

2008
ANNUAL
REPORT



FACING PROBLEMS FINDING SOLUTIONS FACING PROBLEMS
FACING PROBLEMS FINDING SOLUTIONS FACING PROBLEMS

INSTITUTE for the ADVANCEMENT
of the AMERICAN LEGAL SYSTEM

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Justice Colin Campbell, Superior Court of Justice, Ontario, Canada	
Chief Justice Christine Durham, Utah Supreme Court	
Dan Hall, Vice President, National Center for State Courts	
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Chris Kitchel, Partner, Stoel Rives LLP	
Rebecca Love Kourlis, Executive Director, IAALS	
Paul Saunders, Partner, Cravath, Swaine & Moore LLP	

MESSAGE FROM THE EXECUTIVE DIRECTOR



Three days before Christmas 2008, the *Los Angeles Times* published one of the most important stories about the impact of the nation's economic crisis. Despite its significance, this was a story that received virtually no prior national coverage. With the prosaic headline, "New Hampshire Jury Trials Halted for a Month by Budget Cuts," many readers may have even skipped the story in favor of more emotionally charged coverage about depleted 401Ks or the latest unemployment statistics. But those who made it as far as the second sentence quickly understood why the piece had been written. "The nation's economic storm has come to this: Justice is being delayed or disrupted in many state courtrooms across the country," the reporter observed.

According to the Government Accountability Office (GAO), the majority of states are facing major budget shortfalls and the GAO estimates that in 2010, those deficits will balloon to more than \$300 billion. As a result, judicial chief executives have been forced to make budget cuts every bit as painful as those made by their corporate counterparts. Already lean staff rosters have been slashed further, courthouses have been shuttered and vital services—from weapons screening to at-risk youth programs—have been curtailed.

If this were not bad enough, at the exact time that these services are being dismantled, an influx of recession-related civil cases—foreclosures, bankruptcies, employment disputes and family cases—threaten to swamp America's already over-burdened civil justice system. Given this catastrophic collision of factors, the need to focus our attention on the courts is even more urgent.

Although the Institute was established three years ago in more prosperous times, we have long been aware of the storm clouds descending on our system of justice. The specter of spiraling cost and delay have cast a deepening shadow over the American dream of a process that should be "just, speedy and inexpensive." Discovery—in an age of electronic information—has become so costly and protracted, that some legal combatants call it a "weapon of mass destruction." And as other costs of litigation—including attorney fees—continue to skyrocket, it is no wonder that our legal system is increasingly viewed as inaccessible or unfair. The current economic crisis did not create this state of affairs, but it threatens to intensify it.

And so what must we do? The title of this Annual Report is *Facing Problems-Finding Solutions* but it could also be a mantra for these difficult times. In the pages to come, you will learn about some of the problems that beset our legal system, but much more about our efforts to restore the dream of a system that works for all Americans.

I am grateful for your willingness to learn more about this important journey. Thank you.

A handwritten signature in black ink that reads "Rebecca Love Kourlis". The signature is written in a cursive, flowing style.

Rebecca Love Kourlis
Executive Director

“In really hard times, the rules of the game are altered...”

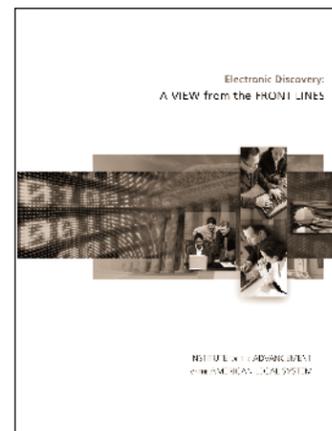
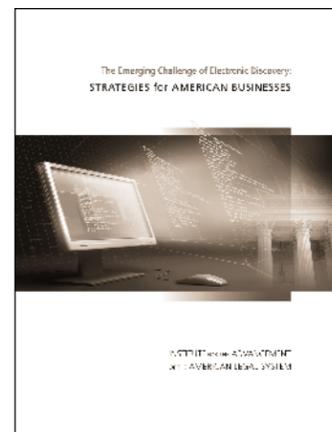
Walter Lippmann

There is no question that 2008 was a challenging year for most Americans. As a sense of uncertainty infiltrated many corners of our national life—from our homes and businesses to our schools and institutions—citizens continued to try to meet each day with a sense of purpose. In our work to improve the U.S. civil justice system, we are especially aware of the hardship imposed by this economic climate on the nation's courts, staff and the public whom they serve. Against this backdrop, the sense of urgency we felt to “move the ball up the field” was certainly heightened. Looking back on our progress, we must gratefully acknowledge that we had the wind at our back for a good portion of the year.

In 2008, we were able to deepen the Institute's expertise and stature in the area of judicial performance evaluation by conducting a unique survey of judges, hosting a major conference and continuing to build a national network of support for this initiative. Our ongoing efforts—through speeches and media outreach—to educate the public about the growing politicization of America's judicial selection process were further enhanced with the publication of our first report on this issue. Prompted by widespread business interest in our earlier publication on electronic discovery, we published two new reports in this area. An intensive public education campaign—first begun in 2006—on the issue of judicial independence and attacks on our judges, also yielded fruit this year; plans to reintroduce a term limit initiative for Colorado judges were abandoned. And development of our most ambitious project to date—the 21st Century Rules Initiative—accelerated into high gear with the release of a national survey on the sources of legal system cost and delay. The survey's key findings triggered extensive media coverage and we were heartened by the energetic debate that ensued.

As summarized in the report that follows, our work in these and other areas made 2008 the most productive in our Institute's three year history. We hope that as you read these pages, you will hold onto your seat and enjoy the ride!

MEETING THE CHALLENGE OF ELECTRONIC DISCOVERY



According to many veteran lawyers, electronic discovery has emerged as one of the most significant developments in U.S. legal history, rivaling globalization and international expansion for its potential impact on the practice of law. And, as American courts, clients and law firms struggle to assess its impact—not only on the business bottom-line but on justice—IAALS has come to be viewed as a thoughtful voice of reform.

Following widespread interest in our 2007 publication, *Navigating the Hazards of E-discovery: A Manual for Judges in State Courts Across the Nation*, IAALS published two new reports: *Electronic Discovery: A View from the Front Lines* and *The Emerging Challenge of Electronic Discovery: Strategies for American Businesses*.

The
Economist

THE BIG DATA DUMP

With the release of these publications, *The Economist* featured IAALS in a story on the challenges posed by e-discovery. Positive, widespread reaction to these reports has been gratifying; they now rank as the Institute's most requested publications. In the months ahead, the Institute will continue to investigate the implications of e-discovery and to speak out on the need for a comprehensive review of the way we should gather evidence in a 21st century world.

“Widespread misinformation about e-discovery and its consequences—from America's courtrooms to its boardrooms—has triggered fear and uncertainty that has gripped even the most battle-tested of U.S. law firms.”

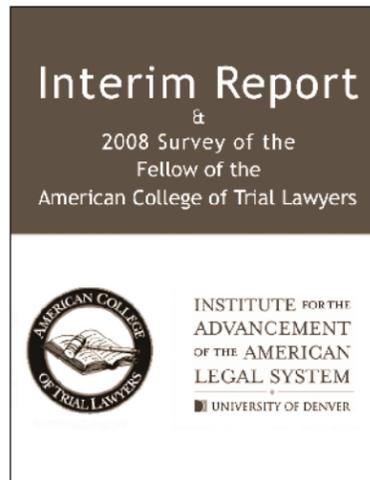
Rebecca Love Kourlis; 3/08 speech

“A midsize case can generate up to 500 gigabytes of potentially relevant data. It could cost as much as \$3.5 million to process and review that much information..”

Electronic Discovery: A View from the Front Lines; IAALS 5/08

ACTL TASK FORCE PROJECT

First established in the summer of 2007, the joint project of IAALS and the American College of Trial Lawyers (ACTL) Task Force on Discovery moved into its substantive work phase in 2008. IAALS managed the process of surveying 3,800 members of the ACTL as the first step in identifying the sources of disproportionate cost and delay in the U.S. civil justice system. Garnering an impressive 42% response rate from the pool of seasoned attorneys—with an average 38 years of experience—provided an exceptionally rich source of comprehensive data. With stark findings that included, “the U.S. discovery system is broken” and “deserving cases are not brought because they fail a rational cost-benefit test,” it was not surprising that the *2008 Litigation Survey of Fellows of the American College of Trial Lawyers* attracted national media attention and emerged as one of the most influential surveys of its kind for the year.



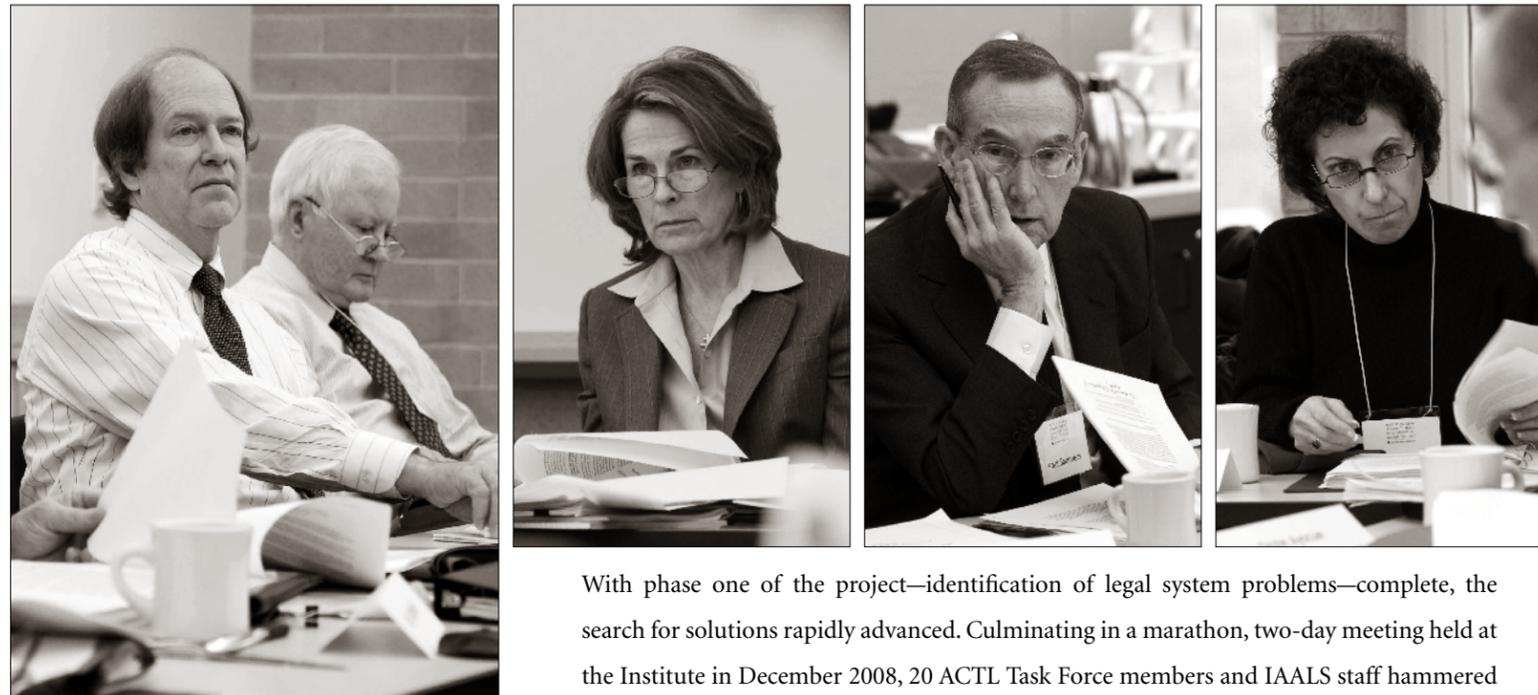
More than 40 print and Internet-based media outlets, including the *Wall Street Journal*, reported on the survey release. The data was also cited by other credible organizations, including the law firm of Fulbright and Jaworski in its *5th Annual Litigation Trends Survey*.

ABA JOURNAL Law News Now
COST OF DISCOVERY A DRIVING FORCE IN SETTLING CASES, STUDY SHOWS

THE NATIONAL LAW JOURNAL
DIGITAL DATA DRIVE UP LEGAL COSTS

THE WALL STREET JOURNAL.
LITIGATION TOO COSTLY, E-DISCOVERY A 'MORASS,' TRIAL LAWYERS SAY

REINVENTING THE REFORM ROADMAP



From left to right—ACTL Task Force members including R. Joseph Parker, W. Foster Wollen, Rebecca Love Kourlis, Paul Saunders and Lynette Labinger.

With phase one of the project—identification of legal system problems—complete, the search for solutions rapidly advanced. Culminating in a marathon, two-day meeting held at the Institute in December 2008, 20 ACTL Task Force members and IAALS staff hammered out a preliminary set of recommendations that may one day underpin reform of the federal and state rules of civil procedure, the roadmap for America’s civil justice system. This set of comprehensive recommendations will be released in the spring of 2009.

THE BIRTH OF AN INITIATIVE

As the year drew to a close and plans for the release of reform recommendations, organization of a national summit and development of new research was well underway, it became clear that these initiatives should be organized under one, unifying banner. The Institute’s *21st Century Rules Initiative* (TCRI) was born. Given increasing interest in U.S. civil justice reform and the Institute’s ongoing commitment to this crucial issue, IAALS is creating a website dedicated to



this subject. To be formally launched in early 2009, the TCRI website will house the latest news, research, publications and events. It is our hope that individuals and organizations worldwide will view this website as a one-stop source of information and inspiration.

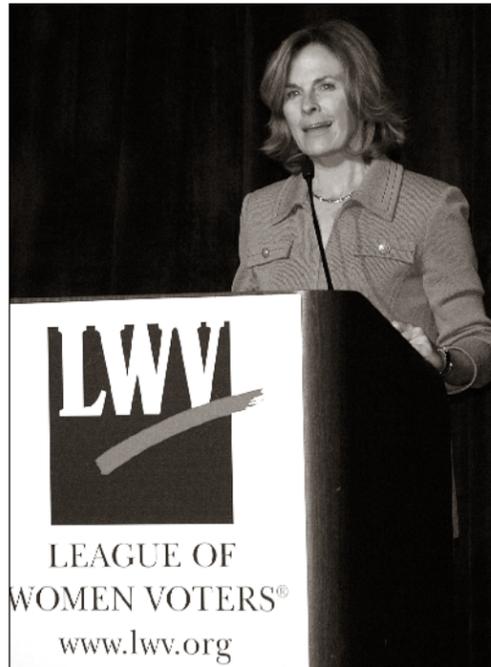
“The Federal Rules of Civil Procedure are not conducive to the ‘just, speedy and inexpensive determination’ of actions.”

2008 Litigation Survey of the Fellows of the ACTL; 9/08

“The costs and burdens of discovery are driving litigation away from the court system and forcing settlements based on the costs, as opposed to the merits.”

Paul Saunders; 9/08

PROMOTING PUBLIC DIALOGUE



IAALS has continued to sound the alarm over simmering levels of public dissatisfaction with America's courts and their most prominent representatives—the judges. Since 2006, when the Institute publicly criticized an array of ballot initiatives that would have term-limited, recalled and even jailed judges, Executive Director Rebecca Love Kourlis has regularly spoken to the media

Rebecca Love Kourlis; 6/08 speech

and audiences across the nation about substantive—not sensational—remedies to address public concerns. And, it is a message that appears to have resonated with voters. In 2008, plans to reintroduce a ballot initiative that would have limited the terms of Colorado's appellate bench were abandoned.

On this, and many other issues, IAALS strongly believes that the media serve a vital purpose as a conduit for public education. At a major conference on new media and the courts, Kourlis encouraged the audience—including judges and court staff—to embrace emerging technologies that promote a more proactive and transparent approach to communicating with reporters and the public at-large.

THE DENVER POST

SIGNATURE GAP KILLS
TERM LIMIT PUSH FOR JUDGES

AP Associated Press

COLO. ACTIVIST ABANDONS TRY
FOR TERM LIMITS FOR JUDGES

2008 TRANSPARENT COURTHOUSE™ AWARD

In the two years since its inception, the Institute's annual Transparent Courthouse™ Award has become a highly-anticipated fall tradition. In 2007, a capacity crowd of lawyers, judges and business executives gathered from around the nation to honor retired U.S. Supreme Court Justice Sandra Day O'Connor, the award's inaugural recipient. In 2008, another pioneering woman accepted the crystal award—Utah Supreme Court Chief Justice Christine Durham.

In a career distinguished by a series of "firsts," Chief Justice Durham became Utah's first woman district court judge, was later named the first woman justice of Utah's Supreme Court and ultimately ascended to the court's highest ranking position as its first woman chief justice. Among her many other achievements, Chief Justice Durham was cited for her trail-blazing commitment to judicial transparency and accountability; she was not only an early proponent of rigorous court performance metrics, but also of wide public dissemination of the results.

In addition to the award ceremony, the audience was treated to remarks by special guest speaker and acclaimed *New York Times* editorial Board Member Dorothy Samuels. Writing for the *Times* for a remarkable, quarter-century, Samuels has reported extensively on the dangers of America's increasingly politicized judicial selection process.



Above: (left to right) Rebecca Love Kourlis, Chief Justice Christine Durham

Below: (left to right) Daniel Ritchie, Dorothy Samuels, Rebecca Love Kourlis, Chief Justice Christine Durham



“From her earliest days on the bench, Chief Justice Durham believed that a new attitude of willingness to share the good, the bad and occasionally the ugly aspects of court operations, was vital to create an environment of public trust and confidence in our courts.”

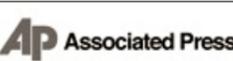
Rebecca Love Kourlis; 10/08 speech

BUILDING A JPE MOVEMENT

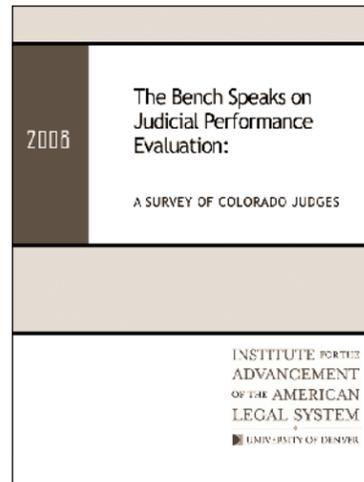
Under the leadership of the Institute, the pace of interest in establishing or strengthening judicial performance evaluation (JPE) programs throughout the United States accelerated this year. Two major milestones occurred in the spring and summer of 2008; Utah Governor John Huntsman signed a new JPE statute into law, and a revised statute in Colorado that significantly improved the state's existing JPE process took effect. These achievements came after many months of building consensus among decision-makers, judges and community leaders that strong JPE would bring greater accountability and transparency to their courts.

Despite these early victories, the hard work of educating key constituents about the importance of JPE continued unabated. Created by IAALS in the summer of 2007, the JPE working group—a national network of state courts and other entities interested in developing, expanding or improving JPE—experienced a remarkable growth spurt. By the end of the year, the coalition had nearly doubled in size, stretching from Alaska to Virginia and New Hampshire to Arizona. Outside of the working group, IAALS also provided general consultation or program implementation assistance in Illinois, Minnesota, New Hampshire, New York and Utah.

Media interest in JPE as a tool for increasing public trust and confidence in the judiciary also continued to be strong; a stream of positive coverage that showcased IAALS expertise reflected this interest.

	MORE STATES EVALUATING JUDICIAL PERFORMANCES
	IAALS EXECUTIVE DIRECTOR URGES INFORMED JUDICIAL VOTING
	MORE JUDGES IN U.S. FACING PERFORMANCE EVALUATIONS

JUDGES SPEAK OUT IN SURVEY



In an unprecedented effort to evaluate the effectiveness of JPE programs, IAALS and Professor David Brody of Washington State University-Spokane surveyed nearly 300 appellate and trial judges in Colorado and received an impressive 64% response rate. The survey's key findings demonstrated that most judges believe performance reviews aid their professional development. Most of the judges also said that a wide range of data should be collected to evaluate their performance. And, survey results reinforced the view that evaluations do not decrease judicial independence.

This survey represents phase one of a more comprehensive research effort. Analysis to determine whether evaluation information is used by voters to assist in retention decisions and a survey of judicial evaluation commission members will also be undertaken.

FIRST NATIONAL CONFERENCE

IAALS was honored to develop and host the nation's first conference dedicated solely to judicial performance evaluation. Three dozen judges, lawyers, researchers, and court and performance evaluation administrators—some traveling from as far away as Alaska—attended *JPE: Strategies for Success*. The forum featured informative and lively panel discussions that focused on the development, structure and improvement of JPE programs.

Although a majority of the participants were either generally knowledgeable about the issue or were responsible for overseeing the JPE process in their own state, a number of attendees said they hoped to significantly expand their knowledge. According to Minnesota District Court Judge Susan Miles, "I'm here representing a group of folks who are not necessarily sold on the idea of JPE, and they sent me to get educated and come back and share information with them... the more they learn, the greater sense I have of openness to this process."

In the wake of the event, participant feedback was overwhelmingly positive; the general consensus was that the conference offered a unique opportunity to learn, problem-solve and network with people grappling with similar challenges.

"Increasingly, Colorado and other states are using performance reviews to hold judges more accountable without resorting to term limits, stripping them of legal immunity or taking other measures some fear would threaten the judiciary's independence."

Associated Press; 7/08

"Performance evaluation is one way of dealing with the legitimate concerns that people have about providing information about judges."

Minnesota Supreme Court Justice Barry Anderson; 8/08

WEBSITE LAUDED AS MAJOR RESOURCE

IAALS launched a new website dedicated to sharing scholarship, contacts and news on the topic of JPE. After three years of investigating the issue, it had become evident to the Institute that a central repository of information was much needed. The reaction to the website from members of the legal community has been swift; it has been described as an essential source of comprehensive information on JPE. In the coming months, IAALS will add extensive, state-specific data to the website including comparative analysis of JPE programs across the United States.





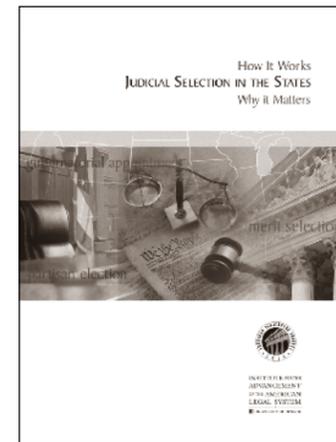
SPOTLIGHT ON JUDICIAL SELECTION

For the Institute, few issues are as important as the debate over how America chooses its judges. In remarks delivered throughout the United States, Executive Director Rebecca Love Kourlis has urged audiences to consider the fallout from judicial election campaigns featuring multi-million dollar contributions and attack advertising. Citing a particularly controversial race Kourlis observed, “Wisconsin kicked off the election season with advertising so salacious it was pulled from the airwaves. References to a rapist, beatings and a crime scene made the ads more reminiscent of a promotional spot for the latest CSI episode than a supreme court election.”

IAALS believes that there is an important connection between public trust and confidence in the courts and apolitical selection of judges. For this reason, the Institute has been outspoken in its support of merit selection, a process that involves gubernatorial appointment, retention election and performance evaluation of judges.

In the wake of a string of national media reports citing the impact of campaign contributions on judicial decision-making, it is no wonder that Americans in some states believe that justice is for sale. With the announcement this year by the U.S. Supreme Court that it will hear a case involving campaign cash and possible judicial conflicts of interest, the issue will attract greater national interest. By participating in news stories on these and other important selection topics, IAALS hopes to keep the public engaged in one of the most important conversations about our courts of our time.

BRINGING CLARITY TO A COMPLEX ISSUE



Because the topic of judicial selection can be complex and confusing for many citizens, IAALS—in collaboration with the American Judicature Society—decided to release a concise but informative publication on this important subject. The report’s introduction puts the issue into perspective:

“While executive and legislative decision-makers grapple with concerns about the process for choosing judges from state-to-state, our citizens are seeking sound information and guidance on this vital topic—and for good reason. Our courts make decisions that affect virtually every aspect of our daily lives.”

Judicial Selection in the States: How it Works, Why it Matters provides readers—whether students, business professionals or policy-makers—with a 50 state overview of America’s patchwork of judicial selection methods. Using simple maps and charts, a complete picture of a complex subject is clearly illustrated. Current statistics and commentary on trends in campaign fundraising and advertising provide the context for the debate over how the nation’s judges are chosen.

The initial distribution of this report targeted key constituents, who would be in a position to influence policy or educate the public. The judiciary committees of each state and a host of national reporters received copies. The publication is also regularly distributed to the general public during IAALS speeches and presentations.

USA TODAY
HIGH COURT TO RULE WHEN JUDGES MUST BOW OUT

CNNPolitics.com
BIG MONEY, NASTY ADS HIGHLIGHT WISCONSIN JUDICIAL RACE

THE DENVER POST
THE POLITICS OF CHOOSING JUDGES

“In 2008, 15 states held contested elections for 26 supreme court seats; nearly \$20 million was spent on television advertising, an increase of 24% over the 2006 elections.”

Justice at Stake; 11/08

“Recent court decisions have allowed judicial candidates to conduct campaigns that are similar to those waged by candidates for political offices. For many citizens the line between the role of a judge and that of a politician has become blurred.”

Judicial Selection in the States: How it Works, Why it Matters; IAALS 1/08



MAINTAINING MOMENTUM AMIDST UNCERTAINTY

As the following summary of initiatives details, we will continue to work hard to achieve our goals throughout the coming year:

Civil Justice Reform

In the wake of widespread interest in our research on the sources of cost and delay, we turn our attention to finding solutions and testing their feasibility. We plan to:

- Release reform recommendations by IAALS and the American College of Trial Lawyers Task Force on Discovery in a *Final Report*;
- Host the *2009 Civil Rules Summit*, a gathering of judicial, legal, business and academic leaders who will assist in identifying further areas of research and study;
- Develop a set of model civil rules;
- Oversee a model rules implementation pilot project in Utah;
- Publish reports and articles on research initiatives.

Judicial Independence

While we are pleased by the success of a coalition of organizations—including IAALS—in defeating anti-judge ballot initiatives through public education, our work must continue. Sustained communications that focus the dialogue on constructive solutions to address concerns about the accountability of our courts is crucial. We plan to:

- Proactively solicit media stories, speeches and other presentations;
- Host our 3rd annual *Transparent Courthouse™ Award* dinner to be held in October 2009.

Judicial Performance Evaluation

Our past work to build support for robust judicial evaluation programs throughout the United States has provided us with a powerful springboard to accelerate reform efforts even further. We plan to:

- Expand involvement by other states in the Institute's JPE working group;
- Conduct new research including voter behavior analysis to determine the extent to which JPE information is utilized during retention elections, undertake a survey of judicial evaluation commission members, and partner with the National Center for State Courts to study JPE costs;
- Publish reports and articles on research initiatives.

Judicial Selection

In anticipation of important developments related to state supreme court races and the U.S. Supreme Court's involvement in a selection-related case, our public education efforts will be heightened. We plan to:

- Proactively solicit media stories, speeches and other presentations;
- Support JPE as the appropriate form of accountability, in preference to political processes.

Civil Caseflow Management

The Institute's unprecedented examination of nearly 8,000 civil cases from eight Federal District Courts around the nation moves into a new phase as the research is compiled and released. We plan to:

- Publish *Civil Case Processing in the Federal District Courts: A Twenty-First Century Analysis*;
- Distribute the report to judges, lawyers, academics and case management experts;
- Conduct new research into the sources of cost and delay with database analysis of cases in Delaware and Oregon, as well as a review of attorney cost data;
- Publish reports and articles based on research initiatives.

Domestic Relations

Following a period of investigation into the problems of cost and delay in the handling of domestic relations disputes, as well as an assessment of current best practices, this initiative will move into a new phase. We plan to:

- Create a comprehensive project plan in collaboration with a coalition of advisors, including top practitioners and academics from the fields of psychology, social work and the law;
- Develop an innovative model for the processing of divorce cases;
- Seek strategic partners in order to implement reform recommendations;
- Conduct research and publish articles on such emerging issues as the impact of divorce on businesses in the United States.

“Despite the unprecedented economic challenges of 2008 and the forecast that these difficulties will continue in the coming year, we anticipate that the strong momentum IAALS has achieved will continue throughout 2009 and beyond.”

Rebecca Love Kourlis; 12/08

IAALS STAFF

Given the dynamic expansion of the Institute's program agenda in 2008, the decision was made to add three new, full-time staff positions in the areas of research, operations and marketing & communications. These talented professionals have greatly enhanced our ability to carry out existing work and to make realistic plans for future projects. Our practice of securing the support of consultants and other temporary and part-time staff on an as-needed basis has provided us with important flexibility.

We are fortunate to have maintained constancy in our leadership and senior ranks; their seasoned understanding of the Institute's mission and initiatives provides a strong foundation for the exciting growth of the organization in the coming months and years.

Leadership



REBECCA LOVE KOURLIS
EXECUTIVE DIRECTOR



PAMELA A. GAGEL
ASSISTANT DIRECTOR

Research



JORDAN M. SINGER
DIRECTOR OF RESEARCH



MICHAEL BUCHANAN
RESEARCH ANALYST



JASON PRUSSMAN
RESEARCH ANALYST



NATALIE KNOWLTON
RESEARCH CLERK

Marketing/Communications



DALLAS JAMISON
DIRECTOR OF MARKETING
AND COMMUNICATIONS



ERIN HARVEY
MANAGER OF MARKETING
AND COMMUNICATIONS

Operations



ABIGAIL MCLANE
EXECUTIVE ASSISTANT

IAALS BOARD OF ADVISORS

In 2008, the ranks of the IAALS Board also expanded. In February 2008, we were pleased to welcome Dr. Walter Sutton, Associate General Counsel of Wal-Mart Stores; two months later, Daniel Girard of Girard Gibbs LLP and William Norwood of Pope, McGlamry, Kilpatrick, Morrison & Norwood LLP joined the Institute's Board. Both William Norwood and Daniel Girard specialize in representing plaintiffs. We are very pleased to note that all 15 of our founding Board members remained in service to the Institute.

IAALS continues to demonstrate a commitment to recruiting staff and Board members—not only distinguished by their expertise—but also by their diversity of ideas, backgrounds and beliefs. Although it would be impossible to enumerate all of their contributions, we extend our heartfelt thanks.

- E. OSBORNE AYSCUE, JR.**
Counsel, McGuireWoods LLP
 - JUSTICE MICHAEL BENDER**
Colorado Supreme Court
 - FRANK BROCCOLINA**
State Court Administrator, Maryland
 - JUDGE KEVIN S. BURKE**
Hennepin County District Court, Minnesota
 - ROBERT D. COOMBE**
Chancellor, University of Denver
 - THOMAS DONOHUE**
President and Chief Executive Officer, U.S. Chamber of Commerce
 - DANIEL C. GIRARD**
Managing Partner, Girard Gibbs LLP
 - PHILIP K. HOWARD**
Partner, Covington and Burling; Chair, Common Good; Author
 - JOSÉ ROBERTO JUÁREZ, JR.**
Dean, Sturm College of Law, University of Denver
 - JAMES LYONS**
Partner, Rothgerber Johnson & Lyons LLP
 - LYNN MATHER**
Professor of Law and Political Science, Director of the Baldy Center for Law & Social Policy, University at Buffalo Law School
 - KAREN MATHIS**
Partner, McElroy, Deutsch, Mulvaney & Carpenter LLP
 - JOHN E. MOYE**
Partner, Moye White LLP; former President of the Colorado Bar Association
 - WILLIAM USHER NORWOOD, III**
Partner, Pope, McGlamry, Kilpatrick, Morrison & Norwood, LLP
 - DANIEL L. RITCHIE**
Chancellor Emeritus, University of Denver
 - JUSTICE PATRICIO M. SERNA**
New Mexico Supreme Court
 - DR. WALTER SUTTON**
Associate General Counsel, Wal-Mart Stores, Inc.
 - DIANE GATES WALLACH**
Executive Vice President, Treasurer and Director, Cody Resources LLP
 - RUSSELL WHEELER**
President, Governance Institute; Visiting Fellow, the Brookings Institution; former Deputy Director, Federal Judicial Center
- In addition, Senior District Judge **RICHARD P. MATSCH** of the Federal District Court for Colorado serves as a consultant.

MISSION, STRUCTURE AND FUNDING

FACING PROBLEMS 08 FINDING SOLUTIONS

The Institute for the Advancement of the American Legal System (IAALS) is a national, non-partisan organization dedicated to improving the process and culture of the civil justice system in the United States. We provide principled leadership, conduct comprehensive and objective research and develop innovative and practical solutions—all focused on serving the individuals and organizations who rely on the system to clarify rights and resolve disputes.

Located on the campus of the University of Denver, IAALS opened its doors on January 17, 2006, as the brainchild of the University's Chancellor Emeritus Daniel Ritchie, Denver attorney and Bar leader John Moye and United States District Court Judge Richard Matsch. IAALS Executive Director Rebecca Love Kourlis is also a founding member and previously served for almost twenty years as a Colorado Supreme Court Justice and trial court judge.

IAALS is very proud to be a part of the University of Denver. We have the benefit of an impressive network of staff, faculty and students. All staff work for the University. The Executive Director is employed by the Board of Trustees of the University and is overseen by an Executive Committee consisting of Chancellor Robert Coombe, the Chancellor Emeritus Daniel Ritchie and John Moye. For purposes of daily operations, the Executive Director is governed by University policy and reports to the Provost.

We benefit from gifts donated to the University for the use of IAALS. None of those gifts have conditions or requirements, other than accounting and fiduciary responsibility. All IAALS research and products are supported by pooled grants from individuals, businesses and private foundations.

Our vision for America's legal system is an ambitious one. We are working hard to achieve a transparent, fair and cost-effective civil justice system that is accountable to and trusted by those it serves. It is our hope that this Annual Report has offered some evidence that together, we can accomplish so much. We would be honored if you would consider joining us on this journey by supporting our mission and work. Donations from individuals, foundations and businesses are essential to ensure that we maintain the highest standards of excellence in our staff and programs. For more information about how to contribute to IAALS, please visit our website at: www.du.edu/legalinstitute/howyoucanhelp.html. Thank you for your interest.



To learn more about IAALS, please contact us at:

**Institute for the Advancement
of the American Legal System
(IAALS)**

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INSTITUTE FOR THE
ADVANCEMENT
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