



# USCIS

## Fiscal Year 2011 Highlights Report



U.S. Citizenship  
and Immigration  
Services

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## I Introduction

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Fiscal year (FY) 2011 was an exceptional year for U.S. Citizenship and Immigration Services (USCIS). From advancing national security and preventing fraud, helping create jobs for U.S. workers, and ensuring opportunities for foreign entrepreneurs to the remarkable expansion of outreach and public engagement, USCIS made significant strides that reflect its continued commitment to providing excellent customer service and bolstering the integrity of the U.S. immigration system.

A commitment to quality, consistency and improved processes guided USCIS's efforts. These accomplishments provide a strong foundation for USCIS to build upon. The initiatives listed below are organized by the priority areas that guided us during FY 2011.

### **Strengthen the Immigration System's National Security Safeguards and Combat Fraud**

Enhancing already-rigorous screening for national security threats and bolstered efforts to combat fraud were guiding efforts during FY 2011. USCIS increased its dedicated anti-fraud and national security staff and field presence, advanced collaboration with Joint Terrorism Task Forces (JTTFs), provided support to other intelligence partners at the federal, state and local level, streamlined the flow of threat information between domestic and international entities, and updated key immigration documents with fraud-preventing and counterfeit-resistant security features.

#### *Featured Accomplishments*

**Leadership in biometrics screening.** We created a new office to centralize and effectively manage our screening initiatives with partners inside and outside the agency. USCIS also developed a comprehensive recurrent vetting strategy to lead DHS Secretary Napolitano's biographic and biometric screening initiatives and studies for the Department.

**Unauthorized Practice of Immigration Law (UPIL) initiative.** Launched in June 2011, the [UPIL initiative](#) is a national, multi-agency campaign that spotlights immigration-services scams and the problems that can arise for immigrants when legal advice or representation is given by people who are not attorneys or accredited representatives. USCIS disseminated 260,000 brochures in 14 languages to raise awareness of the initiative and held 88 UPIL-related engagements. UPIL began with a focus on seven pilot cities: Atlanta, Baltimore, Detroit, Fresno, Los Angeles, New York and San Antonio and will expand nationwide in FY 2012.

### ***Additional Accomplishments***

- **Implemented the Secure Mail Initiative.** In December 2010, we began sending new Permanent Resident and Employment Authorization Cards via a [secure U.S. Postal Service priority mail](#) process. At the end of FY 2011, nearly 2.4 million of these cards were sent via priority mail allowing USCIS customers to track the delivery status of their documents and to receive them in a safe, secure and timely manner.
- **New Enhanced Employment Authorization Document (EAD).** During FY 2011, USCIS [redesigned the EAD](#) with new security features designed to deter fraud and strengthen the integrity of the immigration system. State-of-the-art technology incorporated into the new card prevents counterfeiting, obstructs tampering, and facilitates quick and accurate authentication. USCIS anticipates that more than one million people will receive the enhanced card annually.
- **Redesigned Certificate of Naturalization.** USCIS launched the [redesigned Certificate of Naturalization](#) (Form 550) with new security features that will reduce fraud. The redesigned certificate features the naturalization candidate's digitized photo and signature embedded into the document. USCIS began using a more secure printing process that renders the certificate more tamper-proof.
- **Expansion and promotion of E-Verify.** During FY 2011, more than 156,000 worksites enrolled in [E-Verify](#), which allows businesses to determine employees' eligibility to work in the United States. We informed tens of millions of people about the E-Verify program through radio, print and online ads in English and Spanish, and hundreds of thousands more through 241 live presentations and exhibits at 193 events, 305 live webinars, and distribution of E-Verify e-newsletters.
- **Self Check.** In March 2011, USCIS launched a new online system, Self Check, which allows individuals to [check if they are work authorized](#) before formally seeking employment in the United States. During FY 2011 this tool, in both English and Spanish, became available in 21 states and the District of Columbia and will expand to all 50 states in FY 2012.
- **Launched Records and Information from DMVs for E-Verify (RIDE).** In partnership with the Mississippi Department of Public Safety, USCIS launched the [E-Verify RIDE initiative](#). RIDE allows USCIS to access Mississippi DMV data to check driver's licenses against state databases to confirm their authenticity. More than 80 percent of people filling out the Form I-9, Employment Eligibility Verification, present their driver's licenses as proof of identity.
- **Strengthened verification.** The [Administrative Site Visit and Verification Program \(ASVVP\)](#) was expanded by recruiting, hiring, training and equipping 87 site inspectors and developing the necessary programmatic support to complete 17,000 inspections during the fiscal year.

- **Expanded law enforcement support and coordination.** USCIS's support to law enforcement and intelligence communities grew with additional officers posted at the International Criminal Police Organization (INTERPOL) and the FBI's National Joint Terrorism Task Force (NJTTF). Additionally, we increased coordination with law enforcement and intelligence activities in the field by aligning officers with the Terrorist Screening Center, 26 Field JTTFs, and 72 State and Local Fusion Centers.
- **Bolstered overseas verification efforts.** USCIS has expanded overseas fraud detection efforts by deploying officers to India, Ghana and the Philippines. More than 2,000 overseas verifications of documents and claims to support the integrity of domestic adjudications were completed in FY 2011.

## **Improve Agency Operations and Customer Service**

A more secure and faster system for accepting forms and fees, enhanced adjudications tools, responsive operations, and a better experience for callers to our Customer Service Center are among our major accomplishments in improving agency operations and customer service.

### *Featured Accomplishment*

**Centralized processing.** We now process more than 85 percent of all incoming forms and fees through our centralized Lockbox network. We have improved and standardized the way we accept and process about 6 million forms and collect \$2 billion in fees each year. Centralized processing benefits our customers through increased security and quicker processing for a range of immigration benefits.

### *Additional Accomplishments*

- **Reached visa caps.** USCIS reached the cap (140,000) for employment-based immigrant visas. In addition, for the second year in a row, we reached the cap for [U visas](#) (10,000), which provide relief for victims of crime.
- **Launched initiatives to promote start-up enterprises and spur job creation.** In FY 2011 USCIS engaged with the public regarding initiatives designed to [facilitate economic growth](#). From clarifying the process for entrepreneurs seeking an H-1B classification or a national interest waiver to reforming the EB-5 Immigrant Investor Program, USCIS sought to fuel the nation's economy and stimulate investment.
- **Launched Validation Instrument for Business Enterprises (VIBE).** In February 2011, we fully deployed [VIBE](#) at all four of our service centers. VIBE strengthens the vetting of employers hiring those who file employment-based immigrant and nonimmigrant petitions. This streamlines data review and boosts efficiency for USCIS as well as industry.
- **Enhanced web tools.** USCIS added a news ticker and live streaming to USCIS.gov. USCIS also relaunched [GovDelivery](#), the agency's primary email listserve, with upgraded features, including data tracking. USCIS, through its Feedback Opportunities page, posted more than 45 policy memoranda for public comment.

- **Improved customer call-center.** In August 2011, we activated our redesigned Interactive Voice Response, the menu for customers who call our Customer Service Center. The new system reduces the number of main menus from seven to three, a change that reduces the time needed to listen to the entire menu from 2 minutes and 50 seconds to just 38 seconds.
- **Increased multilingual information and resources.** During FY 2011, we emphasized [engaging the public](#) in multiple languages by:
  - Coordinating more than 30 national and local events held in Spanish, Arabic, French, Amharic, Chinese and Vietnamese.
  - Offering an expanded range of information, in a variety of languages, through in-person meetings, via webinars, teleconferences and live stream video broadcast.
  - Hosting four national Spanish-language Enlace (en-LAH-se) events focused on customer-service tools, petitioning for a relative, citizenship requirements, and UPIL.
- **Launched I-9 Central.** In May 2011, we [launched I-9 Central](#), an online resource center dedicated to the most frequently accessed form on USCIS.gov: Form I-9, Employee Eligibility Verification. This website provides employers and employees with access to resources, tips and guidance to properly complete Form I-9 and better understand the Form I-9 process.
- **Introduced new fee waiver request form.** In November 2010, USCIS [introduced](#) the new [Form I-912](#), Request for Fee Waiver, which provides applicants and petitioners with a standardized form and instructions to request a waiver of the fees charged for immigration-benefit processing. The aim of this form is to improve the clarity and consistency of the fee waiver process. USCIS has adjudicated approximately 110,000 fee waiver requests since introducing the new form. Although the use of the fee waiver form is not mandatory, more than 90% of all fee waiver requests are now submitted with the Form I-912.
- **Issued millions of secure identity documents.** USCIS produced nearly 3.4 million secure identity documents, including more than 1.9 million permanent resident cards, more than a million employment authorization documents, 89,000 refugee travel documents and re-entry permits and nearly 316,000 transportation worker identification credentials for the Transportation Security Administration.
- **Reached adoption agreement.** Working with the Department of State, we negotiated an [agreement on adoption cases](#) between the U.S. and Russia which will improve safeguards for adoptive families and children. Secretary of State Hillary Clinton and Russian Foreign Minister Sergey Lavrov signed the agreement in July 2011.
- **Response to Humanitarian Emergencies.** When disasters struck in Japan, Central America, and other places, USCIS responded using [Alerts](#) and its [Special Situation](#) Web page. We notified affected customers that they could apply for extensions of certain types of visas or parole and request expedited processing of their applications. We alerted students of additional employment rights.

- **Electronic Immigration System (ELIS) development.** USCIS completed design and development of the foundational first release of the USCIS Electronic Immigration System ([USCIS ELIS](#)), including the majority of core account and case management functions supporting the intake and adjudication of immigration benefits. The first release will support e-filing requests to extend or change nonimmigrant status (Form I-539). USCIS developed training material and courses for internal use and facilitated numerous external education events, including two national webinars and twelve listening sessions in five cities.

## **Promote Quality and Consistency in the Administration of Immigration Laws**

A more transparent system to manage international cases, drafting a comprehensive policy manual for internal and external audiences, and processes and templates for Requests for Evidence are new tools we made available during FY 2011 for promoting quality and consistency in how we administer immigration laws.

### *Featured Accomplishment*

#### **Launched the Case and Activity Management for International Operations (CAMINO).**

CAMINO facilitates case processing and management at overseas and domestic offices overseen by USCIS International Operations personnel. It replaces multiple, stand-alone USCIS International Operations case processing systems and provides real-time visibility into cases across the network.

**Temporary Protected Status.** Secretary Napolitano extended Temporary Protected Status (TPS) to [Haiti](#) and [Somalia](#) and redesignated TPS for Haiti, in recognition of the extended aftermath of the devastating earthquake.

### *Additional Accomplishments*

- **Precedent decisions published.** In FY 2011, USCIS published [two precedent decisions](#), the first precedent decisions published since 1998. Additionally, USCIS began soliciting Amicus Curiae briefs relating to appeals, the first pertaining to the denial of a Form I-140, Immigrant Petition for an Alien Worker.
- **Revised Request for Evidence (RFE) templates.** During FY 2011, USCIS developed and deployed new [RFE templates](#) with new processes for quality control. USCIS revised templates, incorporating feedback solicited from stakeholders, used for three nonimmigrant visas categories and one immigrant visa classification. These templates are now in use.
- **Federal Register Publications.** In FY 2011 USCIS published several notices, and proposed, interim and final rules:
  - [Extension of the Designation of Somalia for Temporary Protected Status](#)  
Notice 11/02/2010
  - [E-2 Nonimmigrant Status for Aliens in the Commonwealth of the Northern Mariana Islands With Long-Term Investor Status](#)  
Final 12/20/2010

- [Professional Conduct for Practitioners: Rules, Procedures, Representation, and Appearances; Reopening the Public Comment Period](#)  
Interim 01/31/2011
- [Registration Requirement for Petitioners Seeking to File H-1B Petitions on Behalf of Aliens Subject to the Numerical Limitations](#)  
Proposed 03/03/2011
- [Prevailing Wage Rates for Construction Occupations on Guam for Purposes of the H-2B Temporary Worker Program](#)  
Notice 03/17/2011
- [Documents Acceptable for Employment Eligibility Verification](#)  
Final 04/15/2011
- [Requiring Residents Who Live Outside the United States To File Petitions According to Form Instructions](#)  
Final 05/17/2011
- [Extension and Redesignation of Haiti for Temporary Protected Status](#)  
Notice 05/19/2011
- [Re-registration Procedures for Temporary Protected Status \(TPS\) Beneficiaries Under the Extended TPS Designation of Haiti and Automatic Extension of Employment Authorization Documentation for Haitian TPS Beneficiaries](#)  
Notice 05/23/2011
- [HRIFA Instructions for Form I-485, Supplement C; Extension of a Currently Approved Information Collection; Comment Request](#)  
Notice 06/14/2011
- [Form I-526, Immigrant Petition by Alien Entrepreneur Agency Information Collection Activities: Extension of a Currently Approved Information Collection; Comment Request](#)  
Notice 08/12/2011
- [Form I-817, Application for Family Unity Benefits; Extension; Comment Request](#)  
Notice 08/12/2011
- [Form I-192, Application for Advance Permission to Enter as Nonimmigrant Collection Activities: Extension of a Currently Approved Information Collection; Comment Request](#)  
Notice 08/12/2011
- [Form I-602, Application for Waiver of Grounds of Inadmissibility; Extension of an Existing Information Collection; Comment Request.](#)  
Notice 08/18/2011
- [Form I-690, Application by Refugee for Waiver of Grounds of Excludability; Extension of an Existing Information Collection; Comment Request](#)  
Notice 08/19/2011
- [Form N-300, Application to File Declaration of Intention; Revision of an Existing Information Collection; Comment Request](#)  
Notice 08/24/2011
- [Filing Procedures for Employment Authorization and Automatic Extension of Existing Employment Authorization Documents for Liberians Provided Deferred Enforced Departure](#)  
Notice 08/25/2011



- [Immigration Benefits Business Transformation, Increment I](#)  
Final 08/29/2011
- [Form G-639, Freedom of Information/Privacy Act Request; Revision of a Currently Approved Information Collection; Comment Request](#)  
Notice 08/30/2011
- [Special Immigrant Juvenile Petitions](#)  
Proposed 09/06/2011
- [Commonwealth of the Northern Mariana Islands Transitional Worker Classification; Final Rule](#)  
Final 09/07/2011
- [Treatment of Aliens Whose Employment Creation Immigrant \(EB-5\) Petitions Were Approved After January 1, 1995 and Before August 31, 1998](#)  
Proposed 09/28/2011
- **Issued policy.** In FY 2011 USCIS issued frequent policy memoranda providing guidance and updates:
  - [Implementation of Provisions of Public Law 111-230 Instituting Increased Fees for Certain H-1B and L-1 Petitions and Applications \(AFM Update AD10-48\)](#)  
10/07/2010
  - [Fee Waiver Guidelines as Established by the Final Rule of the USCIS Fee Schedule; Revisions to Adjudicator's Field Manual \(AFM\) Chapter 10.9 \(AFM Update AD11-05\)](#) 11/22/2010
  - [Waivers of Inadmissibility and Grants of Status for Certain Aliens Seeking Nonimmigrant Status in the Commonwealth of the Northern Mariana Islands \(CNMI\); Addition to the Adjudicator's Field Manual \(AFM\) Chapter 36.4](#) 12/14/2010
  - [Revocation of VAWA-Based Self-Petitions \(Forms I-360\)](#) AFM Update AD10-49  
12/15/2010
  - [Model Plan for Administrative Naturalization Ceremonies; Adjudicator's Field Manual \(AFM\) Update AD 10-53](#) 12/20/2010
  - [Revised Guidance for Determining the Sufficiency of Form N-648, Medical Certification for Disability Exceptions](#) 12/22/2010
  - [Evaluation of Evidence Submitted with Certain Form I-140 Petitions](#)  
Revisions to the Adjudicator's Field Manual (AFM) Chapter 22.2, AFM Update AD11-14 12/22/2010
  - [Implementation of New Discretionary Exemption Under INA Section 212\(d\)\(3\)\(B\)\(i\) For Activities and Associations Relating to the All Burma Students' Democratic Front \(ABSDF\) Memo](#) 12/29/2010
  - [Implementation of New Discretionary Exemption Under INA Section 212\(d\)\(3\)\(B\)\(i\) For Material Support to the All India Sikh Students Federation-Bittu Faction \(AISSF-Bittu\) Memo](#) 12/29/2010
  - [Implementation of the Help HAITI Act of 2010](#) 01/03/2011
  - [Ninth Circuit Court of Appeals Overturns the Permanent Injunction Issued by the District Court in Ruiz Diaz v. United States, No. 09 35734 \(9th Cir. Aug. 20, 2010\)](#) Revisions to the Adjudicator's Field Manual (AFM) Chapter 22.3(b)(1), AFM Update AD11-01 01/06/2011

- [Approval of Petitions and Applications after the Death of the Qualifying Relative under New Section 204\(l\) of the Immigration and Nationality Act](#); Revisions to Adjudicator's Field Manual (AFM): New Chapter 10.21 and an Amendment to Chapter 21.2(h)(1)(C) (AFM Update AD-10-51) 01/07/2011
- [Instructions for Handling Regressed Visa Number \(Employment-Based and Family-Based\) Adjustment of Status Cases Interviewed at USCIS Field Offices](#); Revision to *Adjudicator's Field Manual (AFM) Chapter 20.1 (e)* (AFM Update AD 11-02) 01/11/2011
- [Adjudication of Adjustment of Status Applications from Aliens Present in the Commonwealth of the Northern Mariana Islands \(CNMI\) on or after November 28, 2009. Addition of Chapter 36.3 to the Adjudicator's Field Manual \(AFM\)](#); AFM Update AD10-19 01/14/2011
- [Implementation of Provisions of Public Law 111-230 Instituting Increased Fees for Certain H-1B and L-1 Petitions and Applications](#) Revisions to Adjudicator's Field Manual (AFM) Chapters 31.1(b), 31.3(h), 32.3(a), and 32.4(a); AFM Update AD11-19 01/18/2011
- [Temporary Protected Status Adjudications Involving "No Jail" or "No Incarceration" Certifications, and Reminders for Cases Involving Certain Potential Misdemeanors](#) Revisions to the Adjudicator's Field Manual (AFM) Chapter 38.1 (e) (12) AFM Update AD11-21 01/21/2011
- [Notice to Applicants and Petitioners Concerning Ability to File Motions to Reopen or Reconsider](#); Revisions to the *Adjudicator's Field Manual (AFM) Chapter 10.7*; AFM Update AD11-09 01/31/2011
- [Issuance of Advance Parole Employment Authorization Document](#); Revisions to *Adjudicator's Field Manual (AFM) Chapters 54.2(b), 54.3(d)(3), 54.3(e) (h), and 55.3*, and addition of *Appendices 55-4, 55-5, 55-6, and 55-7* (AFM Update AD07-27) 02/11/2011
- [Implementation of New Discretionary Exemption Under INA Section 212\(d\)\(3\)\(B\)\(i\) For the Solicitation of Funds or Members under Duress](#) 02/23/2011
- [Implementation of New Discretionary Exemption Under INA Section 212\(d\)\(3\)\(B\)\(i\) For the Receipt of Military-Type Training Under Duress](#) 02/23/2011
- [Fee Waiver Guidelines as Established by the Final Rule of the USCIS Fee Schedule](#); Revisions to Adjudicator's Field Manual (AFM) Chapter 10.9 (AFM Update AD11-26) 03/13/2011
- [Implementation of the Help HAITI Act of 2010](#) 04/04/2011
- [Implementation of The Special Immigrant Juvenile Perez-Olano Settlement Agreement](#) 04/05/2011
- [Final Policy Memorandum: PM-602-0023 \(Dec. 21, 2010\) Issuance of Advance Parole Employment Authorization Document](#); Revisions to *Adjudicator's Field Manual (AFM) Chapters 54.2(b), 54.3(d)(3), 54.3(e) (h), and 55.3*, and addition of *Appendices 55-4, 55-5, 55* 04/05/2011
- [Delegation of Appellate Jurisdiction with Respect to Certain Forms I-360 Filed by Afghan or Iraqi Nationals](#); Revisions to Adjudicator's Field Manual (AFM) Chapter 22.3 (AFM Update AD 10-40) 04/13/2011

- [Nepal Initiative - Filing Form I-600, Petition to Classify Orphan as an Immediate Relative, to Adopt a Child in Nepal; Revision to Chapter 21.5\(d\) of the Adjudicator's Field Manual \(AFM\), AFM Update AD10-47 04/13/2011](#)
- [Guidance for Coordinating the Adjudication of Applications and Petitions Involving Individuals in Removal Proceedings; Revisions to the Adjudicator's Field Manual \(AFM\) New Chapter 10.3\(i\): AFM Update AD 11-16 04/15/2011](#)
- [Eligibility for Members of the National Guard of the United States to Naturalize under Section 329 of the Immigration and Nationality Act and Acceptance of NGB Form 22 as Certification of Military Service for National Guard Veterans; Revision to the Adjudicator's Field Manual \(AFM\) Chapter 72.2 \(d\)\(3\); AFM Update AD10-42 04/15/2011](#)
- [Procedures for Recommending Revocation of a U.S. Passport to the Department of State; Adjudicators Field Manual, Chapter 83 \(AFM Update AD 10-46\) Interim Memo for Comment April 22 - May 5, 2011 04/15/2011](#)
- [Extension of Status for T and U Nonimmigrants; Revisions to Adjudicator's Field Manual \(AFM\) Chapter 39.1\(g\)\(3\) and Chapter 39.2\(g\)\(3\) \(AFM Update AD11-28\) 04/19/2011](#)
- [Supplemental Guidance to USCIS Service Centers on Adam Walsh Act Adjudication - Centralization of Identified Adam Walsh Act Related Petitions at the Vermont Service Center for Adjudication and Review \(AFM Update AD11-23\) 04/27/2011](#)
- [Requests to Expedite Adjudication of Form I-601, Application for Waiver of Grounds of Inadmissibility, filed by individuals outside the United States; Adjudicator's Field Manual \(AFM\) Update AD11-10 05/09/2011](#)
- [The Role of USCIS District Directors in the Board of Immigration Appeals Recognition and Accreditation Process; Revisions to the Adjudicator's Field Manual, New Chapter 12.6, AFM Update AD 11-34 06/09/2011](#)
- [Change in Standard Timeframes for Applicants or Petitioners to Respond to Requests for Evidence; Revisions to Adjudicator's Field Manual \(AFM\) Chapter 10.5\(b\), Chapter 25.2\(e\)\(3\), Chapter 38.1\(e\)\(6\), and Appendix 10-9; AFM Update AD11-36 07/13/2011](#)
- [Process for Responding to Requests by the Department of State \(DOS\) to Accept a Locally Filed Form I-130, Petition for Alien Relative; Utilization of Reserved Section of the Adjudicator's Field Manual \(AFM\) - Chapter 21.12; AFM Update AD11-38 08/08/2011](#)
- [Adjudication of Adjustment of Status Applications from Aliens Present in the Commonwealth of the Northern Mariana Islands \(CNMI\) on or after November 28, 2009; Update to Chapters 36.3 and 23.5 of the Adjudicator's Field Manual \(AFM\); AFM Update AD11-40 08/09/2011](#)
- [Transfer of Final Adjudication Authority to the National Benefits Center for Adjustment of Status Cases Filed Pursuant to Section 13 of Public Law 85-316 of 9/11/1957; Revision to Adjudicator's Field Manual \(AFM\) Chapter 23.10 \(AFM Update AD 11-04\) 08/17/2011](#)
- [Changes to B-2 Status and Extensions of B-2 Status for Cohabiting Partners and Other Nonimmigrant Household Members; Revisions to Adjudicator's Field Manual \(AFM\) Chapters 30.2 and 30.3; AFM Update AD11-27 08/26/2011](#)

- [Field Guidance for Processing Form N-400, Application for Naturalization, for Applicants Who Will Have Their Supplemental Security Income \(SSI\) Benefits Terminated Because Their Time-limited Eligibility Ends](#) 08/30/2011
- [Eligibility to Self-Petition as a Battered or Abused Parent of a U.S. Citizen; Revisions to Adjudicator's Field Manual \(AFM\) Chapter 21.15 \(AFM Update AD 06-32\)](#) 08/31/2011
- [Continued Eligibility to File for Child VAWA Self-Petitioners After Attaining Age 21; Revisions to Adjudicator's Field Manual \(AFM\)](#) 09/07/2011

## **Develop New Programs and Opportunities to Enhance the Work Life of Agency Personnel**

New programs created to focus on supervisory training and professional development, as well as new protocols to help employees earn promotions and recognition, exemplify USCIS's accomplishments toward enhancing the work life of our personnel during FY 2011, in which more than 7,700 learning events were held.

### ***Featured Accomplishment***

**Implementation of a new supervisory training program.** By the end of FY 2011, USCIS had designed and implemented a new four-part supervisory training program and welcomed its first 141 participants. USCIS also enhanced its professional development framework for managers. In addition, 89 employees attended other offsite leadership development programs, and we created online networking tools that allow current and future participants in these programs to better connect with each other and the broader USCIS community.

### ***Additional Accomplishments***

- **New professional development programs developed.** USCIS added employee programs, such as an Executive Experience panel series, developed nine new e-learning programs with more than 9,000 completions, and improved the dissemination of human capital and training information.
- **Workforce development courses offered.** USCIS provided five workforce development courses for more than 1,000 employees throughout the country, including 45 employees who participated in the Georgetown University Migration Studies Certificate Program.
- **BASIC Immigration Training Program.** All fifty-two modules of the BASIC Immigration Training Program for new USCIS Immigration Services Officers were revised and brought current.
- **Implemented WorkLife Program.** USCIS created a program designed to comprehensively support the workforce through training, occupational health and health improvement programs, promoting volunteerism, services and employee assistance, and flexible telework.

## **Prioritize Quality and Reinforce the Agency's Mission in Performance Management**

The development and introduction of a new National Quality Management Program in FY 2011 allowed USCIS to focus on eight quality criteria. These criteria will help USCIS deliver quality work products while reinforcing our mission in performance management.

### *Featured Accomplishment*

**Implemented Lean Six Sigma.** Across the agency, we began employing Lean Six Sigma, a management strategy focused on process improvement. In one field office alone, this strategy helped cut processing time for Requests for Evidence by more than 72 percent.

### *Additional Accomplishments*

- **Institutionalized Quality Program.** A new agency-wide quality-management program was created, and implementation was overseen by a new Quality Leadership Council to foster a culture of quality throughout the agency.
- **Quality Fact Sheets and Webinar Series.** USCIS developed a new Quality Fact Sheet and a monthly webinar to provide employees across the country and around the world with detailed information and training on the new National Quality Management Program with special emphasis on quality in the workplace.

## **Promote Citizenship and Immigrant Civic Integration**

A new public education and awareness initiative, increased outreach and immigration services opportunities for the U.S. military, greater availability of information, an expanded grant program, and more naturalization ceremonies held at U.S. landmarks exemplify our achievements during FY 2011 to promote citizenship and foster immigrant civic integration.

### *Featured Accomplishment*

**USCIS launches the Citizenship Public Education and Awareness Initiative.** Launched in May 2011 to [promote awareness](#) of the rights, responsibilities and importance of U.S. citizenship and the free naturalization preparation resources available to permanent residents and immigrant-serving organizations, this national initiative included a video public-service announcement, digital media, radio and print ads in English, Spanish, Chinese and Vietnamese, and multilingual posters.

### *Additional Accomplishments*

- **Increased military outreach.** Our increased outreach to the U.S. armed forces during FY 2011 included a major expansion of our [Naturalization at Basic Training](#) initiative. This year, the Air Force joined both the Army and Navy allowing USCIS officers to provide naturalization services as part of active duty members' basic training on post. In June 2011, we opened our first satellite office on a military installation to provide a full range of immigration services and benefits, including naturalization, to members of the military, their spouses and their children. In FY 2011, a total 10,503 members of the military were naturalized, 1,040 of whom were naturalized in ceremonies held overseas.

- **Naturalization information sessions.** During FY 2011, USCIS field offices held more than 440 [sessions](#) for approximately 22,500 immigrants to provide direct information on citizenship eligibility and the naturalization process. Since the initiative began in July 2009, we have held more than 800 sessions for approximately 44,000 attendees.
- **The Citizenship Resource Center.** In FY 2011, USCIS added significant new features to the online [Citizenship Resource Center](#) including resources in Spanish and classroom lesson plans and activities for teachers and volunteers working with immigrants.
- **Providing information to new citizens.** We began distributing the *U.S. Citizenship Welcome Packet* to the more than 680,000 individuals who take the Oath of Allegiance each year. The packet provides useful information to help new citizens prepare to fully exercise the rights and responsibilities of citizenship along with practical tips on applying for a U.S. passport, updating Social Security records, registering to vote, and getting involved in the local community.
- **The Civics and Citizenship Toolkit.** In FY 2011, we issued an updated and expanded *Civics and Citizenship Toolkit* and launched a redesigned registration website at [www.citizenshiptoolkit.gov](http://www.citizenshiptoolkit.gov). Since October 2007, we have distributed nearly 30,000 *Toolkits* to immigrant-serving organizations.
- **Training workshops for citizenship instructors.** USCIS continues to offer [free training workshops](#) for adult educators, volunteers and teachers. These workshops are designed to enhance the skills needed to teach U.S. history, civics and the naturalization process to immigrant students. In FY 2011, USCIS conducted 32 citizenship education training workshops for more than 1,800 participants.
- **An expanded grant program for citizenship preparation.** The Citizenship and Integration [Grant Program](#) grew through funding provided by the Administration and Congress. In September 2011, we awarded \$9 million in grants to 42 organizations to expand high quality citizenship preparation programs for permanent residents across the country.
- **Naturalization ceremonies.** USCIS held more [naturalization ceremonies](#) at American landmarks and historic venues in FY 2011 than in recent years. In partnership with the National Park Service, we held 30 naturalization ceremonies at national parks and iconic historic sites across the country. USCIS also highlighted the contributions of naturalized citizens through the Outstanding American by Choice recognition. A total of 10 individuals were recognized in FY 2011. Three Outstanding Americans by Choice recognitions were presented at special naturalization ceremonies and seven others were presented at a DHS headquarters event. Notable recipients this year included former Secretary of State Dr. Madeleine K. Albright and 2010 Presidential Medal of Freedom recipient Gerda Weissmann Klein.

## **Increase Agency Transparency and Public Engagement**

Outreach—most notably, outreach to vulnerable and underserved populations and people whose primary language is not English—as well as outreach to new partners and Web and social media users underscores USCIS efforts to increase transparency and public engagement during FY 2011.

### ***Featured Accomplishment***

**Public Engagement.** USCIS Headquarters organized 122 national engagements reaching approximately 10,900 individuals, and supported local offices in hosting 2,736 outreach activities reaching more than 100,000 individuals across the country. In addition, USCIS facilitated and coordinated more than 100 [national and local engagements](#) on issues affecting vulnerable or underserved immigrant populations.

### ***Additional Accomplishments***

- **Increased use of social media.** USCIS launched an improved Twitter effort and expanded YouTube ([/uscis](#)) services. Additionally, the agency blog, [The Beacon](#), posted its 100th item during FY 2011 and expanded its readership to tens of thousands of people. Dozens of major news outlets in the U.S. and abroad referenced The Beacon as a source for immigration information.
- **Expanded statistical datasets made available to the public.** USCIS successfully advanced the Administration's Open Government initiative by publishing eleven (11) new statistical datasets to the agency's public [website](#).
- **Plain language.** USCIS expanded its internal Plain Language program in FY 2011. The program is aimed at making our forms, processes and information easier to navigate and understand. Considered a model across the federal government, the program is now part of USCIS's training and new-employee orientation. Several of its training videos are critically acclaimed by such organizations as the United Nations. The program's videos are publicly available on YouTube ([/uscis](#)).
- **The Blue Campaign.** USCIS helped launch the [Blue Campaign](#) as a DHS-wide initiative to combat human trafficking. We worked with partners across DHS and the federal government to raise awareness of the issues relating to [human trafficking](#) and the immigration options available to victims.
- **New and expanded outreach opportunities.** In FY 2011, USCIS expanded our outreach to communities at the national, state and local level by:
  - Developing partnerships with state, local, tribal and territorial representatives.
  - Expanding our stakeholder base to more than 7,500 individuals and organizations.
  - Holding more than 80 Open House events, allowing people USCIS serves every day to learn more about the agency and the services it offers.

## II FY 2011 Data Graphs

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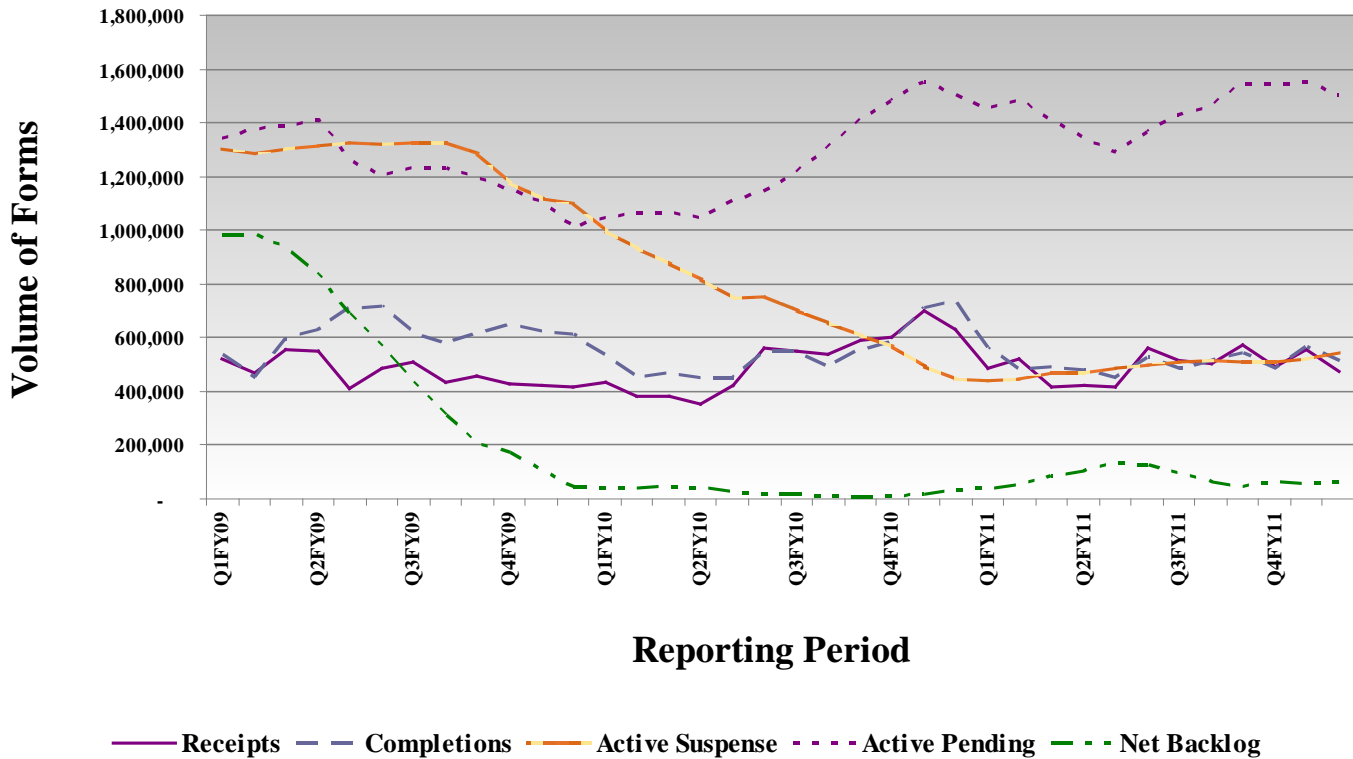
The following data show how USCIS has improved processing and efficiency in the past three years. Definitions of terms used to explain the graphs are below.

### *Definitions*

- **Receipts:** Cases received and accepted by USCIS during the reporting period. Cases are received as properly filed applications that include the correct fees.
- **Completions:** The number of cases approved or denied during the reporting period.
- **Active suspense:** The volume of pending cases that cannot be adjudicated due to factors outside of USCIS's control. This includes cases with a pending request for evidence, cases lacking an available visa, and N-400 (Application for Naturalization) cases pending a reexamination.
- **Active pending:** The volume of pending cases that currently fall within the processing-time goal and that are not in an active suspense category.
- **Net backlog:** The total number of cases pending that exceed the total acceptable pending level minus the volume of cases in active suspense. (Net backlog = total pending – acceptable pending – active suspense). If the remainder is equal to or less than zero, no net backlog exists. Acceptable pending is pegged to the volume of applications receipted during the target cycle time period (e.g., five months). The target cycle time refers to the processing-time goal for a given application type.
- **Principal approval FY running:** Calculates the cumulative total of approved cases toward the fiscal year cap.
- **Principal approval cap:** USCIS may grant no more than 10,000 U-1 nonimmigrant visas in any given fiscal year (Oct. 1 through Sept. 30). The U visa is set aside for victims of crimes who have suffered substantial mental or physical abuse and are willing to assist law enforcement and government officials in the investigation or prosecution of the criminal activity. The cap does not apply to derivative family members such as spouses, children or other qualifying family members who are accompanying or following to join the principal foreign national victim.



## All Forms



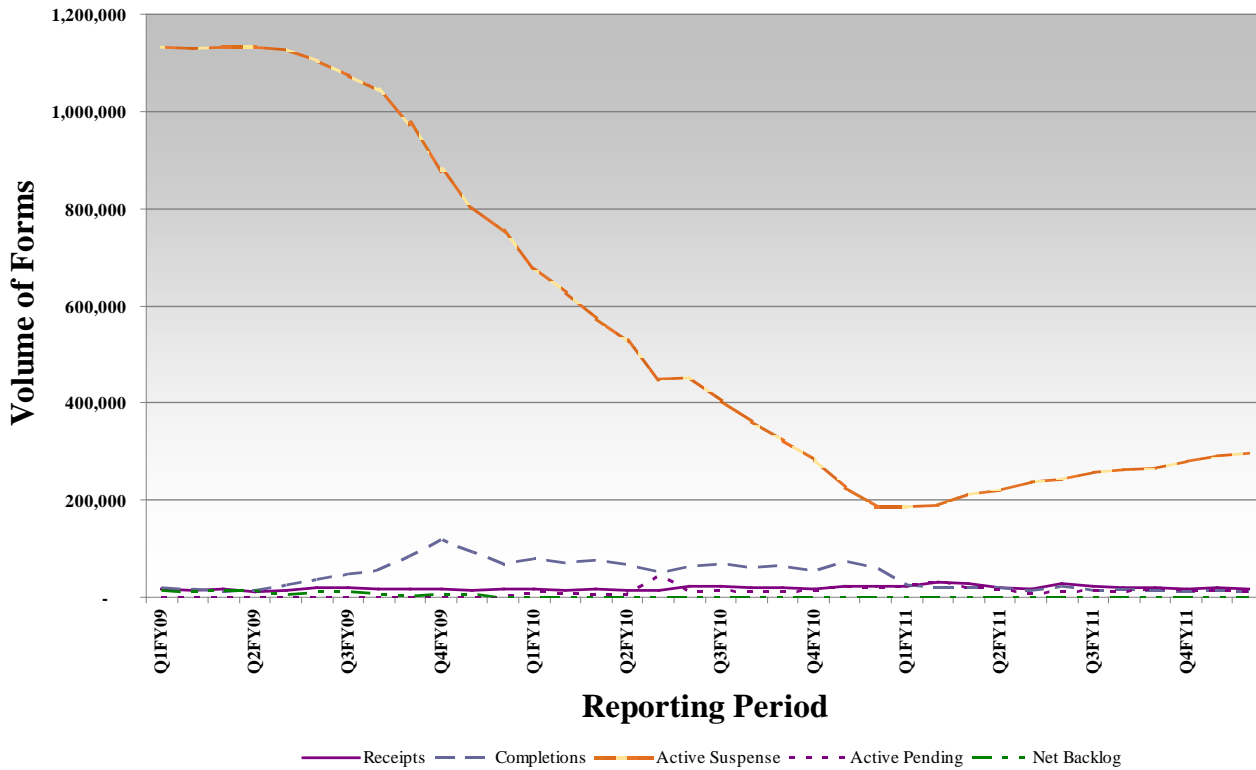
### All Forms

USCIS has seen a significant decrease in net backlogs and active suspense, and has maintained levels for both of these measures.

#### Key statistics

- During FY 2009, the net backlog was reduced by 95 percent.
- From FY 2010 through FY 2011, the backlog was maintained to less than 13 percent of the amount at the beginning of FY 2009.
- Active suspense at the end of FY 2010 was down 66 percent from the beginning of FY 2009, but rose 21 percent during FY 2011. This was attributed to reallocation of adjudication resources.
- The active pending monthly average increased 16 percent from FY 2010 to FY 2011. The active pending monthly average is directly impacted by the balance in active suspense.
- Receipts decreased by only 3 percent from FY 2010 to FY 2011.

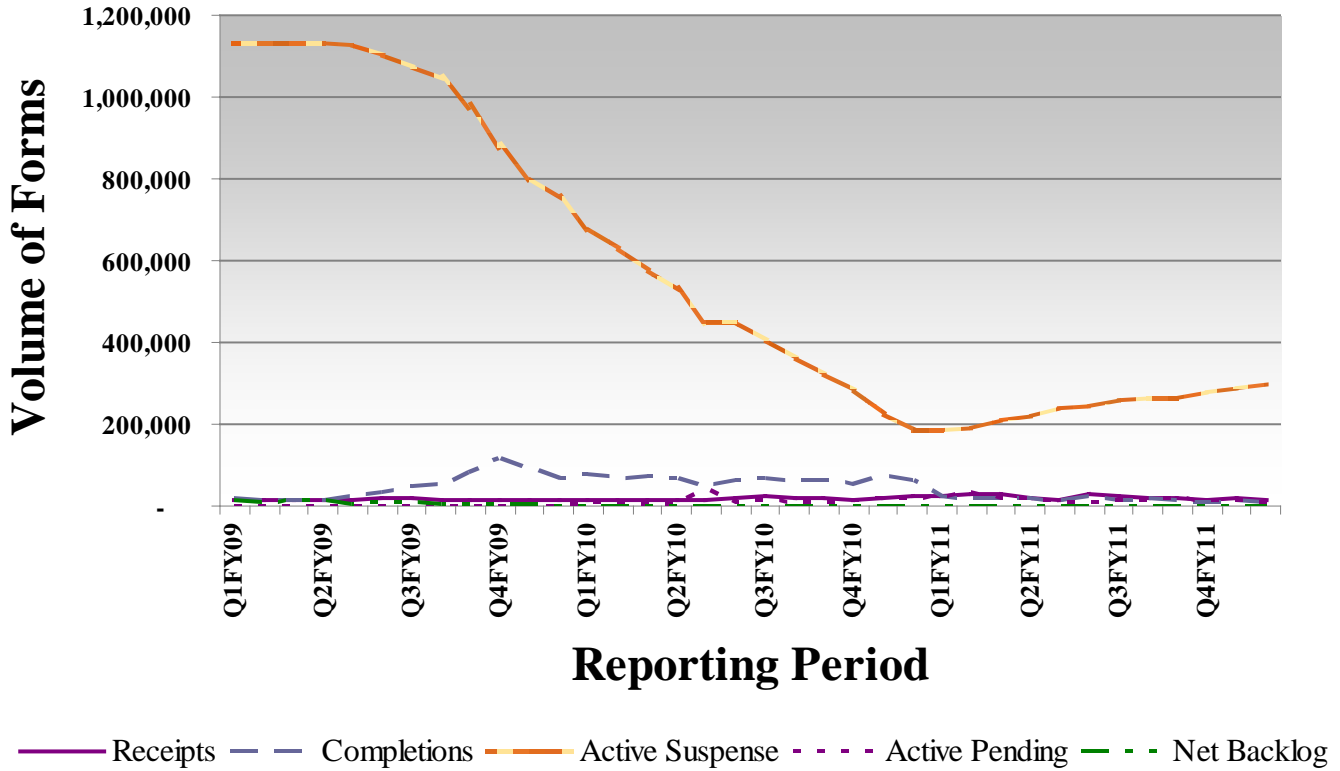
### I-130, Petition for Alien Relative (Immediate Relative)



### *I-130, Petition for Alien Relative (Immediate Relative)*

This chart illustrates the movement of five key measures over the past three fiscal years for Form I-130 IR, "Petition for Alien Relative", Immediate Relative only. There has been a significant decrease in Active Suspense and sustained performance in the remaining measures since FY 2009.

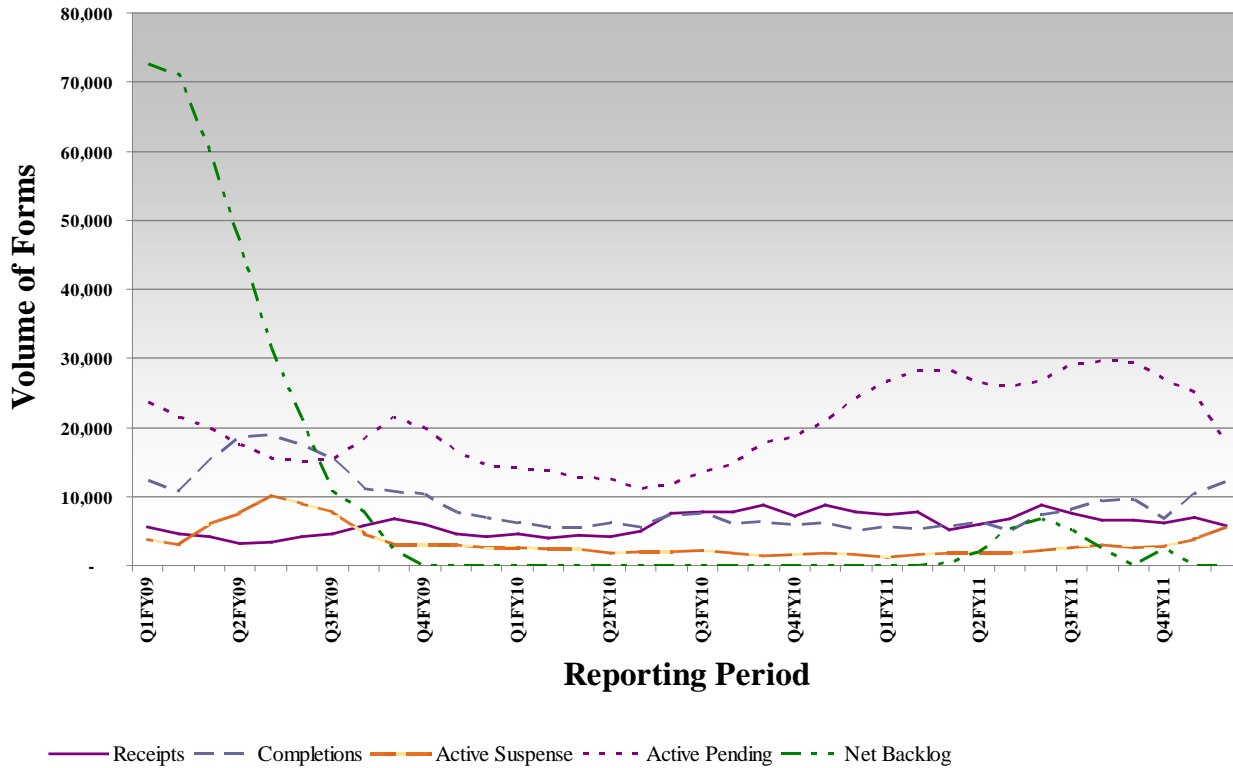
**I-130, Petition for Alien Relative (Preference Only)**



***I-130, Petition for Alien Relative (Preference Only)***

This chart illustrates the movement of five key measures over the past three fiscal years for Form I-130 PR, "Petition for Alien Relative", Preference only. USCIS achieved a significant decrease in Net Backlog between the third quarter of FY 2009 and the first quarter of FY 2011.

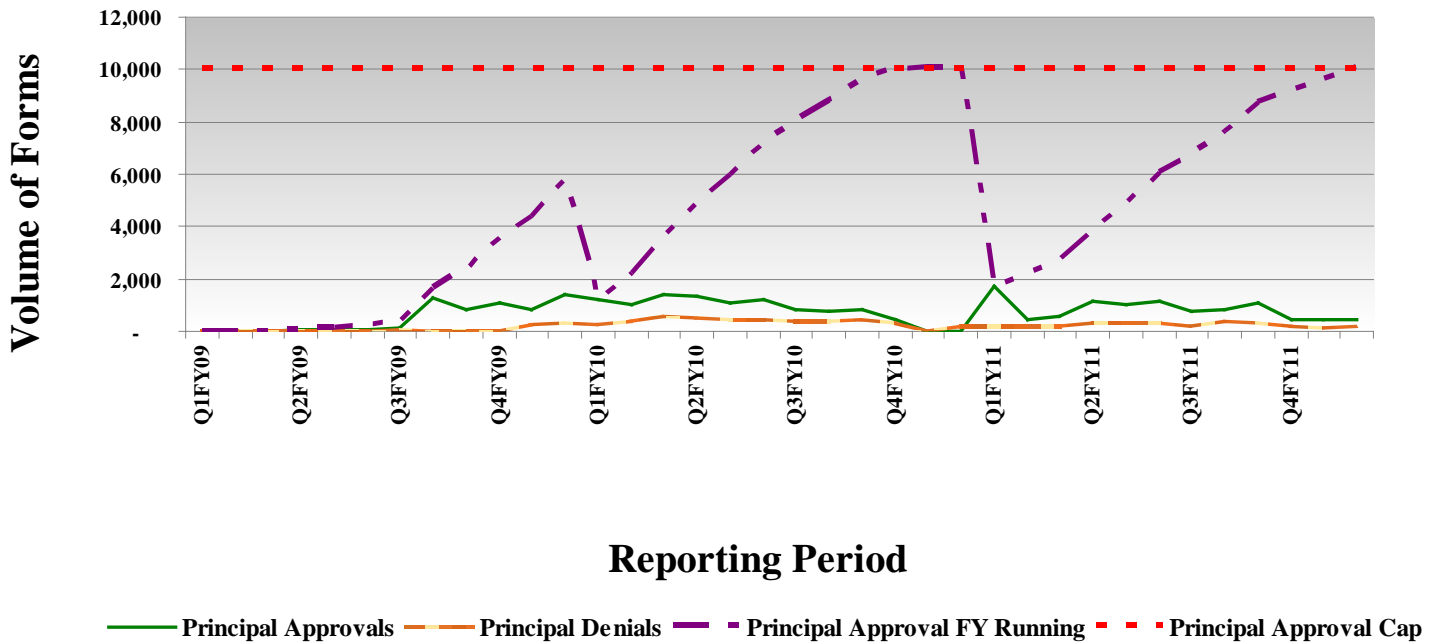
## I-140, Immigrant Petition for Alien Worker



### *I-140, Immigrant Petition for Alien Worker*

This chart illustrates the movement of five key measures over the past three fiscal years for Form I-140, "Immigrant Petition for Alien Worker". Since FY 2009, there has been a significant decrease in Net Backlog and sustained performance in the remaining measures.

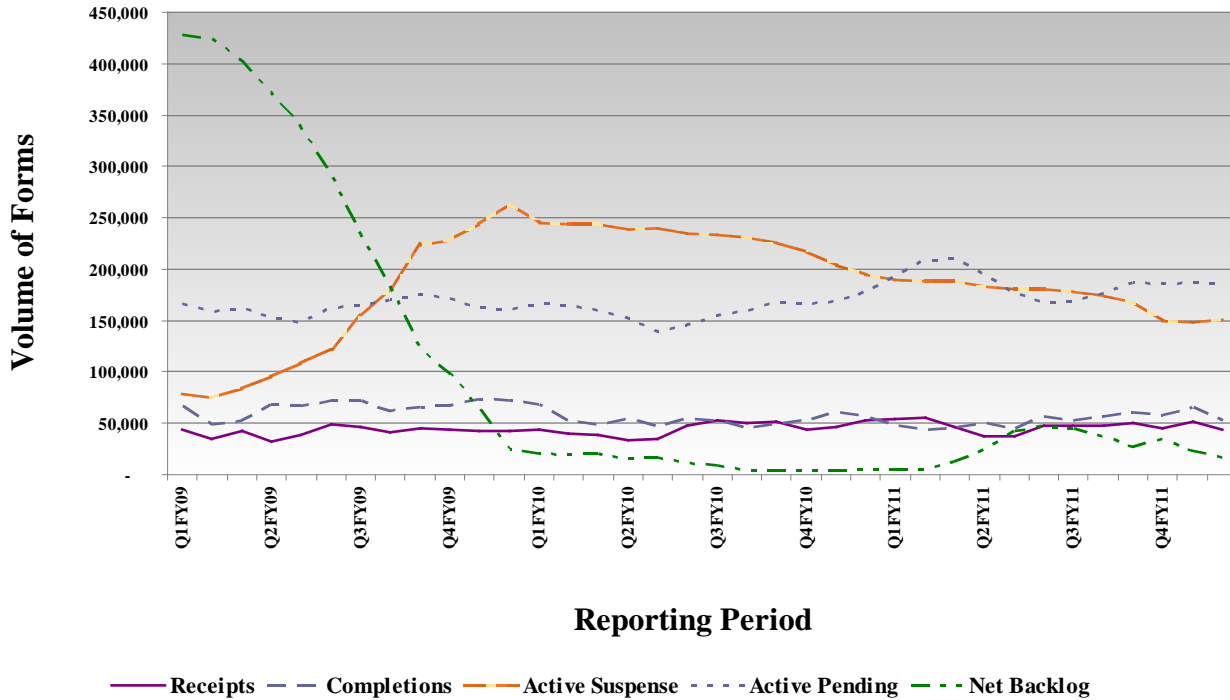
## I-918, Petition for U Nonimmigrant Status



### *I-918, Petition for U Nonimmigrant Status*

USCIS approved 10,000 principal U-1 nonimmigrant visas per year, reaching the statutory cap. This cap does not apply to beneficiaries included in the principal’s request. USCIS maintained a steady approval rate throughout FY 2011, allowing approval decisions to take place in every month.

## I-485, Application to Register Permanent Residence or Adjust Status

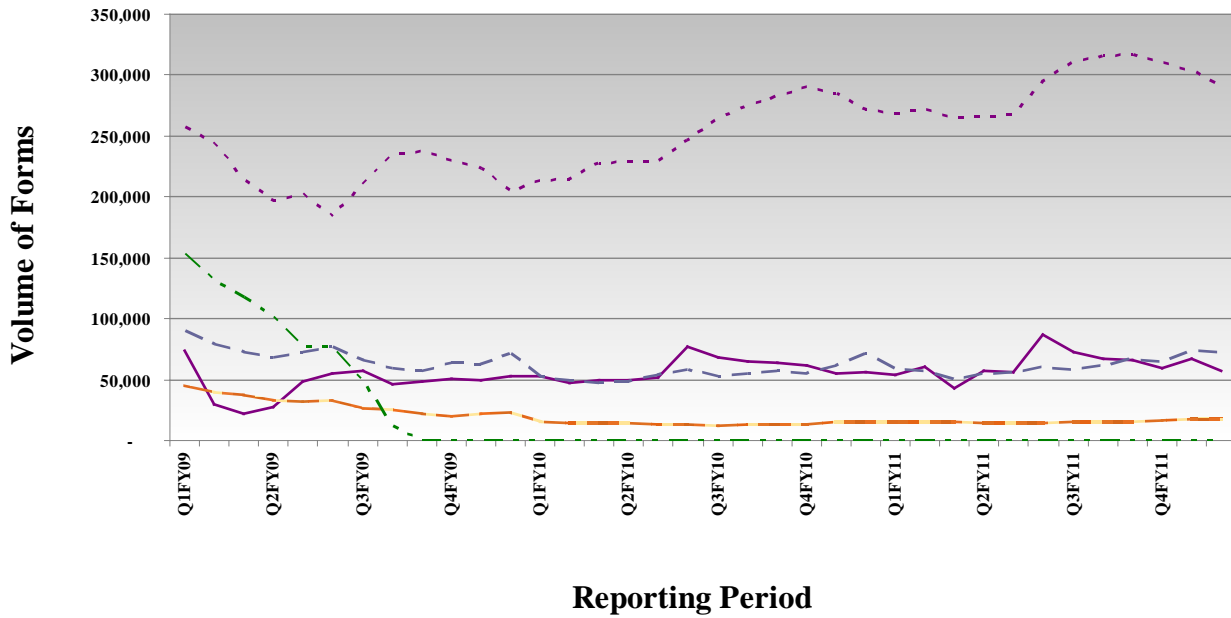


### *I-485, Application to Register Permanent Residence or Adjust Status*

#### Key statistics

- Active suspense at the end of FY 2011 was down 43 percent from its peak at the end of FY 2009.
- Receipts increased by 6 percent from FY 2010 to FY 2011.

## N-400, Application for Naturalization



— Receipts — Completions — Active Suspense - - Active Pending - - Net Backlog

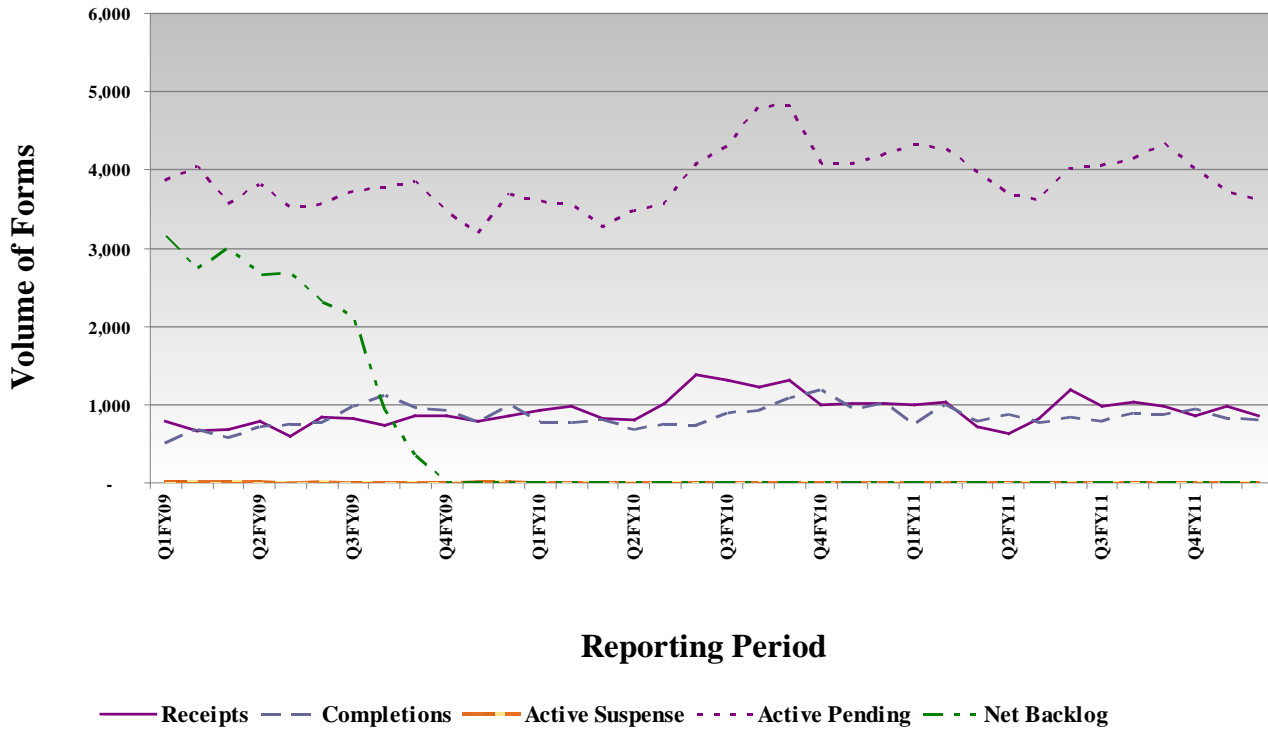
### *N-400, Application for Naturalization*

USCIS saw a significant decrease in net backlogs and active suspense for all N-400 applications.

#### Key statistics

- The backlog was reduced to and maintained at zero since the third quarter of FY 2009.
- Active suspense was reduced by 49 percent in FY 2009, and has been maintained a steady state since.
- The active pending monthly average has increased 15 percent from FY 2010 to FY 2011.
- Receipts increased by 7 percent from FY 2010 to FY 2011.

## N-400, Application for Naturalization (Military)



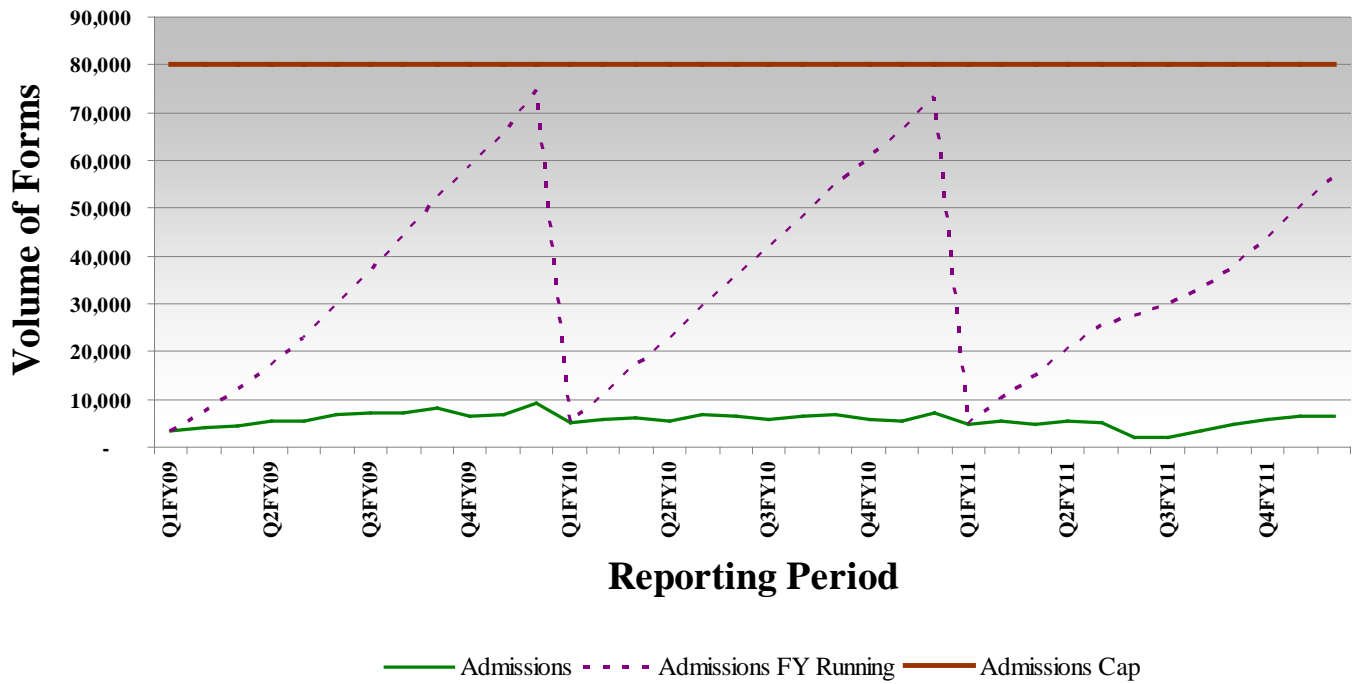
### *N-400, Application for Naturalization (Military)*

#### Key statistics

- Net backlog and active suspense have both been reduced to and maintained at zero since the start of FY 2010.
- Receipts decreased by 7 percent from FY 2010 to FY 2011.



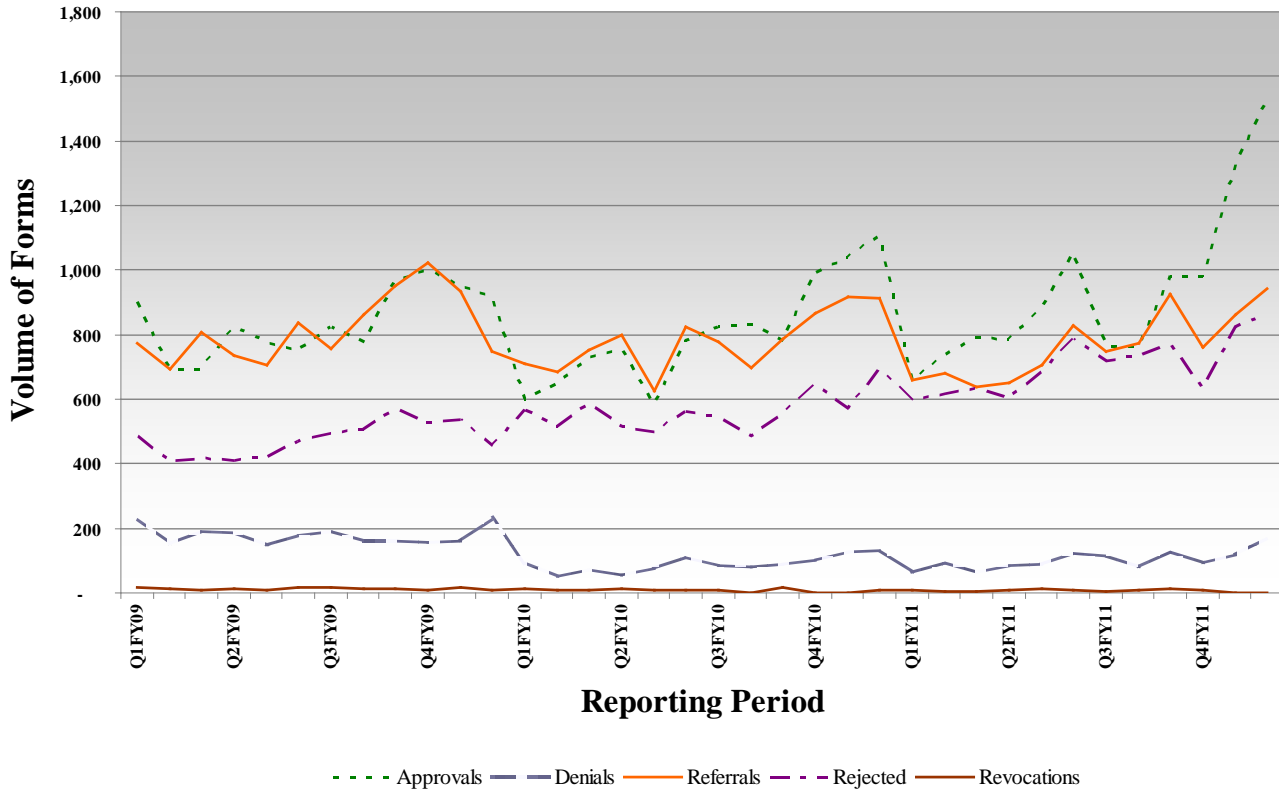
## Refugee Admissions



### *Refugee Admissions*

Refugee Admissions have consistently approached the 80,000 per fiscal year ceiling for the past three years.

## Asylum



### Asylum

This chart illustrates the movement of five key measures over the past three fiscal years for asylum cases. A recent spike in approvals occurred at the end of FY 2011.