After law school, I started my first job as an attorney at the Mountain States Legal Foundation before moving on to become a Special Assistant at the Equal Employment Opportunity Commission. During my career, I have also spent time at the Civil Rights Division of the Department of Justice, the Landmark Legal Foundation Center for Civil Rights, the Institute for Justice, and the Alliance for School Choice.

**The favorite part of my job is that I am attempting to trail-blaze in state constitutional law. Arguing in the US Supreme Court and representing David's against Goliath is a total rush.**  
- *Clint Bolick*

Currently I am serving at the Goldwater Institute as the Director for the Center of Constitutional Litigation in Arizona. The Center of Constitutional Litigation is a libertarian policy organization that litigates state constitutional issues on the issues of school choice, the barriers to entrepreneurship, eminent domain, and racial classification.

For students interested in libertarian policy litigation, we have summer clerks and externs during the school year. A good grasp of constitutional law, excellent research skills, and an understanding of the practicalities of litigation

are useful. In addition, I have written a book called *Voucher Wars: Waging the Legal Battle over School Choice*, which is a primer on public interest litigation. It is sometimes difficult to transition from public interest law to private sector law, but generally the converse is not true, so long as you don't lose your creativity and passion along the way.

The favorite part of my job is that I am attempting to trail-blaze in state constitutional law. Arguing in the US Supreme Court and representing David's against Goliath is a total rush! Walking the hallways of inner-city private schools and watching kids do well who previously were written off by the system---and knowing that I had something to do with protecting their right to be there---is enormously gratifying. The payoff in public interest law is psychological, but I wouldn't trade it for any other remuneration.

**PAUL TAYLOR '94 – Chief Minority Counsel for the House Judiciary Committee, Subcommittee on the Constitution**

I was always interested in public policy, starting in college where I majored in Political Science. During law school, I was an Executive Editor for the *Harvard Journal of Law & Public Policy*, which during my third year published an article of mine concerning the reform of the law of punitive damages. After graduating from law school, I became a Counsel for the House Subcommittee on the Constitution in 1999, and in 2003, I became Chief Counsel of the Constitution Subcommittee, where I have been the Chief Republican Counsel since January, 2007.

As Chief Republican Counsel for the Constitution Subcommittee, I draft legislative text, amendments, committee reports, and other informational materials for Republicans and their staffs. The issues within the jurisdiction of the Subcommittee include ethics reform, voting and civil rights, religious liberty, free speech, property rights, and other issues with constitutional law components. I also handle legal reform issues for the Republicans on the full House Judiciary Committee. At the subcommittee, I work on issues related to the protection of property rights, initiatives to ensure that religious organizations are allowed to compete for federal social service funds on an equal basis with non-religious organizations, among other things. I also work on issues related to legal reform and litigation management. Generally, legislation receives a hearing and a markup at a subcommittee before legislation is marked up at the full committee. Counsels help draft legislation, or amendments to legislation, write and research legislative Committee Reports (the documents that embody the Committee's official view on legislation), and generally educate Members and their staffs regarding the need for and significance of various pieces of legislation. If legislation is favorably reported out by the full committee, subcommittee counsels who have worked on the legislation generally facilitate its progress through the House of Representatives, often culminating in a vote on the legislation by the full House and a

potential subsequent conference with the Senate. Subcommittees also conduct oversight, which may involve sending information requests to various federal agencies, and the holding of hearings to gather information.

I have helped shepherd the following pieces of legislation through Congress, all of which were enacted into law: the SAFETY Act (part of the Homeland Security Act of 2002, which provides legal protection for manufacturers of anti-terrorism technologies to encourage their more widespread deployment); the 2006 reauthorization of the Voting Rights Act (which prevents discrimination in voting); the Unborn Victims of Violence Act (which makes murdering an unborn child during the commission of a federal violent crime subject to a separate chargeable offence); the Protection of Lawful Commerce in Arms Act (which protects gun manufacturers from lawsuits in which the alleged harm was caused not by the gun manufacturers, but by those who criminally or unlawfully misused guns); and the Respect for America's Fallen Heroes Act (which prohibits demonstrations near military funerals on federal property).

**“Compromise is inevitable in a democracy, of course, but in the end it’s not about winning an argument; it’s about changing the law to achieve improvements in public policy that help individuals enjoy greater freedom.”**

**- Paul Taylor '94**

The best part of my job is working for principled Congressional leaders to achieve legislative reforms that improve the status quo by enhancing individual liberty. Working for a congressional committee also allows one to develop a more detailed understanding of specialized legal issues.

My experience helping get the SAFETY Act enacted has been especially gratifying for me because it has proven so effective in encouraging the deployment of anti-terrorism technologies

that it enjoys overwhelming bipartisan support. On January 22, 2007, H.R. 599, a bill directing the Secretary of Homeland Security to streamline the SAFETY Act and anti-terrorism technology procurement processes to make the legislation even more effective, passed the House by a vote of 427-0.

Speaking and writing clearly are probably the most important skills one can bring to work on Capitol Hill. You can never be sure you understand something yourself until you can explain even quite complicated legislation to a college intern and see that they’ve come to understand it themselves. Members need to be thoroughly informed, and often they need clear, concise information at a moment’s notice. Public interest lawyers working for Congress must ensure that legislative language reflects the intent of Congress as articulated to the public, while also communicating the intent of the legislation clearly to courts. Crafting language that is both understandable to the voting public and to courts is a key part of being an effective public interest lawyer working for Congress. Equally important is an ability to communicate clearly and effectively. One must be able to transmit comprehensive information quickly to maximize the chances that legislation will pass. No matter what issues one works on, one should maintain a document that contains just about everything one knows about the issue, accurately sourced to the relevant source materials, so it can be drawn on at a moment’s notice.

Political experience is also important in obtaining a position with a Member or a committee on Capitol Hill. That’s because Members want to have people working for them who share their motivation to accomplish legislative reform in a political environment. Having particular beliefs that resonate with those of a political party or a Member is often necessary but not sufficient because only through demonstrated work with political organizations, political campaigns, and advocacy groups does one show the requisite commitment to turning ideas into results in the political process.

I would recommend working for several years as a private lawyer before working for a public sector or public policy organization or institution. That’s because one can most effectively advocate reforms to the legal system if one has actually worked under the rules that currently govern that legal system and obtained a good understanding of what works and what doesn’t work in the current system, and why. Also, saving some money, and becoming financially secure and debt-free, goes a long way toward ensuring a smooth transition from the private sector to the public sector.

**BILL SAUNDERS '80 – Senior Fellow in Bioethics and Human Rights Counsel, The Family Research Council, Washington, D.C.**

The Family Research Council is what may be described as a "pro-family" organization. We work to protect and defend the family, and to defend human life. My position is senior fellow and director of the Center for Human Life & Bioethics. I am also human rights legal counsel. My primary focus is in the area of bioethics, but I work on issues related to abortion and euthanasia as well. We work with Congress and the executive branch to develop, shape and advance legislation. We also engage in efforts to educate citizens in the various states. I have done a significant

**Global religious persecution is one focus of the Family Research Council in Washington, D.C. Bill Saunders HLS '80 headed an FRC-sponsored trips to Sudan in 1998 and 2000 to document the persecution which Christians and others in the Nuba Mountains and Dinka areas are experiencing at the hands of their own government.**

amount of work on religious freedom around the world, and served on a U.S. delegation to a UN conference on the family. I have also helped organize, and have spoken at, several international conferences on the family. My most memorable experience in public interest law has been my role in documenting genocide in Sudan, and in making this an issue of U.S. public policy. I headed several trips to Sudan to document the persecution which Christians and others

in the Nuba Mountains and Dinka areas were experiencing at the hands of their own government. We were able to capture on film the bombing of innocent civilians, and recorded extensive interviews with people who had been enslaved, including children. Another great part of my work is being centrally involved in the debate over the ethics of human cloning and stem cell research.

There is no typical day when you work in public interest law! I usually arrive at the office around 7 am and leave around 6 pm. I might have meetings with Congressional or Administration officials to attend, or have meetings at the State Department or with other groups with whom I work in coalition. I might review proposed state legislation or draft the same. Sometimes I review federal legislation or meet with Congressional leaders to discuss crafting a bill on a particular matter. I might work on an article I am writing, or on a chapter for a book. Or work on one of the regular columns for several journals and web pages, including National Public Radio's "Justice Talking." I might work on an upcoming lecture to be given in the U.S. or abroad, or on a brief for state or federal court, including the U.S. Supreme Court. I will meet with my research assistants and interns daily to go over projects. Some days I have interviews for TV, radio, or newspapers.

Our primary task is developing public arguments and shaping legislation. The most important qualities are intellect and dedication. A law student should have an internship with us to see if what we do is what she or he wants to do.

**"Perseverance and a sense of purpose are the best tools for public interest work."**

*- Bill Saunders '80*

By way of background, I joined the Washington Office of the Lawyers Committee for Human Rights in 1994. While there, I focused primarily on issues surrounding human rights treaties, religious freedom, and civil society. I also did significant work on human rights in Egypt, China and Albania. Three years later, I joined the staff of the U.S. Commission on Civil Rights, where my focus was on religious freedom in the United States. I also worked

in a private firm in D.C., and taught at a law school before my present job. I founded and led a nonprofit relief organization for many years. I find that all these experiences helped prepare me to do what I am doing. However, as you can see, it is hard to make this a road map for others. My advice is to follow your heart. Find work that matters to you. Since doing so means making decisions most others don't make, I'm afraid each has to find his or her own way. Public interest jobs are few and hard to find. Law firms pay law students handsomely. So a student who wants to do public interest law has to be willing to sacrifice, and to work his way up. Perseverance and a sense of purpose are the best tools. It also helps to be in a city like D.C. where many of the jobs are and where one can network.

**HANS BADER '94 - Senior Counsel, Center For Individual Rights, Washington, D.C.**

Before law school, I contemplated public interest law, and after several years in the private sector, I left for the Center for Individual Rights in Washington, D.C. where I used to handle First Amendment cases (freedom of speech and religion), federalism cases, and challenges to affirmative action policies (under antidiscrimination statutes and the Equal Protection Clause) before moving onto the Department of Education, where I served as Attorney-Advisor for

the Office of Civil Rights. Since then, I have become Counsel for Special Projects at the Competitive Enterprise Institute, a nonprofit organization dedicated to advancing the principles of free enterprise and limited government.

At CEI, I currently am bringing a couple of constitutional lawsuits under obscure provisions of the Constitution: the Compact Clause (challenging a multi-state tobacco settlement) and the Appointments Clause (challenging a board set up by the Sarbanes-Oxley law). In addition, I also file amicus briefs with the Supreme Court. This term, I filed one brief that challenged the Seattle School's race-based student assignments, which the Supreme court struck down in June in a 5-to-4 decision in *Parents Involved in Community Schools v. Seattle School District No. 1* and another one that supported federal preemption of state banking laws (the *Watters v. Wachovia* case, which preempted state regulation in another 5-to-4 decision).

My advice for prospective public interest lawyers is to work long enough in other sectors to get decent training in how to practice law. Learn practical litigation skills and the federal rules of civil procedure (which heavily influences most state civil procedure codes). Mastering the rules is dull, but it will save you plenty of pain later on. Furthermore, learn to write cleanly; get to the point, and don't let the need to cite cases clutter things up. Many junior associates and summer interns have writing that is unbelievably turgid, disorganized, or repetitive. Less important, but still very important, is to learn constitutional and administrative law.

### **DANIEL LYONS '05 – New England Legal Foundation, Summer Law Intern**

My FYL instructor first suggested public interest work to me as an alternative to spending my first 1L summer in the stuffy confines of a law firm. Because I knew I would be putting in a lot of firm time in the near future, and because firm jobs were very hard to come by for 1Ls in Boston this year, I sent a cover letter to the New England Legal Foundation and received an unpaid summer internship, which I funded through a work study grant. To prepare for the position, I researched NELF's main areas of expertise, and worked to develop my legal writing and research skills during my 1L year. I am currently one of three Law Clerks with the New England Legal Foundation. Each clerk assists NELF's three staff attorneys on various litigation-related projects. Each attorney has one active case in the office, and each also works on a series of side projects and publications to advance legal discourse in general. The law clerks divide their time assisting both endeavors.

**“Working alongside impassioned and like-minded attorneys to develop Anthony Palazzolo’s best strategies to win his regulatory takings claim is the most exciting aspect of my internship. I have taken a substantial interest in property rights cases, so the chance to assist the retrial of one of the seminal cases in takings law was, for me, an opportunity not to be passed up.”**  
- *Daniel Lyons '05*

The primary case NELF is handling is *Palazzolo v. Rhode Island*, a landmark property rights case on remand from the US Supreme Court. Anthony Palazzolo owns 18 acres on Winnapaug Pond in Rhode Island, which he has been prohibited from developing due to local wetlands protections regulations. He has challenged the regulation as an unconstitutional regulatory taking, and is seeking compensation. The case was before the US Supreme Court in 2001, where it set a milestone in regulatory takings law by holding that regulatory takings claims are transferable—i.e., the fact that the regulation was in effect when the owner bought the property is not

an automatic bar to a regulatory takings claim. The case was originally tried as a *Lucas* categorical takings claim, but is now being retried in Rhode Island as a *Penn Central* balancing test claim, in accordance with US Supreme Court instructions. I have also been involved in planning two NELF conferences, one on the future of confidential settlement agreements in the wake of the Catholic Church scandal, and one on modifying union disclosure laws to match the rigorous reporting requirements that Sarbanes-Oxley requires of corporations. Both are the subject of pending state and federal legislation. Finally, I have penned or edited several articles that NELF has distributed for publication, including a piece on proposed changes to Labor Department overtime regulations, and the effects of the Supreme Court's decision in *Green Tree v. Bazzle* on the prospect of class-action arbitration. I am currently drafting a memo to a senior attorney regarding the “denominator problem” that requires a broad literature search in regulatory takings cases, the question of how to define the relevant parcel to determine what has been taken by the government.

### **EMILIE KAO '99 - The Becket Fund for Religious Liberties, Washington, D.C.**

After my 1L year, a classmate told me about a women's legal center in Beijing supported by the Ford Foundation. Although I had an offer to work for a law firm that summer, I knew that I would probably do that at some point down the road and that this was a great opportunity to learn about the Chinese legal system. Thanks to financing from OPIA and the public interest auction, it was a terrific and very humbling learning experience. Working for a grassroots women's legal organization allowed me to see what Chinese lawyers face in fighting for women's rights in a country where legal consciousness and "rule of law" are still in the early stages. That really shaped my attitude towards law school during my last two years, so if you have any opportunity early on to do public interest work (and can manage it financially), it can benefit your career in the long-term, but also your perspective on what YOU want to learn in law school.

**"Working on compensation claims against Iraq as a legal officer at the United Nations Compensation Commission taught me how much culture informs the way that we view law and rights and has also better prepared me to respond to attacks on religious freedom that comes from different quarters." - Emilie Kao '99**

I now work for the Becket Fund for Religious Liberties in Washington D.C. I've been here only two months so my job is still "under construction," but essentially I spend about half my time on domestic litigation and the other half on international advocacy, including litigation, and potentially other components, like media and government relations. The Becket Fund is already well known in the United States for its innovative religious liberties litigation on behalf of all faiths. We believe that religious freedom is a fundamental human right and our clients represent the entire spectrum of faith, from Anglicans to Zoroastrians. It's a terrific vision (in my opinion) and one that I'm eager to see develop on an international level.

There are so many different kinds of cases that we take on in the name of religious liberty. I couldn't do justice to them all, so I'd refer students to the website at [www.becketfund.org](http://www.becketfund.org) to get a better idea of the types of cases we handle. Something that isn't obvious from the outset is how multi-faceted this organization is. In addition to litigation that is based in DC, we also have an academic arm, The Becket Institute at Oxford University, which has sponsored our three international conferences in Rome, Jerusalem, and Prague. The vision of the Becket Fund is that religious freedom is the institute that brings together scholars and clergy from different faiths to dialogue about the basis for freedom in their own religious traditions. The fruit of that dialogue is the message that we try to bring to the court of law, the court of public opinion and the academy.

During my two months here, the organization has had several high-profile cases, all of which can be found on our website. I am looking forward to getting involved in more of these cases and also to finding new avenues of advocacy for religious freedom internationally, particularly at the United Nations.

Prior to coming to Becket, I was a legal officer at the United Nations Compensation Commission in Geneva where I worked on compensation claims against Iraq arising from the invasion of Kuwait. In addition to learning about an area of international law which I had a strong personal interest in (having majored in Middle Eastern studies as an undergraduate), it also gave me great exposure to the United Nations and to the "internationalist" perspective. I think that has been very helpful in teaching me how much culture informs the way that we view law and rights and has also better prepared me to respond to attacks on religious freedom that come from different quarters.

### **RAFFI MELKONIAN '05 – Summer Intern, Department of Justice, Criminal Division, Domestic Security Section (DSS)**

Like many other students, I wanted to use the 1L summer to do something on the public interest side of things so that I would be able to compare it with private firm life after 2L. I spent my summer working for the Criminal Division of the Department of Justice, in the Domestic Security Section (DSS). DSS handles violent crime and immigration related crimes, rather than immigration violations (which are dealt with by what used to be the Immigration and Naturalization Service). I can't say I had any special preparation for this position, apart from vaguely paying attention in Criminal Law.

As a summer intern I shared a comfortable, if windowless office, with a fellow intern. My work often involved calling or visiting other lawyers, sometimes in other parts of the government bureaucracy (at Department of Homeland Security, for example). Very often a lawyer would come by my office with a little something to do as well, though the office policy was that larger projects would be funneled through the coordinator (actually a senior litigator) just to assure an even distribution of work. A couple of times a week, I was also taken out for coffee, or perhaps even lunch. The most important case I worked on this summer is the Texas alien smuggling murder case, where 18 illegal aliens were killed when trapped in a hot truck for hours. DSS was helping prosecute the alien smugglers, seeking the death penalty under the appropriate criminal statute. I largely worked on motions to potentially bring the prosecution to Washington, D.C. Interestingly, I learned that the Texas alien smuggling case is sort of symptomatic, if only in a symbolic way, of the new trend in alien smuggling. Because of increased Coast Guard awareness off our own seas, South American alien smugglers have gone to using a circuitous route from the continent to Mexico by ship, and then through Mexico by truck. This has resulted in a steadily increasing number of such deaths, and an increasing opportunity for the death penalty to be requested by federal prosecutors.

Although there are many experiences to relate from my summer at DOJ one stands out. One of the grimmer (but still friendly) lawyers came by my office one day and threw a brief at my desk. I looked at the motion and after reading all the cases cited, I realized very little of it made any sense at all. Actually, it seemed to me like complete nonsense, as if a third grader had written it or something. But being a law student, I wasn't sure, and so I spent another couple of hours on it before giving up and going over to tell her that I didn't understand any of it. Thankfully, she looked up, squinted at me, and sort of said something like "yeah. That's what I thought. It's awful." We ended up writing a response that mostly restated the Restatement of Contracts. My role by the end mainly consisted of moderating the actual lawyer's rather angry prose.

As to the political and policy side of working at DOJ, DSS both on its own volition, and due to commands coming down from the top of DOJ is aggressive as to its mission. Nor does it shrink from demanding high penalties for crime. Regardless of your political views, being in an office with great lawyers was really helpful. The least experienced prosecutor had 16 years of experience, and you can really absorb a lot of good knowledge. They were also fantastic people. They treated all the interns and other support staff with a lot of respect (and kindness), and they made sure we two law clerks got excellent work. I would highly recommend a summer internship at DOJ.

### **LEE RUDOFISKY '05 - Legal Intern, White House Counsel's Office**

As a legal intern in the office of the Counsel to the President of the United States, I assisted the nine Associate Counsels to the President in research and analysis on various issues of current importance. My work in the Public International Law course I took at Harvard allowed me to help out the White House Counsel's office in the area of foreign relations, international agreements, and free trade. Additionally, my membership in the Harvard Law School Republicans, the Federalist Society, and the Journal of Law and Public Policy helped expose me to many of the current legal/political issues I would be dealing with in this position.

The best part of working at the White House Counsel's office is that you never know what issues are going to arise. Your work deals with almost every area of government imaginable. The typical workday at the White House for interns is from 8 AM until 6 PM. Other than the hours, no day is typical. Your work really depends upon what the White House Counsels need at a given moment – it is very reactive. One hour might be spent answering correspondence. The next hour you might be writing a memorandum on a potential Presidential nominee or participating in a West Wing policy discussion on any number of topics including domestic policy and foreign affairs.

The most memorable experience of my internship was sitting in a West Wing meeting with rather important people and realizing that my comments and suggestions were not only being taken seriously, but were actually helping to shape policy. On a less professional side, I must say that meeting the President of the United States after he alighted from Marine One on the South Lawn of the White House was pretty memorable as well.

I would highly recommend this internship to any law student interested in a government or public policy career. The best advice I can give to law students interested in a White House experience is to be persistent and pursue the opportunity as early as possible in the year prior to the internship.



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## FELLOWSHIPS

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Post-graduate and summer fellowships are excellent opportunities to explore and pursue during and after your time at HLS. Fellowships can help defray the cost of law school or can help you break into litigation or research, and oftentimes, fellowships will provide a network of alumni to turn to for mentorship and advice. Additionally, in many fellowships sponsored by public policy organizations, cash awards are combined with opportunities for research at the organization. No matter what your interests in the law may be, there is probably a fellowship that will enable you to research an aspect of the law that you are passionate about. Listed below are a few such fellowships most closely aligned with conservative/libertarian work.

For information on other sources of summer funding, see OPIA's publication, *Serving the Public: A Job Search Guide*. For information on other postgraduate fellowships and government honors programs, see Chapter 10 of the same book. Additionally, contact Judith Murciano, Fellowships Coordinator at OPIA, for one-on-one advising appointments and additional information on how to find and apply to summer and post-graduate fellowships. If you are interested in federal government work, contact Joan Ruttenberg, Director of the Heyman Fellowship Program at OPIA for questions about the Heyman Fellowship listed below.

**The Rappaport Honors Program in Law and Public Service** is offered to Harvard Law School Students and other Boston-area law school students who demonstrate exceptional commitment towards public service and the betterment of civic life in the Greater Boston region. Internships include paid summer government or nonprofit positions, as well as year-long opportunities. Although the Program is based at Suffolk University Law School, it is open to all Boston area law students.

**The Blackstone Fellowship Program** offered by the Alliance Defense Fund in Scottsdale, Arizona is an 11-week rigorous legal internship designed primarily for law students during the summer between their first and second year of law school. The goal is to train new lawyers who will work to restore the rule of law in America's courtrooms and ensure that religious freedom is recognized as the most basic of human rights. Interns have the opportunity to closely interact

with some of the nation's top constitutional experts.

**Humane Studies Fellowship** at George Mason University awarded to those interested in the classical/libertarian tradition of individual rights and market economies. Opportunities for paid internships are listed on the Institute for Humane Studies web site at [www.theihs.org](http://www.theihs.org). Fellowships are also available to fund graduate schooling (including law school).

**Pacific Legal Foundation College of Public Interest Law Fellowships** emphasizing limited government and individual liberty. The Foundation offers a limited number of national litigation fellowships to top graduates. As a participant, you will receive concentrated litigation and writing experience in the areas of the Foundation's legal practice. Additional information can be found on the Foundation's web site at [www.pacificlegal.org](http://www.pacificlegal.org) or by contacting the principal attorney at 408-732-1953.

**Heritage Foundation and American Enterprise Institute Fellowships** in Washington, D.C.; and the **Hoover Institution Fellowships** in Stanford, CA. Though these are primarily year-round visiting fellowships, you should contact the organizations directly for summer fellowships through the contacts listed in the last section of this Guide.

**White House Internships** - Although these are highly competitive and generally only 2-3 interns are hired per summer, the experience provides a first hand opportunity to learn how domestic policy and foreign policy are formulated and developed at the highest levels of government. If you are interested in pursuing an internship at the White House, start no later than December of the prior year. Presently, internships at the White House are handled by the White House Office of Personnel, The White House, 1600 Pennsylvania Avenue, Washington, D.C. 20500. Applications should be

mailed to the address above and questions can be directed to Meghan Espinoza at the White House Office of Personnel at 202-456-5979.

### **White House Fellowships -**

Since this program is highly competitive it should be considered by those students with excellent grades, strong references, and prior work experience or other graduate degrees in the area of public policy. The Program places recipients usually upon graduation or even later in a cabinet-level agency; the Executive Office of the President, the Vice President's Office, or with smaller agencies where you work as full-time paid assistants. To apply contact the President's Commission on White House Fellowships, c/o O.P.M. - Sheila Coates, 1900 E Street, NW, Room B431 or call 202-395-4522 or visit the web site at [www.whitehouse.gov/fellows](http://www.whitehouse.gov/fellows).

**Consumers Union Economic Justice Fellowship** – Fellows advocate on behalf of low and moderate income consumers to ensure access to suitable housing, health care and safe, adequate food. In addition, Fellows assist the California and Credit Finance Project with efforts to ensure that consumers in the credit, finance, banking, and insurance areas are fairly treated

**Olin Fellowship in Law and Economics** – To foster research and study in the area of law and economics, several students will be selected as Fellows in Law and Economics and will receive a stipend under a grant from the John M. Olin Foundation. The Fellows will be expected to make significant commitments to

writing in law and economics and attending a seminar series in the area. Only Harvard Law School students are eligible for these fellowships.

**David L. Boren Graduate Fellowships** – Fellowships provide U.S. graduate students with support for overseas study and limited domestic tuition to pursue the study of languages, cultures, and world regions deemed critical to U.S. national security. Fellowships are awarded in a broad range of disciplines including business, economics, applied sciences and engineering, history, international affairs, law, political science, and other social sciences. Award recipients incur a requirement to seek employment in an agency or office of the Federal Government involved in national security affairs or in the field of U.S. higher education, in that order of precedence.

**Woodrow Wilson Fellowship** – Fellows are expected to work from the Center in Washington DC and participate in meetings appropriate to their research. They will present their research informally and are also encouraged to present it formally and share their expertise with the Washington policy community. They will be affiliated with one of the Center's programs or projects.

**Fulbright Grant** – Funding for research by U.S. graduate students, young professionals, or recent postgraduates in various countries. Operating in over 140 countries and awarding approximately 1000 grants every year, the Fulbright program sponsors a spread of different fellowships.

**Belgium-American Fellowship** – Fellows promote the exchange of intellectual ideas between the two countries. Pre-doctoral Fellowships are awarded to American graduate students to pursue study and research in Belgium on projects for which Belgium provides special advantages, such as the EU.

**Center for Internet and Society Fellowship** – Fellows work for the Cyber Law Clinic at Stanford University where they are directly and primarily responsible for lawsuits challenging the extension of copyrights of works that have passed into the public domain and for assisting or supervising the litigation of other CIS cases as well as working with students in the Cyberlaw clinic on cases and projects on an as-needed basis.

**Berkman Center Residential Fellowship** – Fellowship includes specific obligations for organizing a public presentation, writing a paper, and assisting with Berkman Center programs. Fellowships are generally awarded to those who already have experience in cyberlaw or related topics and wish to add new knowledge to the field.

**Conservative Public Interest Law Fellowship** – Fellowships open to graduating or recently graduate individuals of demonstrated high achievement and offer a stepping stone to private practice, public agency law, an academic career in the teaching of law, or a permanent position with the Pacific legal Foundation. Participants receive concentrated litigation and writing experience in the areas of the Foundation's legal practice.

### **David C. Lincoln Fellowship in Land Value Taxation** –

Fellows work at the Lincoln Institute of Land Policy where they work on projects addressing either the basic theory of land value taxation or its application to specific issues, domestic or international, with an emphasis on specific investigations, case studies, and theoretical work rather than on general discussions of land value taxation principles. Fellows will each present a seminar at the Lincoln Institute and will attend a symposium with other Fellows.

**Greenwall Fellowship** – Fellows work with faculty at Johns Hopkins University and Georgetown University in a study and experiential learning, including a year-long seminar in bioethics and health policy, bimonthly colloquia, academic coursework, summer government internship, supervised research, teaching opportunities, and opportunities to pursue other fellowship programs in conjunction with this one.

**German Marshall Memorial Fellowship** – Founded in 1982, the Marshall Memorial Fellowship (MMF) was created by the German Marshall Fund of the United States to introduce a new generation of European leaders to America's institutions, politics, and people. The Marshall memorial Fellowship provides a unique opportunity for emerging leaders from the United States and Europe to explore societies, institutions, and people on the other side of the Atlantic.

**Global Health Fellowship Program** – The Global Health Fellow will lead research or clinical projects on global health

and human rights and may involve the supervision of Harvard Law School students on these projects. The work product of fellow-led projects can range from scholarly papers, manuscripts, and monographs to direct involvement in policy or legal activities.

**Ian Axford Fellowship in Public Policy** – The Ian Axford Fellowships give outstanding American professional the opportunity to study, travel, and gain practical experience in public policy in New Zealand, including firsthand knowledge of economic, social, and political reforms and management of the government sector.

**Pew Charitable Trust Grants** – The Trusts make investments to provide organizations and citizens with fact-based research and practical solutions for challenging issues. The Trusts offer funding in three sections (Advancing Policy Solutions, Informing the Public, and Supporting Civic Life), each of which is further divided into other categories for research.

**John Gibbons Fellowship in Public Interest and Constitutional Law** – The Fellow is a full-time associate at the firm of Gibbons, Del Deo, Dolan, Griffinger & Vecchione for two years and works closely with John J. Gibbons and Lawrence S. Lustberg on major public interest and constitutional law projects and litigation. The Fellow assists with legal representation of clients in a wide variety of public interest issues. After completing the fellowship, the Fellow will be given the opportunity to remain at the firm with full seniority.

**Office of the Solicitor General Bristow Fellowship** – Fellows work on special projects for the Solicitor General and make recommendations on cases that come up from the division and perform legal research.

**California Executive Fellowship** – Fellows serve in staff positions throughout various agencies and departments of California's executive branch. Fellows also attend seminars with speakers who are key players in the policy process both in and out of government.

**California Judicial Administration Fellows Program** – Fellows serve in staff positions throughout California's judicial branch. Fellows also attend seminars with speakers who are key players in the policy process both in and out of government.

**California Senate Fellows Program** – Associates are given a full-time legislative staff experience in Sacramento and participate in weekly graduate seminars conducted by California State University, Sacramento. Associates are assigned to the personal or committee staff of a Senator and work as a part of the professional staff team. Responsibilities include helping to develop legislative proposals, researching and analyzing bills, answering constituent inquiries, and writing press releases and speeches.

**National Whistleblower Center for Public Interest Law Fellowship** – The Fellow will assist in civil litigation on behalf of employee whistleblowers. Lawyers at the NWX regularly practice in federal district court,

state courts, appellate courts, administrative agencies, and also represent employees before investigatory bodies, including Inspectors General and congressional oversight committees.

**Rockefeller Brothers Fund** – The Fellows work at the Vera Institute of Justice in New York for the RBF Fellowship and at New York University’s Office of Legal Counsel for the NCPL Fellowship.

**National Center on Philanthropy and the Law** – The NCPL Fellowship permits one Fellow each year to spend one year in residence at the New York University Office of legal Counsel, working closely with the Senior Vice President, General Counsel, and Secretary of NYU, and the office staff of nine attorneys, on legal issues facing the university, including the school of medicine and its affiliated hospitals. The NCPL Fellow will delve into an unusually wide variety of legal and organizational issues and will participate in the legal work conducted by the Office of legal Counsel, including conducting factual and legal research, drafting litigation papers, transactional, and policy documents, and correspondence, and participating in the lawyering enterprises of the University.

**Federal Legislation Clinic Teaching Fellowship** – Fellows work directly on selected issues by engaging in background research on bills, participating in coalition work and meetings, and conducting negotiation sessions with congressional staff, administrative agencies, and advocacy groups. Each Fellow is

responsible for supervising six J.D. students enrolled in the Federal Legislation Clinic. Supervision includes directing students who are conducting background research and writing, editing student work, and participating in coalition with other meetings. Clinic fellows also enroll in a seminar called Elements of Clinical Pedagogy taught by the Georgetown Clinical Faculty.

**New York Assembly Fellowship** – Graduate Interns are placed in the offices of Assembly Leadership, program staff, and other central staff as needed.

**New York Senate Fellowship** – Fellows are placed in Senators’ offices based on matching career interests and office legislative responsibilities. The fellowships available include the Legislative Fellows Program, the Richard A. Wiebe Public Service Fellowship, the Richard J. Roth Journalism Fellowship, and the James L. Biggane Fellowship in Finance and Fiscal Studies.

**Presidential Management Fellowship** – The Program places Fellows into federal government agencies. This leadership development program includes 80 hours of training each year, challenging rotations, accelerated promotions, and opportunities to network between agencies. PMF assignments include domestic and international issues, technology, science, criminal justice, health, financial management, and other fields.

**Draper Richards Foundation Fellowship** – The Foundation provides social entrepreneurs

with funding for starting new nonprofit organizations that are expected to create significant social change in a scalable and sustainable manner. The Foundation offers strategic and organizational assistance in addition to financial support. The projects must solve existing social problems in innovative ways on a national or global level.

**CIA Legal Honors Fellowship** – The CIA Legal Honors Program allows a small number of exceptionally qualified recent law school graduates to obtain a broad exposure to the practice of national security law. Honors Program Attorneys typically will be assigned to two different Divisions within the CIA’s Office of General Counsel during the course of the program, although some may actually have three different assignments.

**Center Fellows Program** – A non-residential educational initiative to study the U.S. Presidency, the public policymaking process, and the presidential relations with Congress, allies, the media, and the public. It requires that each student research, write, and present an original paper on an issue of the modern Presidency, which will be published by the Center. The Center provides mentors to help define, write, and edit this paper.

**Supreme Court Fellows Program** – fellows are assigned to the Supreme Court, the Federal Judicial Center, the U.S. Sentencing Commission, or the Administrative Office of the U.S. Courts to examine the federal judicial process and propose and implement solutions to problems in the administration of justice.

**Fellowship in Criminal Law –**

Fellows sponsored by the Criminal Justice Legal Foundation participate in preparing amicus briefs in support of the prosecution for cases before the United States Supreme Court and the California Supreme Court, as well as writing articles for publication on criminal law issues.

**Greenlining Academy**

**Fellowship** – The Academy gives multi-ethnic students interested in public policy opportunities to acquire public policy skills and build social networks that will enhance their effectiveness as leaders of tomorrow. Academy training is hands-on policy analysis, research, and community organizing on minority economic development issues. The Academy provides diversity and cooperation among all ethnic groups as fundamental to developing sound public policy and combating political and social divisiveness.

**National Litigation Fellowship**

– Fellows sponsored by the Pacific Legal Foundation prepare a law review article and engage in significant litigation on current legal issues in areas such as environment, land use, energy, government regulation, free enterprise system, limited government, and individual and economic liberties.

**American Political Science**

**Association Congressional Fellowship Program** – The Fellowship is a non-partisan, early-to-mid career program devoted to expanding the knowledge and awareness of Congress. For 10 months, selected Fellows serve on congressional staffs and acquire hands on experience while gaining insight into the legislative process, politics, and public service. Applicants are generally classified into one of six categories: journalism, communication, foreign affairs, federal government, health policy, political science, and international relations.

**Fellowships in Law and Public**

**Affairs** – Fellows focus on research and writing about law and public affairs and also teach courses pending approval. Fellows participate in activities of the Program, including colloquia, seminars, and lectures.

**Taxpayers for Common Sense Fellowship Program** –

Taxpayers for common Sense is a non-partisan public interest organization dedicated to cutting wasteful government spending and subsidies and to balance the budget. Fellows will gain experience in federal policy-making, media campaigns, and grassroots organizing, as well as develop their skills in writing, policy analysis, critical-thinking,

and policy awareness, while working closely with the professional staff.

**Initiative for Public Interest Law**

**at Yale Grants** – Recipients design their own one-year programs, which address issues or seek to aid groups that have received inadequate representation from others. Projects can involve, but are not limited to litigation in the public interest, assisting/advising people of their legal rights, and writing handbooks designed to promote the rights of victims of discrimination.

**Heyman Fellowship** – The

Heyman Fellowship Program is designed to eliminate some of the financial disparity between government and the private sector so that those who want to work in the federal government can more realistically do so. In addition, the Heyman Fellowship Program provides a supportive peer community of HLS graduates in federal public service who will enthusiastically mentor HLS students and young alumni interested in federal government work. The goal is to foster at HLS more people who have provided important government service to our nation, like Attorney General Janet Reno, Solicitor General Archibald Cox, and Senators Charles Schumer, Elizabeth Dole and Jack Reed.

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## PUBLIC POLICY ORGANIZATIONS AND TRENDS

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The List below is broken down into the following fifteen categories of Public Interest Organizations: (1) Religious Liberties/Human Rights; (2) Civil Liberties: Free Speech/Right to Bear Arms/Racial Preferences; (3) Economic Rights/Free Market Enterprise/Limited Government; (4) Foreign Policy/International Relations/Privatization; (5) Counterterrorism/Defense/Homeland Security; (6) Constitution/Federalism; (7) Criminal Justice; (8) Education; (9) Government Accountability; (10) Health Care/Social Security; (11) Immigration; (12) Political; (13) Telecommunications/Internet; (14) Transportation; (15) International and Non-Governmental Organizations. Please note that this list is not all-inclusive, but highlights a number of the organizations most receptive to paid and volunteer positions, including part-time and full-time positions, fellowships, and summer internships. The contact person and any Harvard Law School graduates that we are aware of are included for each organization. You should contact these organizations directly. In addition you can research these organizations and other opportunities on the Internet, [www.pslawnet.org](http://www.pslawnet.org), and OPIA's 2006-2007 *Serving the Public: A Job Search Guide*.

*Litigating organizations are designated by the symbol (L) at the beginning of each organization description.*

### Religious Liberties/Human Rights

“Governments have not always been tolerant of religious activity, and hostility toward religion has taken many shapes and forms – economic, political, and sometimes harshly oppressive,” as stated by former Supreme Court Chief Justice Warren Burger.<sup>xiii</sup> Many pro-liberty public interest nonprofits focus on First Amendment law as it applies to religious liberties. For example, the Becket Fund for Religious Liberty in D.C. defended the right of a Knights of Columbus chapter to place a creche in a public square previously used for secular displays; and the right of Muslim police officers to wear beards required by their faith. The Fifth Circuit recently upheld the presence of St. Andrew’s Cross within the Confederate battle flag on the Mississippi state flag against a Muslim’s challenge that it violated the Establishment Clause, and in *Zelman v. Simmons-Harris*, a 5-4 decision the Supreme Court rejected an Establishment Clause challenge to the school voucher program in Cleveland, Ohio. One of the hottest issues in the faith-

based initiative debate today concerns employment practices of religious groups and the impact of the Religious Freedom Restoration Act of 1993. The following organizations focus on these and other issues impacting religious and other civil rights.

**Alliance Defense Fund, 15333 North Pima Road, Suite 165, Scottsdale, AZ 85260, [www.alliancedefensefund.org](http://www.alliancedefensefund.org)**

**(L)** The Alliance Defense Fund is a national organization that supports the legal defense and advocacy of religious freedom and family values through funding, training, and support of private lawyers involved in pro bono religious liberty cases.

**Contact:** Colene Lewis, at 480-444-0020 or 1-800 tell ADF

**Email:** [Director@theblackstonefellowshipprogram.org](mailto:Director@theblackstonefellowshipprogram.org)

**Openings:** The Blackstone Fellowship Legal Internship: Designed primarily for 1L’s and open to 80 students. \$600 week plus travel and expenses. Interns are trained in Arizona and placed throughout the country.

**American Center for Law and Justice (ACLJ), P.O. Box 90555 Washington, DC 20090-0555 [www.aclj.org](http://www.aclj.org)**

**(L)** ACLJ specializes in constitutional law, and through their work in the courts and the legislative arena, the ACLJ is dedicated to protecting religious and constitutional freedoms. In addition to providing legal services at no cost to their clients, ACLJ focuses on national security, protecting America’s families, and protecting human life.

**Contact:** Joel Thornton, Chief Counsel; Phone 757-226-2489 Fax 757-226-4574

**Openings:** volunteer and paid internships

**American Civil Rights Union, 1600 Wilson Blvd. Suite #960 Arlington, VA 22209 [www.acru.org](http://www.acru.org)**

**(L)** The American Civil Rights Union’s mission is to uphold the Constitution and the Bill of Rights as written. It is committed to defending all the rights enumerated therein. The organization participates heavily in defending the rights of the Boy Scouts, but also files briefs in free speech, religious liberty, and property rights

cases. Most of the cases are before the U.S. Supreme Court, though some of them are in Federal Appellate Courts.

**Contact:** Susan Carleson, Chairman and CEO or Peter Ferrara, HLS '79; 703-807-0242 scarleson@aol.com

Openings: one or two volunteer summer interns who work on writing an amicus brief in a pending Supreme Court case  
Deadline: January 31

**The Becket Fund for Religious Liberty, 1350 Connecticut Avenue, N.W., Suite 605, Washington, D.C. 20036  
www.becketfund.org**

**(L)** The Becket Fund for Religious Liberty is a bipartisan and ecumenical public interest law firm that protects the free expression of all religious traditions. Three principles that guide the Funds mission are that freedom of religion is a basic human right that no government may deny, religious expression is a natural part of life in civilized society, and religious people and institutions are entitled to participate in government affairs on an equal basis. The Fund has represented Buddhists, Christians, Jews, Muslims, Native Americans, Sikhs, and Zoroastrians. The organization defended the right of a Knights of Columbus chapter to place a creche in a public square previously used for secular displays, *Creche v. Town of Trumbull*, 115 S. Ct. 2637 (1995) (mem.); and the right of Muslim police officers to wear beards required by their faith, *F.O.P. v. Newark*, 170 F.3d 359 (3d Cir. 1999).

**Contact:** Angela Wu '00, International Director; 202-955-0095

Openings: Summer, fall and spring volunteer internships are available

Deadline: Rolling

**Center for Law and Religious Freedom, Gregory S. Baylor, Director, 4208 Evergreen Lane, Suite 222, Annandale, VA 22003, www.clsnet.org**

**(L)** The Center for Law and Religious Freedom has been a respected voice in the First Amendment arena since 1975. The Center's primary mission is to defend and advance the religious freedom of all Americans. In 1993, the Center expanded its mission to include defending the sanctity of human life from conception to natural death. The Center pursues its mission through legislative advocacy, "test case" litigation, friend-of-the-court briefs, and providing information to CLS members and the general public.

**Contact:** Brent McBurney, Esq. legalaid@clsnet.org

Opportunities: Student internships available over the summer; check website for details

**Family Research Council, 801 G Street, N.W., Washington, DC 20001, www.frc.org**

**(L)** The Family Research Council focuses on family and marriage as the wellspring of society. The Council shapes public debate and formulates public policy that values human life and the institutions of marriage and the family. Issues include judicial reform, education reform, parental rights, sanctity of life, and global religious persecution. FRC publishes its newsletter, Washington Watch, delivers radio commentaries, and disseminates ED Facts, a weekly report analyzing education news around the country.

**Contact:** William Saunders HLS '80, Senior Fellow & Director of the Center for Human Life &

Bioethics, 202-393-2100; fax: 202-393-2134

**Institute on Religion and Public Life, Richard J. Neuhaus, President, 156 Fifth Avenue, Suite 400, New York, NY 10010  
www.firstthings.com**

The Institute is an interreligious, nonpartisan research and education institute whose purpose is to advance a religiously informed public philosophy for the ordering of society. The aim is to teach people about the moral and ethical basis of capitalism. HLS Professor Mary Ann Glendon is a member of the Institute Council and serves on the editorial board of its major publication, *First Things*. The Institute sponsors scholars' conferences, research projects, public educational events and a fellows program. The Institute welcomes students with an interest in all religions, and students from "all faiths and no faiths."

**Contact:** Dr. Damon Linker, 212-627-2288; fax: 212-627-2184

Openings: Limited to one full time internship and the fellows program

**National Legal Foundation, P.O. Box 64427 Virginia Beach, VA, 23467-4427 www.nlf.net**

**(L)** NLF is a public interest law firm specializing in constitutional law and devoted to defense of religious liberties, protecting the unborn, and challenging outcome-based education programs. Its in-house think tank, the Minuteman Institute, concentrates on early American studies, classical liberal studies, and religion and society studies.

**Contact:** 757-463-6133; fax: 757-463-6055 NLF@NLF.net;

Deadline: Rolling

**Pacific Justice Institute, P.O. Box 4366, Citrus Heights, CA 95611, [www.pacificjustice.org](http://www.pacificjustice.org)**

**(L)** Provides attorney and clients with free legal research support, timely financial resources, media support, access to a bank of briefs, and strategic planning. The focus is to coordinate and oversee large numbers of concurrent court actions through a network of affiliate attorneys nationwide. Areas of expertise include religious freedom and liberties, parents' rights, redirection of union dues to charities, defending against anti-family, and anti-faith legislation.

**Contact:** 916-857-6900

Openings: 5 unpaid interns;

Deadline: January 31

**The Rutherford Institute, P.O. Box 7482, Charlottesville, VA 22906-7482, [www.rutherford.org](http://www.rutherford.org)**

**(L)** A nonprofit civil liberties legal and educational organization dedicated to protecting the religious rights of persons in the public arena, aided by a network of hundreds of attorneys who represent individuals and organizations pro bono. Also dedicated to protecting the constitutional rights of churches and other religious organizations. Issues include protecting religious expression, free speech, parental rights, the sanctity of human life, church rights, and international religious freedom.

**Contact:** Joel Whitehead, 434-978-3888.

Send: Resume, cover letter, two references, legal writing sample of 20 pages or less.

Deadlines: December 15

Housing Allowance: \$300 per month and \$200 per week salary

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

Free speech issues continue to be of great concern to the conservative agenda. Hot issues include regulation of commercial speech, free speech and election law, as well as the Supreme Court's recent decision in *Virginia v. Black*, which held that cross burning was expressive speech. The Libertarian Party has always supported freedom of speech and the press, and has had language specifically supporting freedom of online communication in its Platform since 1991. *The Shadow University*, examines the extent to which free speech is protected and valued by civil society at large and describes the struggle for liberty on American campuses as one of the defining struggles of the age in which we find ourselves.<sup>xiv</sup> Libertarian interest groups, like the National Rifle Association, supports their top objectives, in the case of the NRA, the Second Amendment right to keep and bear arms, through advertisement, grassroots organizations, and litigation. The recent Supreme Court decisions in *Grutter* and *Gratz* upholding racial preferences in pursuit of the "compelling" state interest in "diversity" has created controversy once again on the future of affirmative action.

**American Civil Rights Institute (ACRI), Ward Connerly, Chairman, P.O. Box 188350 Sacramento, CA 95818 [www.acri.org](http://www.acri.org)**

The American Civil Rights Institute is a national, nonprofit organization dedicated to educating the American public about the problems created by racial and

gender preferences in government programs and policies. ACRI members believe that civil rights are individual rights, and that government policies should not advocate group rights over individual rights. Based in Sacramento, ACRI's initial focus is on three areas assisting organizations in other states with their efforts to educate the public about racial and gender preferences, assisting federal representatives with public education on the issue, and monitoring implementation and legal action on California's Proposition 209.

**Contact:** 916-444-2278; fax 916-444-2279

**Center for Individual Rights (CIR), 1233 20<sup>th</sup> Street, N.W., Suite 300, Washington, D.C. 20036 [www.cir-usa.org](http://www.cir-usa.org)**

**(L)** CIR is a nonprofit public interest law firm established in 1989 to advance a broad, civil libertarian agenda. It accomplishes its mission through direct litigation of precedent-setting cases in fields like freedom of speech, civil rights, political correctness in higher education, disparate treatment of religious groups and sexual harassment law. The cases they have successfully litigated include, *Lamprecht v. FCC* (federal agency preference scheme struck down); *Hopwood v. Texas*, 5<sup>th</sup> Cir. (race may not be considered in university admissions); *Rosenberg v. Rector and Visitors of the Univ. of VA* (uphold rights of religious magazine to participate in neutral funding scheme); and *Reno v. Bossier Parish School District* (striking down forced racial gerrymandering).

**Contact:** Michael Rosman, General Counsel and (former



OPIA Wasserstein Fellow) at 202-833-8400.

[cir@mail.wdn.com](mailto:cir@mail.wdn.com)

Openings: Interns conduct pro bono work through area law firms

Send: Statement of interest, resume, and brief writing sample to Terry Pell, [pell@cir-usa.org](mailto:pell@cir-usa.org)  
Deadline: February 28

**Claremont Institute, 250 West First Street, Suite 330, Claremont CA 91711**  
[www.claremont.org](http://www.claremont.org)

The mission of the Claremont Institute is to restore the principles of the American Founding to their rightful, preeminent authority in our national life. Claremont publishes numerous books, policy briefings, conducts conferences and seminars on various issues including ballistic missile defense, The American Founding, family and culture, civil rights and racial preferences.

**Contact:** Jeanette Jaime, 909-621-6825; [Jjaime@claremont.org](mailto:Jjaime@claremont.org)

**Competitive Enterprise Institute (CEI), 1001 Connecticut Ave., N.W. Suite 1250, Washington, DC 20036** [www.cei.org](http://www.cei.org) **Phone: (202) 331-1010 Fax: (202) 331-0640**

CEI is a nonprofit, non-partisan public policy research and advocacy institute dedicated to the principles of free enterprise and limited government. The organization was founded in March 1984 and in 1986 it began its free market legal program, which seeks to overturn government regulations that CEI regards as inappropriate, pertaining to drug safety, rent control, automobile fuel efficiency, e-commerce, anti-trust and intellectual property rights. Areas of specialization include environment, technology,

electronic privacy, regulation, health, and safety. CEI employs over 30 office staff, including in-house and adjunct policy analysts.  
**Contact:** 202-331-1010

**Individual Rights Foundation, P.O. Box 361269 Los Angeles, CA 90036-9828**

[www.cspc.org/IRF.html](http://www.cspc.org/IRF.html)

(L) A public interest law project that protects constitutional rights from governmental infringement and has created a national network of lawyers that responds to the growing threat to First Amendment rights by college administrators and government officials. Its Civil Rights Project is devoted to establishing race and gender-neutral standards in public life.

**Contact:** Manuel Klausner at 213-680-9940 or [mklaus@aol.com](mailto:mklaus@aol.com)

**Institute for Humane Studies, 3401 North Fairfax Drive, Suite 440, Arlington, VA 22201**

[www.theihs.org](http://www.theihs.org) and [www.libertyguide.com](http://www.libertyguide.com)

Founded in 1961, the mission of IHS is to support the achievement of a freer society by discovering and facilitating the development of talented, productive students, scholars, and other intellectuals who share an interest in liberty and who demonstrate the potential to help change the current climate of opinion to one more congenial to the principles and practice of freedom. The Institute promotes the study of liberty across a broad range of disciplines including academia, journalism, policy, and film, encouraging understanding, open inquiry, rigorous scholarship, and creative problem-solving.

**Contact:** Applications available online for Summer Graduate Fellowships. Each year IHS awards over \$400,000 in scholarships to

students from universities around the world. IHS maintains a job bank and provides other intellectual and career resources on its web sites.

**Institute for Justice (IJ), William Mellor, President and General Counsel, 1717 Pennsylvania Avenue, N.W. Suite 200, Washington, DC 20006**

[www.ij.org](http://www.ij.org)

(L) A nonprofit libertarian public interest law firm that litigates cases to secure economic liberty, school choice, private property rights, freedom of speech, and other vital individual liberties and to restore constitutional limits on the power of government. The Institute also trains law students, lawyers, and policy activists in the tactics of public interest litigation to advance individual rights. IJ has 30 staffers (10 lawyers in D.C. and 2-3 lawyers in Chicago (Clinic on Entrepreneurship) and Phoenix, Seattle, and Raleigh).

**Contact:** D.C. headquarters, Steve Simpson, 202-955-1300; [ssimpson@ij.org](mailto:ssimpson@ij.org)

Openings: 1Ls/2Ls - 12 or more summer clerks are hired with positions available in offices in Chicago, Phoenix, Seattle, and Raleigh; Paid and volunteer positions as well as externships and work for credit experiences; Send: cover letter, writing sample, and resume to [training@ij.org](mailto:training@ij.org)  
Deadline: December 31

**The James Madison Institute, J. Stanley Marshall, Founding Chairman, P.O. Box 37460, Tallahassee, FL 32315**

[www.jamesmadison.org](http://www.jamesmadison.org)

A Florida-based non-partisan, nonprofit research and educational organization dedicated to advancing economic freedom,

education reform, limited government, federalism, traditional values, the rule of law, and individual liberty. The Institute focuses only on Florida law.

**Contact:** J. Stanley Marshall, Chairman, 850-386-3131

Openings: Volunteers on a rolling basis as needed. Applications on website.

**Landmark Legal Foundation, Mark R. Levin, President, 19415 Deerfield Avenue, Suite 412 Leesburg, VA 20176**

**www.landmarklegal.org**

**(L)** The Foundation litigates constitutional and individual liberty cases involving school choice, free enterprise, public integrity, private property rights, free speech and tax limitation.

**Contact:** Intern Coordinator 703-554-6100; fax: 703-554-6119; info@landmarklegal.org

**Lincoln Legal Foundation,, Joseph A. Morris, President and General Counsel, 100 W. Monroe Street, Suite 2101, Chicago, IL, 60603**

The Lincoln Legal Foundation seeks to defend individual liberty, private property, and the free market, limited constitutional government, the federal system, and American national sovereignty through litigation, legal and public policy research and analysis, and education of the bench, bar, and public.

**Contact:** Joseph A. Morris, MRDchicago@aol.com

**National Rifle Association, Wayne LaPierre, Executive Vice President, 11250 Waples Mill Road, Fairfax, VA 22030 www.nra.org**

The NRA protects the right to keep and bear arms and trains

thousands of law enforcement members and law-abiding citizens on safe and responsible firearms ownership. Issues include defending second amendment rights and criminal justice reform, and the operation of the Institute for Legislative Action.

**Contact:** Human Resources Manager, 703-267-1000; fax: 703-267-3989 careers@nrahq.org Paid positions are posted on the website at www.nrahq.org/careers

**National Right to Work Legal Defense Foundation, Mark Mix, President, 8001 Braddock Road, Suite 500, Springfield, VA 22160, www.nrtw.org**

**(L)**The National Right to Work Legal Defense Foundation is a nonprofit, charitable, organization providing free legal aid to employees whose human or civil rights have been violated by compulsory unionism abuses. The Foundation is assisting 150,000 employees in nearly 300 cases nationwide.

**Contact:** 703-321-8510, fax 703-321-9613

**Property Rights Foundation of America, Inc. Carol W. LaGrasse, President and Founder, P.O. Box 75, Stoney Creek, NY 12878, www.prfamerica.org**

The mission of the Property Rights Foundation of America is to defend and enhance private property rights to the fullest extent, as guaranteed in the United States Constitution.

**Contact:** lagrass@prfamerica.org, 518-696-5748

**U.S. Bill of Rights Foundation, Dane vonBreichenruchardt, President, 263 Kentucky**

**Avenue, S.E., Washington, DC 20003, usbor@aol.com**

**(L)** Seeks remedies at law on targeted legal issues that contravene the Bill of Rights and related constitutional law. Issues include the Second Amendment, civil asset forfeiture, property rights, freedom of speech and religion, nonprofit charitable solicitation regulation, and regulatory reform. The Foundation processes 100 cases a year against towns and municipalities. The D.C. Office employs 3 attorneys and cases are obtained through affiliated attorneys and law offices throughout the country.

**Contact:** Dane vonBreichenruchardt, 202-546-7079

Openings: All internships must be approved before funds are raised.

**United States Justice Foundation, Gary Kreep, Executive Director, 2091 East Valley Parkway, Suite 1-C, Escondido, CA 92027 www.usjf.net**

**(L)** Legal action organization dedicated to litigate and instruct, inform and educate the public on significant legal issues confronting America. Areas of experience include education, parental rights, property rights, first amendment rights of pro-life picketers, privacy rights, and government harassment of government critics.

**Contact:** Office Manager, Patricia@USJF.net, 760-741-8086

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

Typical conservative and libertarian themes on the economic and spending side of government include policies to reduce

government waste, lower taxes, deregulate private industry, encourage private enterprise, and terminate outdated programs. Many public policy nonprofits focus on economic regulation, free market enterprise, federal spending, and the deficit as constitutional issues. There are also a growing number of international public policy organizations included in this Guide that focus on free market enterprise and privatization. The Libertarian Party supports repeal of both the federal and state income tax. The Libertarian Party Committee has endorsed the “Free the People” initiative, which would eliminate the California state income tax. State and local taxes are being reduced nationwide through the efforts of public interest groups like the Massachusetts Coalition for Limited Taxation, and the Florida Tax Watch Research Institute, Inc.

**American Legislative Exchange Council, 1129 20<sup>th</sup> Street, N.W., Suite 500, Washington DC 20036  
www.alec.org**

A Washington based public policy council dedicated to advancing the Jeffersonian principles of free markets, limited government, federalism, and individual liberty through a non-partisan partnership among America’s state legislators and concerned members of the private sector, the federal government, and the public interest. The organization consists of 5 Departments.

**Contact:** Lily Pascucci, Intern Coordinator, 202-466-3800; lpascucci@alec.org

Openings: 14 volunteer interns are hired each summer on a rolling basis. Check website at www.alec.org between January-

February 2004 for application process.

**American Enterprise Institute, Christopher DeMuth, President, 1150 17<sup>th</sup> Street, N.W., Washington, DC 20036  
www.aei.org 202-862-5800; 202-862-7177**

Founded in 1943, it is one of the oldest and most highly regarded conservative research institutes in Washington, DC. The conservative-leaning research institute features a number of prominent in-house legal scholars, political scientists, and foreign policy experts. Scholars and fellows include Jean J. Kirkpatrick, Judge Robert H. Bork, and William Schneider. The AEI website has an overwhelming amount of material on a wide variety of issues. AEI publishes the magazine, *The American Enterprise*. AEI recently established the Federalism Project to explore opportunities to restore federalism that limits the national government power and compels states to compete for their citizen’s assets, talent, and business. The issues it addresses include limited government, private enterprise, political institutions, a strong foreign and national defense policy, and economic policy.

**Contact:** Apply online. Approximately 40 internship opportunities are offered in the fall, winter and summer; Areas include: economic policy, foreign and defense studies; and social and political studies; full or part-time; volunteer only; complimentary breakfast and lunch are offered daily;

Deadline: January

Send: Resume and cover letter

**American Institute for Economic Research, Charles**

**Murray, President, P.O. Box 1000 Great Barrington, MA 01230  
www.aier.org**

Organized in 1933 as a private, independent, scientific, and educational charitable organization, the American Institute for Economic Research plans its research to help individuals protect their personal interests and those of the nation. Experience shows that economic information is most useful when it comes from an objective source free of either commercial or political special interests. Neither the Institute nor members of its staff may profit from organizations that may benefit from the results of its research.

**Contact:** fellowship@aier.org, 413-528-1216; fax 413-528-0103

Openings: Summer fellowships for Law and Economics research

Send: application available online, resume, cover letter, writing sample, proposed course of study, two references, and official transcripts

Deadline: March 15

**Americans for Tax Reform, Grover Norquist, President, 1920 L Street, Suite 200, Washington, DC 20036, www.atr.org**

Americans for Tax Reform is a coalition of taxpayer groups opposing any and all tax increases at the state, federal, and local levels. ATR works with state tax groups to ask all candidates for office to sign the Taxpayer Protection Pledge committing officeholders to oppose tax increases. ATR publicizes the Cost of Government Day each year – the day until which Americans must work to pay the cost of taxes and regulations. ATR also coordinates the Reagan legacy Project urging Congress and state

legislatures to name memorials after President Reagan.

**Contact:** Karri Bragg, kbragg@atr.org, 202-785-0266, fax 785-0261

Openings: Summer internships for those interested in tax reform and economic policy. \$250/week stipend

Send: Resume, shot writing sample less than 5 pages, cover letter, 3 references by March 15

**Atlantic Legal Foundation, William H. Slattery, President, 150 East 42<sup>nd</sup> Street, 2<sup>nd</sup> floor, New York, NY 10017 www.atlanticlegal.org**

**(L)** A nonprofit litigation organization that advocates the principles of limited government, the free market system, and the rights of individuals. Holds governments accountable for their actions and challenges burdensome governmental regulations.

**Contact:** William H. Slattery, President, 212-573-1960; whslattery@atlanticlegal.org

Openings: ILs/2Ls – 3-5 interns per summer – unpaid with \$1000 honorarium

Send: cover letter and resume to internships@atlanticlegal.org  
Deadline: April 27

**Beacon Hill Institute, David G. Tuerck, Executive Director, 8 Ashburton Place, Boston, MA 02108-2770 www.beaconhill.org**

The Institute focuses on federal, state, and local economic policies as they affect citizens and businesses, particularly in Massachusetts. The Institute, which is part of Suffolk University, uses state-of-the-art statistical, mathematical, and econometric methods to provide timely analyses to voters, policymakers, and opinion leaders. Issues include

state competitiveness, state tax analysis modeling, Medicaid spending, and welfare reform.

**Contact:** David Tuerck dtuerck@beaconhill.org; fax: 617-994-4279

**Capital Research Center, Terrence Scanlon, President, 1513 16<sup>th</sup> Street, N.W., Washington, DC 20036 www.capitalresearch.org**

CRC analyzes organizations that promote the growth of the welfare state and identifies private alternatives to government welfare programs. Research includes corporate giving to advocacy groups, education reform groups, and environmental groups. The Center publishes four monthly newsletters covering labor, culture, patterns of corporate philanthropy, and organization trends. Capital Research has a staff of 13 with no full time attorneys.

**Contact:** Robert Huberty, Intern Coordinator, 202-483-6900; fax 202-483-6990, rhuberty@capitalresearch.org  
Openings: Volunteer

**Cato Institute, Edward H. Crane, President, 1000 Massachusetts Ave. N.W., Washington, DC 20001, 202-842-0200 www.cato.org**

The Cato Institute seeks to broaden the parameters of public policy debate to allow consideration of the traditional American principles of limited government, individual liberty, free markets, and peace. Toward that goal, the Institute strives to achieve greater involvement of the intelligent, concerned lay public in questions of policy and the proper role of government.

**Contact:** intern@cato.org, fax 202-842-3490

Openings: Internships available for law school students, \$700/month stipend

Deadline: February 1st

**Eagle Forum, Phyllis Schafly, President, 316 Pennsylvania Ave., S.E. Suite 203, Washington, D.C. 20003, 202-544-0353**

**fax: 202-547-6996; www.eagleforum.org**

A major part of the conservative movement since 1972, Eagle Forum was founded by anti-feminist Phyllis Schafly. Eagle Forum is a non-partisan nonprofit organization that supports tax reduction and self-government. The organization trains volunteers on how to affect government policies at every level of state and federal government; and how to articulate conservative, pro-family policies through the media. Issues: judicial activism, tax cuts, reducing federal control of education, privacy rights and reduction of waste.

**Contact:** eagle@eagleforum.org

**Freedom Works, Dick Arney, Chairman, 601 Pennsylvania Avenue NW, North Building, Suite 700, Washington, DC 20004 www.freedomworks.org**

A conservative public policy institute and political advocacy organization, Freedom Works formulates and promotes progressive-conservative policies based on the principles of economic growth, international leadership, and cultural renewal. Areas of study include Internet and technology policy, tax reform, social security reform, and national security.

**Contact:** Brendan Steinhauer,  
bsteinahuser@freedomworks.org,  
202-942-7612  
Send: Application (available  
online), resume, transcript, and  
writing sample

**Islamic Free Market Institute,  
Khalid Safuri, Chairman, 1920 L  
Street NW, Suite 200,  
Washington, DC 20036,  
www.islamicinstitute.org**

The Islamic Free Market Institute is  
establishing a network of think  
tanks, advocacy groups, political  
organizations, and local community  
centers to engage American  
Muslims in the political process.  
IFMIF is also organizing domestic  
forums to promote the  
conservative agenda among  
American Muslim scholars.  
**Contact:** 202-955-7174, fax 202-  
785-0261

**The James Madison Institute, J.  
Stanley Marshall, Founding  
Chairman, P.O. Box 37460,  
Tallahassee, FL 32315  
www.jamesmadison.org**

A Florida-based non-partisan,  
nonprofit research and educational  
organization dedicated to  
advancing economic freedom,  
education reform, limited  
government, federalism, traditional  
values, the rule of law, and  
individual liberty. The Institute  
focuses only on Florida law.  
**Contact:** J. Stanley Marshall,  
Chairman, 850-386-3131  
Openings: Volunteers on a rolling  
basis as needed. Applications on  
website.

**Mountain States Legal  
Foundation, 2596 South Lewis  
Way, Lakewood, CO 80227  
www.mountainstateslegal.org**

**(L)** A nonprofit, public interest  
legal center established in 1977 that

litigates on behalf of private  
citizens, associations, and local  
governments. MSLF has had  
numerous appearances before the  
Supreme Court in nationally  
significant, precedent-setting cases.  
The Foundation is dedicated to  
individual liberty, the right to own  
and use property, limited and  
ethical government, and the free  
enterprise system. Issues include  
constitutional law and energy and  
natural resources law.

**Contact:** William Perry Pendley,  
President and Chief Legal Officer;  
303-292-2021; fax: 303-292-1980  
Deadline: Rolling

**National Legal Center for the  
Public Interest, Ernest B.  
Hueter, President, 1600 K Street,  
N.W., Suite 800, Washington,  
DC 20006, www.nlcpi.org**

A nonprofit law and education  
foundation dedicated to the  
fostering of knowledge about law  
and the administration of justice  
with concern for the rights of  
individuals, free enterprise, private  
property, limited government, and  
a fair and efficient judiciary. Its  
goals are accomplished through  
publications, briefings, and  
educational programs. The Center  
also operates a Supreme Court  
Resource Center. Issues include  
intellectual property, the liability  
explosion, environmental  
regulation, competition policy and  
regulated industries.

**Contact:** Intern Coordinator, 202-  
466-9360; fax: 202-466-9366  
info@nlcpi.org

Interns: Volunteer only - Research,  
editing and writing of the Center's  
briefings and lectures. Attend  
Supreme Court arguments and  
Congressional hearings.

**New England Legal Foundation  
(NELF), Andrew Grainger,**

**President, 150 Lincoln Street,  
Boston, MA 02111  
www.nelfonline.org**

**(L)** The only nonprofit, non-  
partisan public interest law firm in  
the region addressing policy and  
constitutional concerns related to  
free enterprise. Its mission is  
promoting public discourse on the  
proper role of free enterprise in our  
society and advancing free  
enterprise principles in the  
courtroom. The most common  
subject areas are government  
regulation, property rights, taxation,  
and employment law. NELF also  
presents seminars and panel  
discussions and publishes White  
Papers, media pieces, and op/ed  
articles to allow analysis and  
consideration of matters of first  
impression. NELF has a staff of  
four attorneys and several interns.  
NELF hires one or more summer  
interns, and may also use interns  
during the school year on a part-  
time basis. Most are unpaid,  
although NELF does offer,  
through the generosity of FRM  
Corp./Fidelity Investments, paid  
internships for a limited number of  
qualified minority interns.

**Contact:** Maria Karatalidas, Intern  
Coordinator

Also, Michael Malamut '86,  
Send: Resume, law school  
transcript, short writing sample,  
and brief cover letter;  
Deadline: Summer interns: April  
30; School year interns: September  
15.

**Pacific Legal Foundation,  
Robert K. Best, President, 3900  
Lennane Drive, Suite 200,  
Sacramento, CA 95834  
www.pacificlegal.org**

**(L)** Represents the economic,  
social, and environmental interests  
of the public in court while  
emphasizing private property

rights; freedom from excessive government regulation; free-market economics; balanced environmental policy; and non-wasteful, productive, and fiscally sound government. Through litigation, the foundation combats race and gender preferences, quotas, and set-asides in government hiring, education, and contracting.

**Contact:** Brenda Beltran, 916-419-7111 blb@pacificlegal.org

Interns: Summer internships offered in Sacramento, Florida, or Bellvue depending on needs  
Send: Resume, writing sample  
Deadline: March 1

**Pioneer Institute for Public Policy Research, Jim Stergios, Executive Director, 85 Devonshire Street, Eighth Floor, Boston, MA 02109,**

**www.pioneerinstitute.org**

A nonprofit public policy think tank dedicated to changing the intellectual climate in Massachusetts with programs that develop solutions to real-world social and economic problems. Devoted to education reform with a focus on competition and the expansion of parental choice. Other issues include the application of free-market principles to public policy and restructuring and reducing the size of Massachusetts' government through competition, privatization, and deregulation. Issues include welfare reform, charter schools, health care, transportation and privatization. Policy Centers include the Shamie Center for Restructuring Government, the Center for Urban Entrepreneurship, and the School Choice Initiative. The Institute has 8 full-time staffers, and 6 part-time staffers.

**Contact:** jstergios@pioneerinstitute.org

Deadline: Applicants accepted all year on a rolling basis. Summer Applicants: March 1.

**Southeastern Legal Foundation, 3340 Peachtree Road, N.E., Suite 2515, Atlanta, GA 30326**  
**www.southeasternlegal.org**

**(L)** A conservative public interest law firm that advocates limited government, individual liberties, private property rights, and the free enterprise system. The foundation defends the rights of individuals, organized groups, and corporations whose rights are infringed by government at the local, state, and federal levels. The Foundation has a staff of 5, and hires several paid summer interns.

**Contact:** Valle Dutcher, General Counsel, 404-365-8500

**The Justice Foundation, Allan Parker, Jr., President, 8122 Datapoint Drive, Suite 812, San Antonio, TX 78229**

**www.txjf.org**

**(L)** A nonprofit, public interest litigation foundation that provides free legal representation in landmark cases promoting limited government, free markets, private property rights, and parental rights. Issues include tort reform, education reform, tax/fiscal policy, health care, and transportation. TJF has litigated and won many cases before the U.S. Supreme Court, other federal and state courts and governmental agencies under the Commerce Clause, the Fifth Amendment Takings Clause and the 14<sup>th</sup> Amendment Equal Protection Clause.

**Contact:** Queta Aguilar, Intern Coordinator, 210-614-7157; fax: 210-614-6656; info@txjf.org  
Openings: Paid and unpaid internships

Deadline: January

**Washington Legal Foundation, Daniel Popeo, Chairman and General Counsel, 2009 Massachusetts Avenue, N.W., Washington, DC 20036**  
**www.wlf.org**

**(L)** A free enterprise public interest law and policy center. WLF litigates precedent-setting issues in the courts and before government agencies, that advocates free enterprise, responsible government, strong national security and defense, and a balanced civil and criminal justice system. The foundation won a landmark decision from the U.S. Supreme Court in *Phillips v. Washington Legal Foundation* where the court, in a 5 to 4 decision held that Texas' public use of interest accrued on principal client funds deposited by mandate into federally funded accounts, violates the 5<sup>th</sup> Amendment Takings Clause. In March 2003, this precedent was contradicted in *Brown et al. v. Washington Legal Foundation* in another 5 to 4 split decision.

**Contact:** President and Executive Director, Constance C. Larcher, 202-588-0302; fax: 202-588-0386; administration@wlf.org  
Openings: Paid and unpaid internships posted on website at www.wlf.org  
Deadline: Rolling

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

**American Foreign Policy Council (AFPC), Herman Pirchner, Jr., President, 509 C Street N.E., Washington, DC 20036**  
**www.afpc.org**

AFPC was founded in 1982 and is dedicated to bringing information to those who make or influence the foreign policy of the United States and to assist world leaders, with

building democracies and market economies. The organization works closely with Congress, the Executive Branch and the policymaking community and is staffed by noted specialists in foreign and defense policy. Programs include foreign aid, Russia, China, Central Asia and the Middle East.

**Contact:** Ms. Annie Swingen, Director of Communications, 202-462-6055; fax: 202-543-1007  
swingen@afpc.org  
Interns: unpaid only  
Deadline: Rolling

**Center for International Private Enterprise (CIPE), Thomas J. Donohue, Executive Director, 1155 15<sup>th</sup> Street, N.W., Suite 700, Washington, DC 20005  
www.cipe.org**

CIPE is an affiliate of the U.S. Chamber of Commerce and is dedicated to building democracies and market economies throughout the world. It has funded more than 700 projects in 80 countries and has conducted training programs throughout the world. CIPE conducts programs with funding from the National Endowment for Democracy and the U.S. Agency for International Development. Its strategy focuses on the following key issues: Combat corruption, promote sound corporate governance, strengthen the role of women-owned businesses, support entrepreneurship, reform institutional structures, and promote privatization as a key step to improved competitiveness.

**Contact:** Jean Rogers, deputy Director, 202-721-9200; fax: 202-721-9250; Cipe@cipe.org  
Openings: Paid and volunteer internships

**Center for Strategic and International Studies, Sam Nunn, President and CEO, 1800 K Street, N.W., Washington, DC 20006 www.csis.org**

The Center is a non-partisan public policy research institution dedicated to analysis and policy impact. With a staff of 180, CSIS experts generate strategic analysis in key functional areas, such as international finance and trade, national security, and energy policy.  
**Contact:** 202-887-0200; fax 202-775-3199

**Foundation for the Defense of Democracies, Clifford D. May, Executive Director, 1146 19<sup>th</sup> Street NW, Suite 300, Washington, DC 20036-3721, www.defenddemocracy.org**

The Foundation for the Defense of Democracies is a policy institute that focuses on terrorism, the ideologies that drive terrorism, and the policies that can best eradicate terrorism. In addition, FDD promotes freedom, human rights, and the building of democratic institutions. Those affiliated with FDD believe that terrorism is always wrong – that no grievance or complaint justifies the intentional killing of non-combatant men, women, and children. The Foundation believes that democratic societies have a right to defend themselves – and an obligation to defend one another.

**Contact:** Caitlyn@defenddemocracy.org, 202-207-0190, 202-207-0191  
Opportunities: Unpaid Summer Internships  
Send: resume, cover letter, and writing sample

**Institute for Foreign Policy Analysis, Dr. Robert Pfaltzgraff Jr., President, 675 Massachusetts**

**Avenue, 10<sup>th</sup> Floor, Cambridge, MA, 02139 www.ifpa.org**

Founded in 1976, the Institute for Foreign Policy Analysis is an independent and nonpartisan research and strategic-planning organization that specializes in issues of national security, foreign policy, political economics, and government-industrial relations. Building on thorough and innovative analysis, the Institute and its small-business subsidiary, National Security Planning Associates, provide tailored briefings for government agencies, military planners, and corporate executives.

**Contact:** Intern Coordinator, employment@ifpa.org, 617-492-2116, fax 617-492-8242

Openings: Summer Internships available for those who have an MA in international affairs or equivalent

**Ludwig Von Mises Institute, Llewellyn H. Rockwell, Jr., President, 518 West Magnolia Ave., Auburn, Alabama 36832  
www.mises.org**

The Mises Institute was founded in 1981 and is dedicated to the work and vision of Murray N. Rothbard (1926-1995), philosopher of liberty, dean of the Austrian School of economics, historian of American freedom, and enemy of the welfare-warfare state. *The Journal of Libertarian Studies* and *Left and Right* are published by The Mises Institute. Affiliated Institutes are located in Belgium and Romania.

**Contact:** Patricia Barnett, 334-321-2100; Pat@mises.org

Openings: Summer internships with compensation of \$1000 a month plus an apartment are available for students with an economics background and a libertarian philosophy.

**United States Institute of Peace,  
Richard H. Solomon, President,  
1200 17<sup>th</sup> Street, N.W., Suite 200,  
Washington, DC 20036  
www.usip.org**

The United States Institute of Peace established in 1984 is an independent, non-partisan federal institution created and funded by Congress to strengthen the nation's capacity to promote peaceful resolution of international conflicts. The Institute offers a variety of programs, grants fellowships conferences, publications and other educational activities. Its board is appointed by the President of the United States and confirmed by the Senate.

### Constitution/Federalism

**American Legislative Exchange  
Council, 1129 20<sup>th</sup> Street, N.W.,  
Suite 500, Washington DC 20036  
www.alec.org**

A Washington based public policy council dedicated to advancing the Jeffersonian principles of free markets, limited government, federalism, and individual liberty through a non-partisan partnership among America's state legislators and concerned members of the private sector, the federal government, and the public interest. The organization consists of 5 Departments.

**Contact:** Lily Pascucci, Intern  
Coordinator, 202-466-3800;  
lpascucci@alec.org

Openings: 14 volunteer interns are hired each summer on a rolling basis. Check website at [www.alec.org](http://www.alec.org) between January-February 2004 for application process.

**The Goldwater Institute  
500 East Coronado Road**

**Phoenix, AZ 85004  
602-462-5000**

**www.goldwaterinstitute.org**

Founded in 1988 by a small group of entrepreneurial Arizonians with the Blessing of Sen. Barry Goldwater. The Institute share's a belief in the innate dignity of individual human beings, that America is a nation that grew great through the ambition of regular men and women. The Institute sponsors the Center for Constitutional Litigation headed by Clint Bolick, the Center for Economic Prosperity and the Center for Educational Opportunity.

**Contact:** Clint Bolick at  
cbolick@goldwaterinstitute.org

**Federalist Society for Law and  
Public Policy Studies, Eugene  
B. Meyer, Executive Director,  
1015 18<sup>th</sup> Street, N.W., Suite 425,  
Washington, DC 20036**

**www.fed-soc.org**

**(L)** The Federalist Society is a conservative/libertarian organization interested in promotion of awareness of the constitution and the federalism principles. It is founded on the principles that the state exists to preserve freedom, that the separation of governmental powers is central to our Constitution, and that it is emphatically the province and duty of the judiciary to say what the law is, not what it should be. In working to achieve these goals, the Society has created a conservative and libertarian intellectual network that extends to all levels of the legal community.

**Contact:** Peter Redpath at 202-822-8138

Openings: full and part-time internships and writing and research opportunities

Deadline: November 30

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

**Homeland Security** – The current Republican Administration established the Office of Homeland Security in October 2001. Its successor, the Department of Homeland Security created in November 2002, combines more than 40 federal agencies responsible for border and transportation security emergency preparedness and response, chemical, biological, radiological and nuclear countermeasures, and information analysis and infrastructure protection. The Department funds \$170 million in port security grants, and \$58 million for Operation Safe Commerce. Many positions are being filled through state grant programs and federal agencies. More than 80 congressional committees and subcommittees have responsibility for legislating policy related to homeland security and for oversight of the Department of Homeland Security. To identify opportunities and your local state representative,  
**Contact:** [www.whitehouse.gov](http://www.whitehouse.gov), or call the Department headquarters directly at 703-995-9693, or the Office of Presidential Personnel at 202-456-5979.

**The Nixon Center, Dmitri K.  
Simes, President, 1615 L Street  
NW, Suite 1250, Washington,  
DC 20036, www.nixoncenter.org**

A bipartisan public policy institution formed by former President Richard Nixon in January 1994, The Nixon center is committed to the analysis of challenges to United States policy through the prism of American national interest. The specific goal of the Center is to explore ways of



enhancing American security and prosperity while taking into account the legitimate perspectives of other nations. It is the Centers objective to work on developing new guiding principles for United States global engagement in a dramatically new international environment, the principles that would combine hard-headed pragmatism and fundamental American values.

**Contact:** Tom Hommel, intern@nixoncenter.org, 202-887-1000, fax 202-887-5222  
Opportunities: unpaid summer research internships available  
Send: resume, cover letter, and writing sample  
Deadline: May 15

**Counterterrorism** – To address terrorism both at home and over seas, the U.S. Department of Justice established the Counterterrorism Section of the Criminal Division. Its goal is to design, implement and support law enforcement efforts, legislative initiatives, policies and strategies relating to combating international and domestic terrorism. The Section seeks to assist in preventing and disrupting acts of terrorism that may occur anywhere in the world which impact on significant U.S. interests and persons through investigation and prosecution. The Section also administers and enforces the Foreign Agents Registration Act of 1938 and related disclosure statutes.

**Contact:** Opportunities are available through DOJ's Honors Program and Summer Law Internship Program. All applications must be filed by September 15, for the following summer.

**Defense** - The primary focus of the current Administration is to win the war on terrorism, sustain current military readiness, transform the way the nation defends itself, and enhance American intelligence capabilities. For students interested in defense and military operations, the Department of Defense has many opportunities for summer internships in Washington, D.C. and in their field offices nationwide. International legal opportunities with the Department of Defense are usually reserved for law school graduates. Listed in this section are strong national defense, foreign policy and international relations public policy organizations.

**Contact:** Summer clerkship opportunities with DOD are listed in OPIA's Job Search Guide.

**American Enterprise Institute, Christopher DeMuth, President, 1150 17<sup>th</sup> Street, N.W., Washington, DC 20036 www.aei.org 202-862-5800; 202-862-7177**

Founded in 1943, it is one of the oldest and most highly regarded conservative research institutes in Washington, DC. The conservative-leaning research institute features a number of prominent in-house legal scholars, political scientists, and foreign policy experts. Scholars and fellows include Jean J. Kirkpatrick, Judge Robert H. Bork, and William Schneider. The AEI website has an overwhelming amount of material on a wide variety of issues. AEI publishes the magazine, *The American Enterprise*. AEI recently established the Federalism Project to explore opportunities to restore federalism that limits the national government power and compels

states to compete for their citizen's assets, talent, and business. The issues it addresses include limited government, private enterprise, political institutions, a strong foreign and national defense policy, and economic policy.

**Contact:** Apply online  
Approximately 40 internship opportunities are offered in the fall, winter and summer; Areas include: economic policy, foreign and defense studies; and social and political studies; full or part-time; volunteer only; complimentary breakfast and lunch are offered daily.

Deadline: January  
Send: Resume and cover letter

**The Heritage Foundation, Edward J. Feulner, Ph.D., President, 214 Massachusetts Avenue, N.E., Washington, DC 2002 www.heritage.org**

America's leading conservative think tank. Heritage addresses the full spectrum of political issues, both national and international. It was founded in 1973 to formulate and promote conservative public policies based on the principles of free enterprise, limited government, individual freedom, traditional American values, and a strong national defense. Prominent advisors include William Bennett and former U.S. Attorney General Edwin Meese. Steve Forbes serves on the Board of Trustees. Heritage publishes many of its papers online. Notable is the annual Index of Economic Freedom, an interactive comparative survey of the relative economic liberty enjoyed in 155 nations. Heritage also publishes the 2006 *Insider Guide to Public Policy Experts and Organizations* available online at [www.policyexperts.org](http://www.policyexperts.org). Heritage has a staff of 185 plus 25 to 50 interns.

**Contact:** Intern Coordinator, The Heritage Foundation at [internships@heritage.org](mailto:internships@heritage.org), 202-546-4400

Openings: 50 interns are hired each summer and paid \$250 per week. Housing is available on a first-come; first-served basis in the Heritage Foundation's newly renovated next-door building. Cost is \$600 per month; Deadline: February 1.

**Hoover Institution on War, Revolution and Peace, Tad and Dianne Taube, Director, Stanford University, Stanford, CA 94305-6010 [www.hoover.org](http://www.hoover.org)**

Founded in 1919 by Herbert Hoover, it is the oldest conservative-leaning research center. The Hoover Institution puts its accumulated knowledge to work as a prominent contributor to the world marketplace of ideas defining a free society. Numerous Hoover publications are available online, including weekly essays by Hoover fellows. Issues: national security, government accountability, political and economic reform, rule of law and economic performance.

**Contact:** Christina Ansel, 650-723-1754; [jobs.stanford.edu](mailto:jobs.stanford.edu)  
No official program – Recommendations from professors are accepted

**National Institute for Public Policy, 3031 Javier Road, Suite 300, Fairfax, VA 22031 703-698-0563 Fax: 703-698-0566 [www.nipp.org](http://www.nipp.org)**

NIPP was founded in 1981 to promote public education on international issues. The Institute provides strategic analyses on a full spectrum of international relations and national security affairs, including U.S. defense policy; arms

control information, security and warfare, space policy, and education in the area of national defense. NIPP has 20 full-time employees. Work is targeted at U.S. government, foreign and defense policy decision makers, Capitol Hill, defense industry corporate leaders, and the interested public. A sampling of recent research areas includes proliferation of weapons of mass destruction and missile technologies, the impact of existing arms control treaties, and evolving U.S. defense strategy.

**Contact:** Amy Joseph, Intern Coordinator; 703-698-0563; fax 703-293-9198; [amy.joseph@NIPP.org](mailto:amy.joseph@NIPP.org)

Openings: One full time summer clerk and part-time year round; Hourly rate

Deadline: Rolling

Send: resume, writing sample and cover letter detailing interest and availability

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

In the criminal area, conservative public interest law has focused on a balance between the rights of criminals and the rights of victims of crime. In recent decisions, a sharply divided Supreme Court has upheld questioning an arrestee without complying with the Miranda rule, and California's tough three-strikes-and-you're-out law, ruling that a prison term of 25 years to life is not too harsh for a small-time thief. Libertarians have offered a five-point plan to control violent crime. This plan includes (1) Protection for victim's rights through requiring payment of restitution to their victims, (2) End of the prohibition on drugs, (3)

Protection of the right to self-defense by permitting the private ownership of firearms, (4) Address of the root causes of crime by improving the schools, (5) Abolishment of welfare and increase of employment opportunities by slashing taxes and government red tape.

**Criminal Justice Legal Foundation, Kent Scheidegger, Legal Director, P.O. Box 1199 Sacramento, CA 95812 [www.cjlf.org](http://www.cjlf.org)**

**(L)** A nonprofit public interest law organization representing the interests of law-abiding citizens before state and federal courts to restore balance between the rights of criminals and the rights of the victims of crime. The primary work is "friend of the court" briefs in criminal cases in the United States Supreme Court, as well as other courts. Issues include search and seizure, capital punishment, habeas corpus, self-incrimination, and evidence. The foundation also publishes studies and articles dealing with crime and criminal law.

**Contact:** Michael Rushford at 916-446-0345  
Openings: Summer interns and one law clerk  
Deadline: April 1

### **Education/School Vouchers**

One of the fastest growing issues on the conservative agenda is charter schools and school vouchers. Opening the doors to school choice for both public and private schools, permitting use of school vouchers, increasing charter schools, and improving quality of education through standardized testing, smaller pupil teacher ratios,

and establishment of education savings accounts are common themes. Cases have been litigated throughout the country on school equality, school vouchers, and charter schools. Libertarians go even further in reducing government control by recommending the elimination of the U.S. Department of Education.

**Alliance for School Choice, Clint Bolick, President and General Counsel, 5080 N. 40<sup>th</sup> Street, Suite 375 Phoenix, AZ 85018**

The mission of the Alliance for School Choice is to improve the nations' system of K-12 education by advancing public policy that empowers parents, particularly in low-income families, to choose the education they determine is best for their children.

**Contact:** Dr. Rhonda Meyer, Director of Research 202-280-1990  
Openings: Semester internships; hourly rate  
Deadline: rolling  
Send: cover letter, resume, and short essay on why school choice is an important issue

**Center for Equal Opportunity, 1400 Pidgeon Hill Drive, Suite 500, Sterling, VA  
www.ceousa.org**

**(L)** An independent nonprofit center that conducts research and education on issues related to race, ethnicity, bilingual education, and assimilation.

**Contact:** Rudy Gersten, Intern Coordinator; 703-421-5443; rgersten@ceousa.org  
Openings: Summer interns: paid and unpaid positions

**The Heartland Institute, 19 South LaSalle, Suite 903, Chicago. IL 60603,  
www.heartland.org**

An 18 year old, independent, nonprofit center for public policy research and source of information for journalists and state and federal elected officials. Heartland's mission is to help build social movements in support of ideas that empower people. Such ideas include parental choice in education, choice and personal responsibility in health care, market-based approaches to environmental protection, privatization of public services, and deregulation in areas where property rights and markets do a better job than government bureaucracies.

**Institute for Justice (IJ), William Mellor, President and General Counsel, 1717 Pennsylvania Avenue, N.W. Suite 200, Washington, DC 20006  
www.ij.org**

**(L)** A nonprofit libertarian public interest law firm that litigates cases to secure economic liberty, school choice, private property rights, freedom of speech, and other vital individual liberties and to restore constitutional limits on the power of government. The Institute also trains law students, lawyers, and policy activists in the tactics of public interest litigation to advance individual rights. IJ has 30 staffers (10 lawyers in D.C. and 2-3 lawyers in Chicago (Clinic on Entrepreneurship) and Phoenix, Seattle, and Raleigh).

**Contact:** D.C. headquarters, Steve Simpson, 202-955-1300; ssimpson@ij.org  
Openings: 1Ls/2 Ls - 12 or more summer clerks are hired with positions available in offices in Chicago, Phoenix, Seattle, and Raleigh; Paid and volunteer positions as well as externships and work for credit experiences;

Send: cover letter, writing sample, and resume to training@ij.org  
Deadline: December 31

**Pioneer Institute for Public Policy Research, Stephen Adams, Executive Director, 85 Devonshire Street, Eighth Floor, Boston, MA 02109,  
www.pioneerinstitute.org;  
Contact: 617-723-2277**

See complete description under Economic Rights section.  
A nonprofit public policy think tank dedicated to changing the intellectual climate in Massachusetts with programs that develop solutions to real-world social and economic problems. Devoted to education reform with a focus on competition and the expansion of parental choice.

**The Landmark Legal Foundation** in Herndon, VA and the Texas **Justice Foundation** in San Antonio, TX listed under the Economic Rights section, focus on policy analysis and legislative reform based on deregulation, competition, for-profit schools, and parental choice.

**Environmentalism/Energy Policy**

State and federal government environmental agencies, the largest being the U.S. Department of Environmental Protection in Washington, D.C, should be explored if your interests lie in environmental regulation and enforcement. The current environmental focus is on strengthening the Clean Air Act and limiting our dependence on foreign oil while encouraging environmentally responsible

development in America and around the world.

**Property and Environment Research Center, 2048 Analysis Drive, Suite A, Bozeman, MT 59718 [www.perc.org](http://www.perc.org)**

PERC is an internationally recognized institute dedicated to seeking out and developing market solutions to environmental problems. PERC pioneered the approach known as free market environmentalism and conducts research in the areas of water, forestry, public lands, and endangered species, among others. Research fellows are graduate and law students with an interest in natural resources and environmental issues. Fellows spend 3 months in Bozeman, Montana researching and writing a paper under the supervision of PERC Associates. A monthly stipend of \$1,600 is provided and reasonable roundtrip travel expenses to Montana are reimbursed. A \$250 honorarium is available for the best paper, and an additional \$250 is awarded to the person who referred the fellow to PERC.

**Contact:** 406-587-9591

Apply online

Deadlines: February 15 early decision, March 15 regular decision

**Mountain States Legal Foundation, 2596 South Lewis Way, Lakewood, CO 80227 [www.mountainstateslegal.org](http://www.mountainstateslegal.org)**

**(L)** A nonprofit, public interest legal center established in 1977 that litigates on behalf of private citizens, associations, and local governments. MSLF has had numerous appearances before the Supreme Court in nationally significant, precedent-setting cases. The Foundation is dedicated to

individual liberty, the right to own and use property, limited and ethical government, and the free enterprise system. Issues include constitutional law and energy and natural resources law.

**Contact:** William Perry Pendley, President and Chief Legal Officer; 303-292-2021; fax: 303-292-1980

**Pacific Legal Foundation, Robert K. Best, President, 3900 Lennane Drive, Suite 200, Sacramento, CA 95834 [www.pacificlegal.org](http://www.pacificlegal.org)**

**(L)** Represents the economic, social, and environmental interests of the public in court while emphasizing private property rights; freedom from excessive government regulation; free-market economics; balanced environmental policy; and non-wasteful, productive, and fiscally sound government. Through litigation, the foundation combats race and gender preferences, quotas, and set-asides in government hiring, education, and contracting.

**Contact:** Brenda Beltran, 916-419-7111 [blb@pacificlegal.org](mailto:blb@pacificlegal.org)

Interns: Summer internships offered in Sacramento, Florida, or Bellvue depending on needs

Send: Resume, writing sample

Deadline: March 1

**Government Accountability**

**Citizens Against Government, Thomas A. Schatz, President, 1301 Connecticut Avenue NW, Suite 400, Washington, DC 20036, [www.cagw.org](http://www.cagw.org)**

Citizens against Government Waste educates Americans about waste, mismanagement, and inefficiency in the federal government.

**Contact:** Intern Coordinator at [interns@cagw.org](mailto:interns@cagw.org), 202-467-5300, fax 202-467-4253

Opportunities: Unpaid Summer Internships

Send: resume, cover letter, and writing sample

**Judicial Watch, Inc., P.O. Box 44444 Washington, D.C. 20026 [www.judicialwatch.org](http://www.judicialwatch.org) 888-593-8442; fax: 202-646-5199**

**(L)** A nonprofit foundation that serves as an ethical and legal watchdog over America's government and judicial systems to promote political and legal reform. It was established in 1994 by Chairman and General Counsel Larry Klayman, a trial attorney with 22 years experience. Takes on strong affirmative actions on a case-by-case basis to police ethical and legal transgressions by government officials and judges.

**Contact:** [intern@judicialwatch.org](mailto:intern@judicialwatch.org)

**National Legal and Policy Center, 107 Park Washington Court, Falls Church, VA 22046-4237 [www.nlpc.org](http://www.nlpc.org)**

**(L)** Promotes ethics, openness, and accountability in government through research, education, and litigation. It conducts credible and high quality research and public education as well as provides expertise to take action through lawsuits, complaints, congressional testimony, and even street demonstrations.

**Contact:** Kenneth Boehm, Chair, 703-237-1970, fax 703-237-2090

**Health Care/Medicaid/Social Security Reform**

**Medicare Reform** - Increasing choices and improving health care through comprehensive Medicare reform based on patient choice and control and free market

competition are common conservative and libertarian policy stands. Mainstreaming low-income persons on Medicaid into private health insurance coverage and providing a health care tax credit to unemployed workers who have lost their jobs and health care coverage are also goals. Public interest advocates throughout the country are driving the expansion of welfare reform by promoting work, strengthening marriage, and expanding education.

Organizations involved in Health Care Reform include, the Heritage Foundation in Washington, D.C., the Heartland Institute in Chicago, and the National Center for Policy Analysis in Washington, D.C. included in this Guide.

**Social Security** – The present administration provides support for the Social Security System through legislative reform by permitting voluntary personal retirement accounts.

[www.socialsecuritychoice.org](http://www.socialsecuritychoice.org) is a non-partisan advocacy group based in Washington, D.C. that represents thousands of individuals who want to have more control over their retirement. Local chapters are cropping up nationwide, and driving the goals of the conservatives and libertarians who promote the movement toward privatization, choice and reduction of governmental control over private property. The Thomas A. Roe Institute for Economic Policy Studies at the Heritage Foundation has been leading the research and public policy effort to reform the social security system

Organizations involved in Social Security Reform include the American Enterprise Institute in

Washington, D.C., and the Hoover Institution, in Stanford, CA.

### Immigration

**Federation for American Immigration Reform, 1666 Connecticut Ave., NW, Ste. 400, Washington, D.C. 20009**  
[www.fairus.org](http://www.fairus.org)

Founded to identify national interests, articulate a national consensus, and advocate a national immigration policy responsive to the population, environmental, and economic realities of our time. FAIR advocates impact litigation, community organizing, administrative hearings, and individual cases.

**Contact:** Daniel Stein, Executive Director or Nancy S. Anthony, Chairman at 202-328-7004

### Political/Legislative and Electoral Reform

**American Conservative Union Foundation, Richard Lessner, Executive Director, 1007 Cameron Street, Alexandria, VA 22314**  
[www.conservative.org](http://www.conservative.org)

The American Conservative Union is a conservative lobbying organization. ACU's purpose is to communicate and advance the goals and principles of conservatism through one multi-issue umbrella, organization. ACU's statement of principles details its support of capitalism, belief in the doctrine of original intent of the Framers of the Constitution, confidence in traditional moral values, and commitment to a strong national defense. Annually since 1971, ACU has published ratings of Congress. Based on actual votes cast on a wide range of issues, each member of the House

and Senate is rated on a zero to 100 scale, designed to indicate the strength of his or her adherence to conservative principles.

**Contact:** Elizabeth Moody at [emoody@conservative.org](mailto:emoody@conservative.org), or 703-836-8602, fax 703-836-8606

**Leadership Institute, Morton C. Blackwell, President, Steven PJ Wood Building, 1101 N. Highland Street, Arlington, VA 22201,**

[www.leadershipinstitute.org](http://www.leadershipinstitute.org)

The Leadership Institute is a national training organization for preparing future generations of conservative leaders. It is devoted to the task of identifying, recruiting, training, and placing philosophically committed conservatives in positions of influence in the public policy process. Since its founding in 1979, more than 33,000 young adherents been given the skills necessary for successful and effective leadership.  
**Contact:** Becky Turco, 800-827-5323

Openings: Summer Internships with \$450/month stipend and free housing

Send: application, questionnaire on website, references, and resume  
Deadline: April 6

**Manhattan Institute for Policy Research, Lawrence J. Mone, President, 52 Vanderbilt Avenue, New York, NY 10017,**  
[www.manhattan-institute.org](http://www.manhattan-institute.org)

The Manhattan Institute is a nonpartisan, independent research and education organization supported by tax-deductible gifts from individuals, foundations, and corporations. The Institute's goal is to develop and encourage public policies at all levels of government to allow individuals the greatest scope for achieving their potential,

both as participants in a productive economy and as members of a legal functioning society.

**Contact:** 212-599-7000, fax 212-599-3494

**The Republican National Committee, Counsel's Office, 310 First Street, SE Washington, DC 2000, [www.rnc.org](http://www.rnc.org)**

The RNC Counsel's Office provides internal legal support for the RNC to maintain full compliance with federal and state election laws, files amicus briefs with the U.S. Supreme Court in major constitutional cases, and communicates with Congress and state legislatures regarding campaign finance and election administration reform. One of the most noteworthy recent matters in litigation is the RNC's challenge to the Bipartisan Campaign Finance Reform Act of 2000, *Republican National Committee, et al. v. Federal Election Committee*.

**Contact:** RNC Counsel's Office, Intern Coordinator, phone: 202-863-8500; fax: 202-863-8820  
Openings: 1Ls /2Ls – paid and unpaid on an as needed basis.

**International Republican Institute (IRI), Lorne W. Craner President, 1225 Eye Street, N.W., Suite 700, Washington, D.C. 20005, 202-408-9450; Fax: 202-408-9462 [www.iri.org](http://www.iri.org)**

IRI opened its doors in 1983 as a nonpartisan, nonprofit organization dedicated to advancing democracy worldwide. The Institute is guided by the fundamental American principles of individual liberty, the rule of law and the entrepreneurial spirit. From its headquarters in Washington, D.C. and more than 25 overseas offices, IRI sends expert volunteer trainers, elected officials and skilled staff members

to more than 50 countries around the world to teach others how to build lasting democracies and conduct legal, legislative and electoral reform work. IRI is chaired by Senator John McCain (R-Ariz.), and includes Lawrence S. Eagleburger, former Secretary of State, Dr. Jeanne J. Kirkpatrick, former United States Ambassador to the United Nations, and Brent Scowcroft, former National Security Advisor.

**Contact:** Review job postings on the web site at [www.iri.org](http://www.iri.org)  
Deadline: Rolling and as jobs are posted; paid and volunteer

**James M. Buchanan Center for Political Economy, Dr. Tyler Cowen, Director, Buchanan House MSN 1D3, Fairfax, VA 22030, [www.gmu.edu/jbc](http://www.gmu.edu/jbc)**

The James M. Buchanan Center for Political Economy is named in honor of Nobel prize-winning economist and George Mason University emeritus professor James M. Buchanan, whose work has enriched our understanding of the interrelationship between politics, law, and the economy. The Center builds on that legacy with a commitment to rigorous, interdisciplinary scholarship. The Center and GMU faculty work together to build and apply an understanding of how individuals cooperate through the market and political processes. The Center is committed to both innovative research and education.

**Contact:** 703-993-2327, fax 703-993-2334, [tcowen@gmu.edu](mailto:tcowen@gmu.edu)

**Telecommunications and the Internet**

This emerging area encompasses a wide variety of legal and public policy issues including removal of government barriers to the revival

of the technology market by reducing regulations and taxes and identifying non-regulatory means of protecting intellectual property on the Internet. The challenge for policymakers is to allow for better enforcement of property rights while not imposing new regulations on the technology.

**Free Congress Foundation, Paul M. Weyrich, President, 717 Second Street, NE, Washington, DC 20002, [www.freecongress.org](http://www.freecongress.org)**

A Washington based conservative think tank that focuses on cultural conservatism. Operates three centers for technology policy, law and democracy and cultural conservatism. Dedicated to conservative governance, traditional values, and institutional reform. Research areas include judicial activism, technology policy, voters' rights, cultural conservatism, and privacy issues.

**Contact:** Mr. Harrison, Intern Coordinator, 202-546-3000; fax: 202-543-5605

**Progress and Freedom Foundation (PFF), Raymond L. Gifford, President, 1444 Eye Street, N.W., Suite 500, Washington, DC 20005 [www.pff.org](http://www.pff.org)**

A market-oriented think tank founded in 1993 that studies the impact of the digital revolution and its implications for public policy. PFF examines the implications of the digital revolution and the relationship of the existing legal framework that causes power to migrate away from large, centralized institutions and move closer to the people and in that sense favors personal freedom. The foundation researches telecommunications policy,

copyright, First Amendment, encryption and privacy, competition in electric energy, medical innovation and regulation, and social implications of the digital revolution.

**Contact:** Raymond Gifford, Senior Adjunct Fellow, rgifford@pff.org, Attn: Jane Creel, 202-289-8928; jcreel@pff.org

## Transportation

Market reforms are being enacted at the state and federal levels to privatize the federal highway system, Amtrak, state transportation programs including underground and surface transportation systems, and the federal aviation program. Transportation issues are the focus of state agencies such as the Massachusetts Highway Department, the Massachusetts Turnpike Authority, the Massachusetts Water Resources Authority and Massport Authority. The U.S. Department of Transportation, the Federal Highway Administration, and the Federal Aviation Administration operate related agencies on the federal level. Nonprofit public policy organizations that cover transportation deregulation are the Institute for Justice, the American Enterprise Institute, and the Heritage Foundation in Washington, D.C.

**Reason Foundation, David C. Nott, President, 3415 South Sepulveda Boulevard, Suite 400, Los Angeles, CA 90034 310-391-2245; fax: 310-391-4395**

**www.reason.org**

A national research and educational organization that provides practical public policy research, analysis, and

commentary based upon individual liberty, limited government, and market competition. Issues include transportation, aviation security, environmental policy, privatization, and government reform.

**Contact:** All internships and job openings are posted on the web site at [www.reason.org](http://www.reason.org)

## International Organizations Non-Governmental Organizations (NGO's)

Listed below is just a sampling of international organizations that focus on democracy building, market economies and privatization located throughout the world. In addition to the international organizations listed in this guide, the Heritage Foundation's 2003 *Insider's Guide to Public Policy Exports and Organizations* contains an extensive list by country. Also, an excellent overview of governmental and nonprofit organizations can be found in OPIA's *International Public Interest Law Guide to Opportunities in the United States and Abroad*.

**The Foundation for Democracy in Africa, 1612 K street NW, Suite 1104 Washington, DC 20006**

**www.democracy-africa.org**

A Washington-based nonprofit, nonpartisan organization. The Foundation was founded in 1994 with the intent to vertically integrate a culturally based program aimed at strengthening and enhancing the fundamental principles of democracy, freedom, and economic plurality in Africa. The mission of the Foundation is to implement the principles of culturally based democratic government within the African society, bringing the countries of Africa into the mainstream of the

global economy through free enterprise, thus cultivating the pathway for peace and prosperity from resulting economic opportunity.

**Contact:** 202-331-1333, fax: 202-331-8547, [comments@democracy-africa.org](mailto:comments@democracy-africa.org)

**National Defense Council Foundation (NDCF), 1220 King Street, Suite 230, Alexandria, VA 22314, [ndfc@erols.com](mailto:ndfc@erols.com)**

The NDCF is a non-governmental organization and receives no federal funding or direction. The Foundation studies defense and foreign affairs issues that face the United States of America today, specializing in the study of low-intensity conflict, the drug war, and energy concerns. They brief Congress, the media, and members on matters that affect the socioeconomic, political, and military aspects of the Nation. Issues and geographic focus include Afghanistan, Africa, American diplomacy/foreign policy; China; Latin America; Asia, Middle East and the Philippines, Australia, and New Zealand. Preference for interns with military background.

**Contact:** 703-836-3433, fax 703-836-5402

Openings: Information posted on web site at [www.ndcf.org/interns/intern/html](http://www.ndcf.org/interns/intern/html)

**The Foundation for the Defense of Democracies (FDD), P.O. Box 33249 Washington, DC 20033**

**www.defenddemocracy.org**

The Foundation for the Defense of Democracies is a non-governmental organization funded by a diverse group of individual philanthropists. FDD was created in the wake of the attacks on

America on September 11, 2001 and covers a broad range of issues related to the war on terrorism such as the role of democracy-building in counterterrorism, civil liberties and homeland security. The organization does not seek to advance any political party or views. Founding members and distinguished advisors include Steve Forbes, Jack Kemp, Jeanne Kirkpatrick, and James Woolsey. Advisors include members of Congress from both parties.  
**Contact:** 202-207-0190; fax: 202-207-0191  
caitlyn@defenddemocracy.org  
Openings: Check web site for application process and reimbursements. All internships are volunteer;  
Deadline: March 16

**Argentina - Center for the Implementation of Public Policies Promoting Equity and Growth, Av. Callao 25, 1 B, C1022AAA Buenos Aires, Argentina, USA: Two Penn Plaza, Suite 1500, New York, NY 10121 www.cippec.org USA**  
CIPPEC is an independent, nonprofit organization that promotes the analysis and implementation of public policies fostering equity and growth in Argentina and Latin America. Its objectives include to assist governments perform their functions in a more efficient manner, serve as a source of information for policymakers, provide tools and information to individuals and organizations through seminars and publications, and produce research on public policy that complements other organizations. CIPPEC's current focus is on health care policy, fiscal policy, and public sector reform.  
**Contact:** 212-292-4973

**Australia - The Centre for Independent Studies, PO Box 92, St. Leonards, NSW Australia 1590 www.cis.org.au**

The Center is Australia's leading public policy research institute. Founded in Sydney, its major concern is with the principles and conditions of an open society, with particular focus on Australia and New Zealand It embraces the free market and other voluntary processes in providing services normally supplied by the compulsory methods of government. It prides itself on being independent and non-partisan in its funding and research. Since 1976, the CIS has conducted research into economics, social status, government, environment, and foreign affairs. The organization sponsors lectures and seminars and publishes a quarterly journal entitled Policy.  
**Contact:** Jennifer Buckingham, Policy Analyst, 011-61-2-9438-4377

**Belgium - Ludwig von Mises Institute Europe, Herendreef 20, 3001 Leuven, Belgium www.vonmisesinstitute-europe.org**

The Institute aims to foster respect for individual liberty, and the free market economy and to promote a better understanding of the Rule of Law in a free society especially with regard to the free association and movement of persons, goods, services, and capital in the European context. The activities of the Institute include education and scientific research, application of the principle of the Rule of Law to the European Union, conferences, publications, and scholarship programs. The Institute was named after professor Ludwig von Mises (1881-1973), a leading exponent of the Austrian School of

Economics and teacher of the Nobel prize winner in Economics, F.A. von Hayek.  
**Contact:** Annette Godart-VanderKroon, 011-32-16-295-833; fax: 011-32-16-584-568  
Ms. Annette Godard-van der Krron at  
assistant@vonmisesinstitute-europe.org, indicating LVMI-Europe in the subject field  
Deadline: March 22

**Canada - The Fraser Institute, 1770 Burrard Street, 4<sup>th</sup> floor, Vancouver, BC Canada V6J 3G7, www.fraserinstitute.ca**

The Fraser Institute is an independent non-partisan organization dedicated to raising the level of understanding about economic and social policy including economic freedom, environmental risk, fiscal policy, governance, and the law and markets. The Institute's Fiscal Studies department looks at taxation levels, debts, deficits and spending, and the budgets of governments across Canada and the United States. The department has looked at the issue of a common North American currency and examined the potential benefits of a flat tax.

**Contact:** Annabel Addington, 604-688-0221; fax: 604-688-8539  
Send: Resume and cover letter to

**Chile – Libertad y Desarrollo, Alcantara 498, Las Condes, Santiago, Chile www.lyd.com**

A private research center and think tank dedicated to the analysis of public policy and to promoting the values and principles of a free society and market economy. Research areas include national and international economics, social affairs programs, political and institutional programs, legislative



programs, and environmental programs.

**Contact:** Carlos Caceres, 011-56-2-3774800; fax: 011-56-2-2077723

**Croatia - Institute for International Relations, ul. Ljudevita Farkasa Vukotinovica 2, PO Box 303, Zagreb, Croatia**  
[www.imo.hr](http://www.imo.hr)

The Institute is a public, nonprofit policy research organization engaged in the interdisciplinary study of international economic and political relations, transitional policy, international markets, sustainable development foreign policy analysis and culture and communication. Activities include research projects, seminars, strategic support to decision makers, international organizations and regional and international industry.

**Contact:** Visnja Samardzija 011-385-1-48-26-522; fax: 011-385-1-48-28-361

**Hong Kong – Hong Kong Policy Research Institute, 5/F., China Hong Kong Tower, 8-12, Hennessy Road, Wanchai Hong Kong**  
[www.hkpri.org.hk](http://www.hkpri.org.hk)

With Hong Kong's return to China on July 1, 1997, 17 people from various businesses, professional and academic backgrounds, including individuals from different political parties, came together to form the Hong Kong Policy Research Institute in 1995. Its primary purpose is to participate in the long-term development of Hong Kong and of the Chinese Community. As well as committing to quality research, the Institute is actively building relationships with the Hong Kong Government and the Hong Kong and Macao Affairs Office of the State Council of China, and has set

up collaborative research work with think tanks in the Mainland, Taiwan, and overseas countries.

**Contact:** Jane Lee, 011-852-2686-1905

**India - Liberty Institute, J-259, Saket (2<sup>nd</sup> floor) New Delhi, India 110 017**

[www.libertyindia.org](http://www.libertyindia.org)

The Liberty Institute was formed to promote awareness and appreciation for the four institutional pillars of a free society – individual rights, the rule of law, limited government, and free markets. The Institute proposes market-based alternatives to government regulations in areas such as social policy, health and safety, and environmental regulations. The Board of Advisors includes company representatives and U.S. professors and policy experts.

**Contact:** Barun S. Mitram 011-91-11-652-8244; fax: 011-91-11-653-2345

**Israel - Institute for Advanced Strategic and Political Studies, 16 Bilu Street, Jerusalem, Israel 93221**  
[www.iasps.org](http://www.iasps.org)

IASPS is a Jerusalem based think tank with an affiliated office in D.C. Its main focus is limited government. The Institute pursues its policy initiatives by training Israel's best university graduates in economics and strategic studies. These students in additions to serving as research aides in the Israeli Parliament (Knesset) and the U.S. Congress are becoming Israel's first independent policy community.

**Contact:** U.S. 1020 Sixteenth St., NW, Suite 310, Washington, DC 20036, Tel. 202-833-9716

**Kenya – Inter Region Economic Network (IREN), Box 135, GPO Code 00100, Nairobi, Kenya.**

The Inter Region Economic Network is a non-governmental, nonpartisan organization that promotes a pro-choice approach to free market policies and classical liberal ideas that will enable and encourage the development of Kenya, East Africa, and Africa in general. Its mission is to engage a greater number of people in challenging debates, writings, and research based on the recognition that “A free human mind is the mainspring of all development.” IREN's vision is to be the most effective organization in promoting the creation of a free society where markets inform people's choices and decisions.

**Contact:** 011-245-2-2723258, fax: 011-254-20-2723258

**Russia – The Institute for the Economy in Transition (IET), 5, Gazetny pereulok, strojenije 3, 5 Moscow 103918, Russia**  
[www.iet.ru/index2.htm](http://www.iet.ru/index2.htm)

The Institute is the leading Russian center of research in theoretical and applied economics, strategy for economic development of the country, and recommendations on specific economic policies. The Institute includes a postgraduate and correspondence departments specializing in “Political Economy” and “Economics and National Economy Management.”

**Contact:** Dr. Yegor Gaidar, Director 011-7-095-203-8816

**South Africa – The South African Institute of Race Relations, Dumbarton House, 1 Church Street, Suite 6, Cape Town 8001, South Africa**  
[www.sairr.org.za](http://www.sairr.org.za)

The Institute founded in 1929 stands for constitutional and economic liberalism based on individual rights, the rule of just law, democratic governance, free enterprise, the creation of opportunities for the poor and racial goodwill. Committed also to human development, the Institute runs one of the largest bursary programs in South Africa graduating nearly 2000 students.  
**Contact:** 011-27-82-424-5456

**Turkey – Turkish Foreign Policy Institute (FPI), Bilkent University – East Campus 06533 Ankara, Turkey**  
**[www.foreignpolicy.org.tr](http://www.foreignpolicy.org.tr)**

FPI was founded in 1974 as a private organization. Its Council of Administration is composed of academicians, diplomats, and bureaucrats. It is currently affiliated with the Turkish Foundation for International Relations and Strategic Studies. It aims at contributing to foreign policy through research, meetings, and publications.  
**Contact:** Seyfi Tashan, 011-90-312-266-2871

**United Kingdom – The Adam Smith Institute, 23 Great Smith Street, London SW1P 3 BL, United Kingdom**  
**[www.adamsmith.org.uk](http://www.adamsmith.org.uk)**

The Institute is the UK's leading innovator of market economic policies. It researches practical ways to spread choice, extend competition and markets, and roll back big government, high taxes, and intrusive regulation. Independent and nonprofit, it works through public debate in the media, research, publications, conferences, and events. The Institute's international division has helped many governments across

the world to reduce poverty and improve the standards of their people. The Institute's next generation group brings together school and university students and young people starting their careers who are interested in public affairs and given them the opportunity to meet, learn, and create. The Institute operates with a small staff, and occasionally accepts volunteers.  
**Contact:** Steve Bettison, 011-44-207-222-4995

**United Kingdom – International Policy Network (IPN), 2 Lord North Street, P.O. Box 38525, London SW1P 3YB, United Kingdom**

**[www.policynetwork.net](http://www.policynetwork.net)** The mission of the network is to promote property rights, the rule of law, free markets, and free speech. Issues include free trade, technology, development, environment, and health policy. IPN accepts interns on an as needed basis.  
**Contact:** Julian Morris, Director, 011-44-20-7799-8922; fax: 011-44-20-7233-1070;  
[julian@policynetwork.net](mailto:julian@policynetwork.net)

**United Kingdom – Westminster Foundation for Democracy Programme, The Conservative Party, 25 Victoria Street, London, SW1H 0DL, United Kingdom.**

**[www.conservatives.com](http://www.conservatives.com)**  
The Conservative Party (officially called the Conservative and Unionist Party) is the second largest political party in the United Kingdom in terms of sitting Members of Parliament, the largest in terms of public membership, and the oldest political party in the United Kingdom. The party is supportive of reduced government

intervention in most matters. Since the election of David Cameron as leader, party policy has increasingly focused on quality of life issues like the environment, the improvement of government services, and schools.

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- <sup>i</sup> David E. Forte, Conservatism and the Rehnquist Court, Heritage Lecture #438, The Heritage Foundation, Washington, D.C., April 10, 1993
- <sup>ii</sup> *Rusmeld v. Forum for Academic and Institutional Rights (FAIR)*, 126 S. Ct. 1297 (2006); *Ayotte v. Planned Parenthood of N. New England*, 126 S. Ct. 961 (2006); *Daimler Chrysler Corp. v. Cuno*, 126 S. Ct. 1854 (2006); *Hill v. McDonough*, 126 S. Ct. 2096 (2006) and *Gonzales v. O Centro Espirita Beneficente Uniao do Vegetal*, 126 S. Ct. 1211 (2006).
- <sup>iii</sup> *Parents Involved In Community Schools v. Seattle School District No. 1 et al.*, 551 U.S. \_\_\_\_ (2007)
- <sup>iv</sup> *Bakke v. Regents of the University of California* (1978)
- <sup>v</sup> *Grutter v. Bollinger* 539 U.S. 306 (2003)
- <sup>vi</sup> *Gratz v. Bollinger* 539 U.S. 244 (2003)
- <sup>vii</sup> Sandra Day O'Connor, *The Majesty of The Law, Reflections of a Supreme Court Justice*, Random House, Arizona Community Foundation Copyright, 2003, p. 14.
- <sup>viii</sup> Lino A. Graglia, *The Myth of a Conservative Supreme Court: The October 2000 Term*, *The Harvard Journal of Law & Public Policy*, Volume 26, Number 1 at 291, Winter 2003.
- <sup>ix</sup> *Id* at 288.
- <sup>x</sup> David Boaz, *Libertarianism, A Primer*, The Free Press, A Division of Simon & Schuster Inc., 1997.
- <sup>xi</sup> Policy Experts, *The Insider Guide to Public Policy Experts and Organizations*, 2005-2006 Edition, The Heritage Foundation, 2005
- <sup>xii</sup> See [www.margareththatcher.org](http://www.margareththatcher.org)
- <sup>xiii</sup> *Walz v. Tax Comm'n of N.Y.*, 397 U.S. 664, 673 (1970).
- <sup>xiv</sup> Alan Charles Cors and Harvey A. Silverglate, *The Shadow University*, The Free Press, A Division of Simon & Schuster Inc., 1998, HarperPerennial, 1999.
- \**The Insiders Guide to Policy Experts 2005*, The Heritage Foundation, 2005.