19 STATES (PLUS THE VIRGIN ISLANDS) REPRESENTED AT THE NATIONAL GOVERNORS ASSOCIATION MANAGEMENT SEMINAR FOR GOVERNORS’ LEGAL COUNSEL.

STATES WITH OFFICIAL JPE PROGRAMS (TOTAL: 18 INCLUDING INFORMAL PROGRAMS) PARTICIPATE IN OUR JPE WORKING GROUP.

STATE AND LOCAL BAR ASSOCIATION COMMITTEES RESPONSIBLE FOR JUDICIAL SELECTION AND EVALUATION RECEIVED COPIES OF LEVELING THE PLAYING FIELD. 8 STATES CONSIDERING CREATING OR STRENGTHENING A COMMISSION-BASED GUBERNATORIAL APPOINTMENT PROCESS RECEIVED GOALS AND PRINCIPLES FOR JUDICIAL NOMINATING COMMISSIONS.

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$100,000 AMOUNT IN CONTROVERSY COMMONLY CITED BY ATTORNEYS AS THRESHOLD FOR TURNING AWAY CASES BECAUSE IT IS NOT COST-EFFECTIVE TO LITIGATE THEM.

5 STATES HAVE IMPLEMENTED RULE CHANGES IN THE LAST FIVE YEARS, TO ACHIEVE PROPORTIONALITY IN DISCOVERY. 2 FEDERAL JURISDICTIONS HAVE IMPLEMENTED PILOT PROJECTS IN THE LAST FIVE YEARS, MADE TO ACHIEVE PROPORTIONALITY IN DISCOVERY.

15 SHORT, SUMMARY, AND EXPEDITED CIVIL TRIAL PROGRAMS ARE IN PLACE AROUND THE COUNTRY.

5 INTENSIVE EVALUATIONS OF IMPLEMENTED STATE RULE CHANGES ARE CURRENTLY UNDERWAY. 2 INTENSIVE EVALUATIONS OF IMPLEMENTED FEDERAL PILOT PROJECTS ARE CURRENTLY UNDERWAY.

IAALS: EMPOWERING IMPROVEMENT. ADVANCING EXCELLENCE.
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When we opened our doors in 2006, we knew we wanted to advance a more accessible, efficient, and accountable civil justice system. We also knew we could not do it alone. Since then, we have dedicated ourselves to building partnerships with people and organizations that share our commitment to continuous improvement of the civil justice system.

In 2012, we built more partnerships than ever before. As you read through our work in each Initiative, you will find that the diversity of our partners and stakeholders is matched only by the diversity of the end users of the civil justice system.

From our Roundtable on Judicial Selection to our Third Civil Justice Reform Summit, and from our first conference on the Development of Professional Identity in Legal Education to our steering committee for a first-of-its-kind Resource Center for Separating and Divorcing Families, we have included ever more people in the conversation—with the goal of building better solutions.

So we find strength in numbers. But it does not end there. Our model for continuous improvement of the civil justice system requires that we identify the problems and assess their impact, and that the solutions—or recommended models—be implemented, and the results and data generated from those models be rigorously monitored, analyzed, and measured. This is what we do.

In 2012, we found our issues at the center of many conversations of interest, including those about judicial elections, cost-prohibitive litigation, adversarial divorce proceedings, and legal education reform.

In 2013, we’re building on this strong foundation to identify new—and sometimes unlikely—partners. In Quality Judges, we will hold “Uncommon Dialogues” with some of the greatest minds from all sides of the judicial selection conversation. In Rule One, we are mapping out a state-by-state strategy to provide state judges with the tools they need to handle e-discovery in their courtrooms. In Honoring Families, we are providing the model for a first-of-its-kind multidisciplinary on-campus center for separating and divorcing families. And in Educating Tomorrow’s Lawyers, we are building a bridge between practitioners and academics.

Thanks to the experience of our staff and consultants, our partners, our commitment to measurement, and all of you who champion and support these worthwhile undertakings, we are playing an important role in these conversations—and we are moving the civil justice system ahead—because of our strength in numbers.

Rebecca Hale Kowlis
The Quality Judges Initiative serves to advance empirically informed models for choosing, evaluating, and retaining judges that preserve impartiality and accountability in the civil justice system.

The issues we address in the Quality Judges Initiative were on display during the 2012 election year. Six supreme court justices were challenged in retention elections around the country and all retained their seats in sometimes costly elections. Voters in four states rejected ballot measures that would have politicized their courts and their processes for selecting judges. Campaign oversight committees were active in at least three states.

Early in 2012, the Quality Judges Initiative convened a Roundtable on Judicial Selection with a diverse group of stakeholders, including representatives of the plaintiff and defense bars, citizens involved in judicial nominating and evaluating processes, representatives from the legislative, executive, and judicial branches, members of the business community, and non-profit leaders, to try to reach consensus about the desired attributes for court systems and individual judges.

The result was Cornerstones of State Judicial Selection: Laying the Foundation for Quality Court Systems and Judges, which combines the desired attributes for court systems and individual judges with principles for judicial selection processes that are most likely to produce court systems and judges with these attributes.

A subcommittee of the O’Connor Judicial Selection Advisory Committee developed a set of Goals and Principles for Judicial Nominating Commissions regarding the selection, composition, and operation of such commissions. Rather than constituting a “one size fits all” prescription, these goals and principles offer a framework within which to establish a commission-based gubernatorial appointment process that may be tailored to individual states.

In August, the Quality Judges Initiative presented a Special Symposium as part of the 2012 National Governors Association’s Management Seminar for Governors’ Legal Counsels. For the Symposium, we assembled a panel of experts to discuss the importance of judicial appointments to a governor’s legacy and the value of using a nominating commission to fulfill this responsibility.

*Leveling the Playing Field: Gender, Ethnicity, and Judicial Performance Evaluation* took a closer look at whether implicit biases are a factor in evaluating judicial performance and made recommendations for limiting bias in the evaluation process.

Through our JPE Working Group, we continue to provide an opportunity, through facilitated bi-monthly calls and an email list-serv, for state JPE program coordinators and JPE scholars to share new developments and discuss common issues and concerns.
O’Connor Advisory Committee

Justice Sandra Day O’Connor (Ret.)
Honorary Chair, O’Connor
Advisory Committee

Chief Justice Ruth V. McGregor
Chair, O’Connor
Advisory Committee

Meryl Chertoff
Director, Justice & Society
Program, The Aspen Institute

Senator Bob Graham
United States Senate, 1987 - 2005

Chief Justice Wallace Jefferson
Supreme Court of Texas

Rebecca Love Kourlis
Executive Director, IAALS

Maureen E. Schafer
Vice President of Corporate Development, LifeNexus

Larry D. Thompson
Executive Vice President –
Government Affairs, General Counsel,
and Corporate Secretary, PepsiCo, Inc.

Diane Gates Wallach
Director and President,
Cody Resources LP

H. Thomas Wells Jr.
Partner and Founding Member,
Maynard, Cooper & Gale, PC

Governor Christine Todd Whitman
New Jersey, 1994 - 2001

Mary G. Wilson
Past President, League of Women Voters of the United States
While there are common themes among the pilot projects, including achieving proportionality in the civil justice process, the projects are unique in their proposed solutions and design. In some jurisdictions, the pilot projects focus on the most complex cases and worst offenders when it comes to the issues of cost and delay.

On the other end of the spectrum, innovative projects have sprung up around the country dealing with the simplest of cases. These programs offer a short,
summary, and expedited process for simple cases so that parties can gain access to the process, including a jury or bench trial, and do so for a price that is proportional to the amount in controversy. In *A Return to Trials: Implementing Effective Short, Summary, and Expedited Civil Action Programs*, a collaboration with the National Center for State Courts and the American Board of Trial Advocates, we identify best practices for designing, implementing, conducting, and measuring effective programs.

We are studying the Civil Access Pilot Project in Colorado at the request of the Colorado Supreme Court. In 2012, we concluded a study of Colorado’s Rule 16.1, a voluntary pretrial process for smaller dollar-volume civil cases, and published our findings in *Measuring Rule 16.1: Colorado’s Simplified Procedure Experiment*. In that study, we found that the success of an optional procedure depends upon the investment of the bench and bar in the process.

We also began broadening our group of partners. We conducted a study with the American Institute of Certified Public Accountants that resulted in recommendations for ways to minimize cost and delays of litigation from a new perspective: that of financial expert witnesses. And, we hosted a two-part conference on e-discovery for practitioners and state court judges, which also highlighted
We came excited, we left exhilarated. We can do this.

—Colorado Court of Appeals Chief Judge Janice Davidson

University School of Engineering Professor Robert Sutton addressed the group in a keynote focused on “scaling excellence.” The event provided opportunities for panelists and attendees to discuss the status of state and federal pilot projects, the rise of expedited trial programs, innovative case management strategies, challenges in measuring change, and the transition from recommendations to reform. As Colorado Court of Appeals Chief Judge Janice Davidson commented, “We all were there with the same objective: to achieve increased access, trust, and confidence in the courts through significant reduction in costs and delay in civil cases. . . . We came excited, we left exhilarated. We can do this.”
40-50 percent of first-time marriages end in divorce

53 percent of children are born outside of marriage

$112 billion US dollars estimated costs to taxpayers each year from family fragmentation

35 percent children currently living in households with only one parent (including parents who never married)

1 in 4 children live in a divorced household

4 times the increased likelihood that children in father-absent homes are to be poor

---

**HONORING FAMILIES INITIATIVE**

*The Honoring Families Initiative serves to advance empirically informed models for dignified and fair processes for the resolution of divorce and child custody cases in a manner that is more accessible and more responsive to children, parents, and families.*

Divorce and resolution of child custody issues take a toll. They take a toll on families, they take a toll on the courts, and they take a toll on a variety of other impacted communities—even employers. Today, we are seeing more complicated family situations, more complex subject-matter law, greater reliance on the courts as “emergency rooms” for every issue, an influx of self-represented litigants, more never-married parents, and more extended-family stakeholders. This is all happening when courts themselves are stressed with decreasing funding and increasing demands.

This is why we officially launched *Honoring Families* in 2012 to facilitate an informed national dialogue on how courts and communities can better meet the needs of parents and children that arise from the transitions of separation or divorce.

We have set an aggressive roadmap to meet this goal, including two parallel tracks that identify solutions for in-court processes and out-of-court alternatives.

**Principles for In-Court Dissolution and Custody Cases**

We are working with consultants and experts from around the country to identify Principles that would undergird in-court dissolution or child custody cases. The Principles will be informed by research and will reflect stakeholder input. They will address the priorities of the divorce and custody court in an era of limited resources and make recommendations as to how courts can manage their dockets to meet the critical needs of reorganizing families. More immediately, we are working with the state of Oregon to assist in designing a stream-lined model for a responsive and cost-effective divorce and custody court.
The Resource Center for Separating and Divorcing Families

In 2012, we worked with a Steering Committee to develop a model multidisciplinary out-of-court Center. In 2013, that model will launch as a first-of-its-kind Resource Center for Separating and Divorcing Families at the University of Denver. The Center, which will provide legal, financial, and counseling services to qualifying families, will serve the Denver-metro community and provide a wealth of measurable data for the Honoring Families Initiative to analyze and use to inform improvements to the model, such that the model can ultimately be available in other locations around the country.

Resource Center Steering Committee Members

Rebecca Aviel
Assistant Professor, University of Denver Sturm College of Law

Michelle Gaschler
Family Court Facilitator, Colorado Seventeenth Judicial District

Lynette Henderson-Metzger
Clinical Assistant Professor, Graduate School of Professional Psychology, University of Denver

Hon. Robert Hyatt
Chief Judge, Colorado Second Judicial District

Kathryn Johnson
Clinical Assistant Professor, Graduate School of Social Work, University of Denver

Dean Martin Katz
University of Denver Sturm College of Law

Howard Markman
Co-Director, Center for Marital and Family Studies, University of Denver

Julia McGahey
Associate Provost of Planning and Budget, University of Denver

Lavita Nadkarni
Associate Professor, Director of Forensic Studies, Graduate School of Social Work, University of Denver
Honoring Families
Advisory committee

Barbara A. Babb
Director, Center for Families, Children and the Courts at the University of Baltimore School of Law

Robert Batley
Shareholder, Little, Gilman-Tepper & Batley, P.A.

Chief Justice Paul De Muniz
Oregon Supreme Court

Sylvia Goldschmidt
Senior Partner, Goldschmidt & Genovese, LLP

John Greacen
Principal, Greacen Associates, LLC

William J. Howe, III
Shareholder, Gevurtz, Menashe, Larson & Howe, P.C.

Marsha Kline Pruett
Ph.D., Professor, Smith College School for Social Work

Hon. Janice M. Rosa
Supervising Judge of Family Courts, Buffalo and Western New York

Howard Markman
Co-Director, Center for Marital and Family Studies, University of Denver

Stacey Platt
Professor, ChildLaw Clinic, Loyola University Chicago School of Law

Emily Ruben
Attorney-in-Charge, Brooklyn Neighborhood Office of the Legal Aid Society

Peter Salem
Executive Director, Association of Family and Conciliation Courts

Andrew Schepard
Director, Center for Children, Families and the Law, Hofstra University School of Law

Arnie Shienvold
Ph.D., Managing Partner, Riegler, Shienvold and Associates

Nancy Ver Steegh
Vice Dean, William Mitchell College
The Educating Tomorrow’s Lawyers Initiative serves to advance innovation in legal education in order to train new lawyers to the highest standards of competence and professionalism.

Employment rates. Salaries. Student loan debt. Law schools are facing difficult numbers everywhere they turn. Many are looking for sustainable solutions. Some are implementing significant changes. Twenty-five are part of the Educating Tomorrow’s Lawyers Consortium of law schools, committed to increasing the value of legal education and collaborating with other schools to deliver the best legal education possible to tomorrow’s lawyers.

In less than two years since its launch, the Consortium has grown from 15 to 25 schools. Sixteen professors from 13 different schools have submitted course portfolios of experiential classes that can be modeled by other professors around the country. Nearly 100 lawyers, judges, and educators, including representatives from 21 Consortium schools, attended ETL’s first conference in September 2012: “The Development of Professional Identity in Legal Education: Re-thinking Learning and Assessment.” The conference identified best practices for forming professional identity, provided the opportunity for collaboration among forward-minded schools, and fostered new ideas and approaches that representatives could take back to their schools.

In 2013, Educating Tomorrow's Lawyers will expand its work to bridge the academy and the profession as it hosts its second conference, “Connecting the Academy and the Profession,” to identify new opportunities for learning, assessment, and outcomes by enhancing the dialogue among those who teach and those who practice and hire.

Academics, educators, practitioners, judges, and clients: we are building coalitions with a diverse group of stakeholders to facilitate, evaluate, and promote law teaching methods designed to produce graduates who are employable and practice-ready; able to meet the needs of their employers, their clients, and society; and prepared to lead and respond to changes in the legal profession throughout their careers.
Educating Tomorrow’s Lawyers®
Advisory Committee

Judge Christine M. Arguello
United States District Court for the District of Colorado

Lawrence C. Marshall
Professor of Law, Associate Dean for Clinical Education and David & Stephanie Mills Director of the Mills Legal Clinic, Stanford Law School

Richard Baer
Senior Vice President and General Counsel, Liberty Media Corporation

Annita M. Menogan
Senior Vice President, Secretary, Chief Legal Officer, Red Robin Gourmet Burgers, Inc.

Luke Bierman
Associate Dean for Experiential Education and Distinguished Professor of Practice of Law, Northeastern University School of Law

Mitch Morrissey
District Attorney, City and County of Denver

Angela J. Davis
Professor of Law (former director of the D.C. Public Defender Service), American University Washington College of Law

Mark A. Nadeau
Co-Managing Partner, DLA Piper

Justice Christine M. Durham
Utah Supreme Court

Lauren Kay Robel
Provost and Executive Vice President, Indiana University Bloomington

Terre Rushton
Associate Executive Director - Programs, NITA

Daniel Girard
Founder and Managing Partner, Girard Gibbs LLP

Thomas A. Saenz
President and General Counsel, MALDEF

Gillian K. Hadfield
Richard L. and Antoinette S. Kirtland, Professor of Law and Professor of Economics, University of Southern California

Douglas G. Scrivner
General Counsel & Secretary (retired, 2011), Accenture PLC

Gregory J. Kerwin
Partner, Gibson Dunn

Jamienne S. Studley
President & Chief Executive Officer, Public Advocates Inc.

Paul Lippe
Chief Executive Officer, OnRamp Systems

David Trickett
Founder, The Jefferson Circle
The Fellows of *Educating Tomorrow’s Lawyers* are individuals who have distinguished themselves as leaders in legal education; who have incorporated the Carnegie apprenticeships into their own teaching and are committed to producing more practice-ready and professional graduates; and who demonstrate a willingness to share their expertise and experiences with others. ETL honors the Fellows for their achievements.

Daniel D. Bradlow  
American University  
Washington College of Law

Roberto L. Corrada  
University of Denver  
Sturm College of Law

Jay Gary Finkelstein  
American University  
Washington College of Law

Gillian K. Hadfield  
University of Southern California  
Gould School of Law

William D. Henderson  
Indiana University  
Maurer School of Law

Benjamin Madison  
Regent University School of Law

Michael Madison  
University of Pittsburgh  
School of Law

Lawrence C. Marshall  
Stanford Law School

James Moliterno  
Washington & Lee University  
School of Law

JoNel Newman  
University of Miami School of Law

Wes Reber Porter  
Golden Gate University School of Law

Andrew Schepard  
Hofstra University  
Maurice A. Deane School of Law

Michael Hunter Schwartz  
Washburn University School of Law

Melissa Swain  
University of Miami School of Law

David Thomson  
University of Denver  
Sturm College of Law

Jean Whitney  
William S. Boyd School of Law  
University of Nevada, Las Vegas

Consortium Schools (cont.)

University of New Hampshire  
School of Law  
Concord, New Hampshire

University of New Mexico  
School of Law  
Albuquerque, New Mexico

Northeastern University  
School of Law  
Boston, Massachusetts

University of Pittsburgh  
School of Law  
Pittsburgh, Pennsylvania

Regent University School of Law  
Virginia Beach, Virginia

University of St. Thomas  
School of Law  
Minneapolis, Minnesota

Seattle University School of Law  
Seattle, Washington

University of Southern California Gould School of Law  
Los Angeles, California

Southwestern Law School  
Los Angeles, California

Stanford Law School  
Stanford, California

Suffolk University Law School  
Boston, Massachusetts

Vanderbilt University Law School  
Nashville, Tennessee

Washington and Lee University  
School of Law  
Lexington, Virginia
Rebuilding Justice Award and Dinner

IAALS’ Rebuilding Justice Award honors individuals who exemplify the spirit of innovation that we champion across all of our work. The first recipient of the award was United States Supreme Court Justice Sandra Day O’Connor (Ret.) in 2007.

We honored Professor James Moliterno with the 2012 Rebuilding Justice Award during the Educating Tomorrow’s Lawyers conference on the Development of Professional Identity in Legal Education in September 2012. Moliterno, the Vincent Bradford Professor of Law at Washington and Lee University School of Law, was selected for his leadership in incorporating the Carnegie Model into his own teaching and in sharing his expertise across the academy. Accepting the award, Moliterno said, “If you really want to rebuild justice, you need to start in the law schools.”

Members of the IAALS Board of Advisors, IAALS staff, lawyers, judges, friends, and supporters gathered in Denver in October 2012 for our annual dinner. The evening included a keynote presentation by Jordan Furlong, renowned lawyer, speaker, and consultant, on the future of the legal profession.

We also celebrated the contributions made by board members Justice Patricio Serna and Sue Dosal, who stepped down from the board in 2012 after years of service.
19 STATES (PLUS THE VIRGIN ISLANDS) REPRESENTED AT THE NATIONAL GOVERNORS ASSOCIATION MANAGEMENT SEMINAR FOR GOVERNORS’ LEGAL COUNSEL.

11 STATES WITH OFFICIAL JPE PROGRAMS (TOTAL: 18 INCLUDING INFORMAL PROGRAMS) PARTICIPATE IN OUR JPE WORKING GROUP.

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$100,000 AMOUNT IN CONTROVERSY COMMONLY CITED BY ATTORNEYS AS THRESHOLD FOR TURNING AWAY CASES BECAUSE IT IS NOT COST-EFFECTIVE TO LITIGATE THEM.

5 STATES HAVE IMPLEMENTED RULE CHANGES IN THE LAST FIVE YEARS, TO ACHIEVE PROPORTIONALITY IN DISCOVERY.

2 FEDERAL JURISDICTIONS HAVE IMPLEMENTED PILOT PROJECTS IN THE LAST FIVE YEARS, MADE TO ACHIEVE PROPORTIONALITY IN DISCOVERY.

27 FEDERAL JUDGES ARE CURRENTLY USING THE EMPLOYMENT PROTOCOLS DEVELOPED BY IAALS.

15 SHORT, SUMMARY, AND EXPEDITED CIVIL TRIAL PROGRAMS ARE IN PLACE AROUND THE COUNTRY.

5 INTENSIVE EVALUATIONS OF IMPLEMENTED STATE RULE CHANGES ARE CURRENTLY UNDERWAY.

2 INTENSIVE EVALUATIONS OF IMPLEMENTED FEDERAL PILOT PROJECTS ARE CURRENTLY UNDERWAY.
IAALS benefits from an experienced and dedicated group of professionals from the field who have achieved recognition in their former roles as judges, lawyers, bar leaders, court administrators, and academics. As a part of a major research university, we hold our work up to the highest academic and professional standards.
Brittany Kauffman  
*Rule One Initiative, Manager*

Melinda Taylor  
*Honoring Families Initiative, Director*

Jeffrey Polatis  
*Honoring Families Initiative, Staff Assistant; Database Manager*

William M. Sullivan  
*Educating Tomorrow’s Lawyers, Director*

Marnee Baker  
*Educating Tomorrow’s Lawyers, Manager*

Theresa Gomez  
*Budget and Office Manager*

Rosemary Motisi  
*Executive Assistant to Rebecca Love Kourlis*
IAALS benefits from the wisdom, experience, and counsel of nationally recognized experts and leaders from legal, academic, business, and journalism professions.

E. Osborne Aysece, Jr.  
Counsel, McGuire Woods LLP

Richard N. Baer  
Senior Vice President and General Counsel, Liberty Media Corporation

John T. Broderick, Jr.  
Dean, University of New Hampshire School of Law

Judge Kevin S. Burke  
Hennepin County District Court, Minnesota

Robert D. Coombe  
Chancellor, University of Denver

Sue K. Dosal  
State Court Administrator, State of Minnesota

Daniel Girard  
Managing Partner, Girard Gibbs LLP

Tom Gottschalk  
Of Counsel, Kirkland & Ellis

Martin Katz  
Dean and Professor, University of Denver Sturm College of Law

James M. Lyons  
Senior Partner, Rothgerber Johnson & Lyons LLP

Betsy Morris  
Journalist

John E. Moye  
Partner, Moye|White LLP

William Usher Norwood, III  
Partner, Pope, McGlamry, Kilpatrick, Morrison & Norwood, LLP

Daniel L. Ritchie  
Chancellor Emeritus, University of Denver

Maureen E. Schafer  
Vice President of Corporate Development, LifeNexus

Justice Patricio M. Serna  
New Mexico Supreme Court

Walter Sutton  
Associate General Counsel, Wal-Mart Stores, Inc.

Diane Gates Wallach  
Director and President, Cody Resources LP

Russell Wheeler  
President, The Governance Institute; Visiting Fellow, The Brookings Institution; former Deputy Director, Federal Judicial Center

Pamela Robillard Mackey  
Shareholder, Haddon, Morgan, and Foreman, P.C.
STRUCTURE

IAALS, the Institute for the Advancement of the American Legal System, is a national, independent research center at the University of Denver dedicated to continuous improvement of the process and culture of the civil justice system. By leveraging a unique blend of empirical and legal research, innovative solutions, broad-based collaboration, communications, and ongoing measurement in strategically selected, high-impact areas, IAALS is empowering others with the knowledge, models, and will to advance a more accessible, efficient, and accountable civil justice system.

Located on the campus of the University of Denver, IAALS opened its doors on January 17, 2006. Founded by the University’s Chancellor Emeritus Daniel Ritchie, Denver attorney and bar leader John Moye, business leader and philanthropist Charles C. Gates, and IAALS Executive Director Rebecca Love Kourlis, IAALS had a clear sense of mission: a more accessible, efficient, and accountable civil justice system.

Today, 15 staff members work with nearly 70 advisors and countless others to honor that mission every day.

We receive invaluable support from the University of Denver, the Gates Frontiers Fund, and many other foundations, grants, and individuals who believe—just like you—that our justice system is fundamental to a thriving democracy.
States (Plus the Virgin Islands) Represented at the National Governors’ Association Management Seminar for Governors’ Legal Counsels

11 states with official JPE programs (total: 18 including informal programs) participate in our JPE working group.

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106 state and local bar association committees responsible for judicial selection and evaluation received copies of leveling the playing field.

8 states considering creating or strengthening a commission-based gubernatorial appointment process received goals and principles for official nominating commissions.

1,000 number of gigabytes of information owned by the average end user.

563 number of terabytes of data stored by typical small and mid-size business across all stores and devices.

100,000 number of terabytes of data stored by larger business enterprises.

$18,000 is the average cost per gigabyte for document review in discovery (not including costs of processing and collection).

82% of recent survey respondents who believe litigation is too expensive.

83% of recent survey respondents who believe discovery is too expensive.

84% of recent survey respondents who agreed the longer a case goes on, the more it costs.

82% of recent survey respondents who said their firm turns away cases when it is not cost-effective to handle them.

$100,000 amount in controversy commonly cited by attorneys as threshold for turning away cases because it is not cost-effective to litigate them.

5 states have implemented rules changes in the last five years, to achieve proportionality in discovery.

2 federal jurisdictions have implemented pilot projects in the last five years, to achieve proportionality in discovery.

27 federal judges are currently using the employment protocols developed by IAALS.

Short, summary, and expedited civil trial programs are in place around the country.

5 intensive evaluations of implemented state rule changes are currently underway.

2 intensive evaluations of implemented federal pilot projects are currently underway.