

# EQUITY



# ACCESS



# & JUSTICE



2020 | **ANNUAL REPORT**

RESPONDING TO A YEAR OF CRISES,  
BUILDING TOWARD A BETTER SYSTEM.



INSTITUTE *for the* ADVANCEMENT  
*of the* AMERICAN LEGAL SYSTEM



UNIVERSITY *of*  
DENVER

# CONTENTS

<b>FROM THE EXECUTIVE DIRECTOR</b> .....	1
<b>FOR THE PEOPLE</b> .....	2
• ASSESSING JUSTICE NEEDS IN THE UNITED STATES	
• IMPROVING THE DEBT COLLECTION PROCESS	
• EXTENDING THE REACH OF COURT AND LEGAL SERVICES	
<b>THROUGH THE COURTS</b> .....	6
• ADVANCING FAMILY JUSTICE NATIONWIDE	
• IMPROVING THE PANDEMIC RECOVERY PROCESS FOR BUSINESSES	
<b>WITH THE LEGAL PROFESSION</b> .....	8
• UNLOCKING LEGAL REGULATION AROUND THE COUNTRY	
• SOLIDIFYING THE FOUNDATIONS FOR PRACTICE IN LAW SCHOOL AND LEGAL HIRING	
• BUILDING A BETTER BAR (AND EXAM)	
<b>PARTNERS</b> .....	12
<b>DONORS</b> .....	14
<b>STAFF</b> .....	16
<b>BOARD OF ADVISORS</b> .....	18
<b>FROM THE INCOMING CEO</b> .....	20

## OUR MISSION

IAALS, the Institute for the Advancement of the American Legal System at the University of Denver, is a national, independent research center dedicated to facilitating continuous improvement and advancing excellence in the American legal system. Our mission is to forge innovative and practical solutions to problems within the American legal system.

## FROM THE EXECUTIVE DIRECTOR

The last twelve months have been an unforgettable crucible marked by profound loss and inherent uncertainty, as well as a societal awakening to how equity, access, and justice have been deprived from so many for so long. Our institutions, dependent on a shared national commitment, have been challenged and sometimes eroded by hyper-partisanship. Yet this also has been a time of rapid and profound innovation as people and nations came together to overcome our shared challenges. 2020 fundamentally changed the world around us—and it also changed IAALS. In response to the crises of the past year, we have taken a hard look at our work and what it will take to build a better legal system for everyone. In the end, our mission remains the same, but our vision for that system has been reframed.



As America reckons with institutional racism, IAALS commits to ensuring that our work directly improves the lives of those who historically and systemically have not been treated fairly. While our projects often do provide insights and recommendations to remediate racial injustices, we have not always been explicit about it and that goal was rarely a primary driver for the work. We at IAALS—and we as a nation—must make the clarion call to address the manifest inequality in the legal system our own. We must ask ourselves, Will our work and projects result in a more equitable system? And we must strive for the answer always to be *yes*.

Hand in hand with racial justice must come a renewed commitment to imagining access to justice in the broadest possible terms, underpinned by the rule of law. The COVID-19 pandemic brought with it a new set of challenges on that front. As the world grappled with threats to our lives and livelihoods, IAALS pivoted its work to provide tools and resources to keep the wheels of justice turning. As courts and legal service providers innovated, went virtual, and found new and better ways to serve the public, IAALS was there to help make it happen.

2020 was a tough year for all of us, but, in the end, we are proud to have accomplished more than ever. In this Annual Report, you will read more about our projects and the ways in which many of them are advancing equity and increasing access in our justice system. This is just a beginning, but IAALS commits to doing the hard work that needs to be done—and our incoming CEO, David Yellen, stands fully behind us.

Fifteen years ago, in January 2006, IAALS opened its doors on the University of Denver campus. While this year was mostly spent away from that home, in many ways we became closer: closer to each other, closer to our partners, and closer to a vision of an inclusive and accessible legal system. With your continuing support, we can make that vision a reality.

A handwritten signature in black ink that reads "David Yellen." The signature is fluid and cursive, with a period at the end.

# FOR THE PEOPLE

What good is the promise of justice for all if costs, complexity, and inaccessibility make it impossible for so many? And how effective can reform really be if the people who need access to our legal system are left out of the conversation? At IAALS, we bring not only research and analytics to understanding the challenges people face—we also bring the actual people affected to the table. Our system is designed to serve the people, so IAALS places them at the center of all we do.

## ASSESSING JUSTICE NEEDS IN THE UNITED STATES

### OBJECTIVE

To better understand the nation's justice needs in order to target reform efforts and ensure those needs are met.

### PROGRESS

The events of 2020 highlighted more than ever the justice gaps in our society, and they also jump-started long-overdue conversations about how to close those gaps once and for all. But before we can truly fix things, we must more fully understand the experiences and outcomes of those seeking justice in America—especially those the system has ignored. To do so, we must uncover the types of justice needs that people encounter in their daily lives, if and how they are resolved, and how people perceive the fairness of the justice process. That's what IAALS is accomplishing through its *US Justice Needs* project, in partnership with HiiL, The Hague Institute for Innovation of Law. More than 10,000 people across the country responded to our justice needs survey this year—from every region and across every demographic—helping to ensure the resulting data is representative of the national population. IAALS and HiiL are completing their analysis, in consultation with other access to justice advocates, leading toward a new comprehensive picture of where the cracks are, who needs our help the most, and how we can best meet their needs, wherever they are and whomever they are. We will then conduct similar research to understand the justice needs of small, mid-size, and large businesses in 2021 as we emerge from the pandemic.

### EQUITY & ACCESS

*Our study, the largest of its kind to date, will provide key insights into how minoritized groups—and especially racial and ethnic groups—experience the justice system, as well as how those experiences differ across demographics. Our findings will provide crucial insights for developing and deploying improved services for those who need them most—working toward a justice system that is truly equitable.*

**“UNDERSTANDING THE LEGAL NEEDS OF EVERYONE IN OUR SOCIETY HAS NEVER BEEN MORE IMPORTANT THAN NOW, WITH THE COVID-19 PANDEMIC AND LONGSTANDING RACIAL INJUSTICES POSING SERIOUS CHALLENGES TO THE NATION AND JUSTICE SYSTEM.”**

– James J. Sandman, President Emeritus of the Legal Services Corporation, Distinguished Lecturer at the University of Pennsylvania Carey Law School, Member of the *US Justice Needs* Advisory Committee



## IMPROVING THE DEBT COLLECTION PROCESS

### OBJECTIVE

To create a coherent, comprehensive, and fair approach for state courts to tackle the growing number of consumer debt collection cases.

### PROGRESS

Americans are drowning in debt, with consumer debt hitting a high of \$14.3 trillion at the beginning of the pandemic. Many struggle to repay their debts—especially those incurred for living expenses, emergency situations, and medical costs—and that burden has increased for many more over the past year. Those who find themselves as defendants in consumer debt collection cases are overwhelmingly unrepresented, intimidated by court procedures, and uninformed about their rights or how to assert them in court. To help address this growing problem, IAALS and the National Center for State Courts (NCSC) published new guidance for state court policymakers on how to better manage debt collection cases from start to finish, based on promising reforms implemented in New York and elsewhere. The report, *Preventing Whack-a-Mole Management of Consumer Debt Cases*, highlights the importance of aligning court rules, procedures, staffing, technology, and information for litigants with the needs of these difficult cases. Under this model for reform, state courts can not only ease the burden of their caseloads, they can provide significant relief for everyday people.

### EQUITY & ACCESS

*Consumer debt cases come coupled with long-term ramifications on economic stability, housing, credit, and employment. And, low- and moderate-income Americans are disproportionately impacted by consumer debt cases—as are Black and Hispanic communities. By improving the debt collection process, we can help those who are most frequently affected get notice and be heard, respected, and able to get justice—not just in theory but in practice.*

In 2020, IAALS partnered with the Pandemic Rapid Response Team—created by the Conference of Chief Justices and the Conference of State Court Administrators, and supported by the National Center for State Courts—to develop guidance and tools for state courts as they worked to ensure continued access to justice during the COVID-19 pandemic—and beyond. As part of the RRT’s Civil Working Group, IAALS helped develop even more resources and webinars pertaining to debt collection and garnishment that have guided state courts’ responses during this challenging time. The pandemic has only deepened the debt collection crisis for many in the United States, making reform in this area all the more important.



# EXTENDING THE REACH OF COURT AND LEGAL SERVICES

## OBJECTIVE

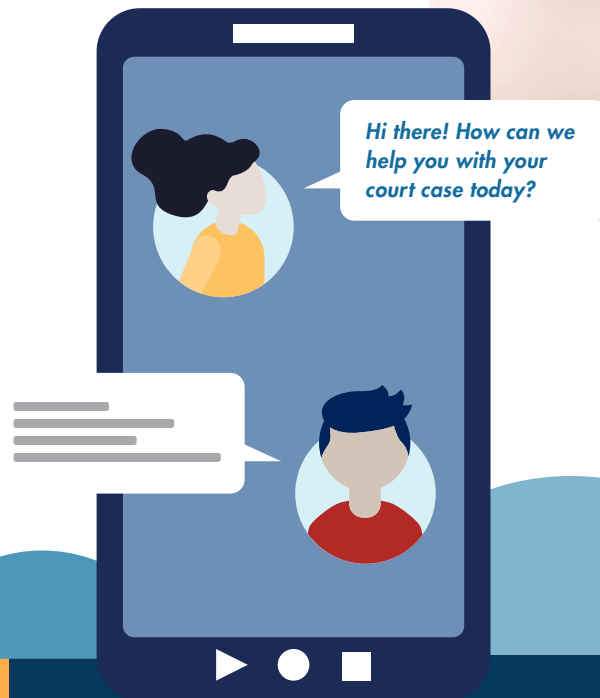
To synthesize the innovative shifts toward virtual services during the pandemic and provide others with the tools they need to continue the momentum toward greater access.

## PROGRESS

Long before the COVID-19 pandemic, there was a call for courts to make better use of technology to reach and serve the people who need their services. Remote services help ensure that self-represented litigants have greater access to assistance from the safety of their own home, avoiding childcare worries, parking costs, and missed work—and while courts were slowly moving in that direction, the pandemic forced them to make that transition a priority. In the fall of 2020, IAALS conducted in-depth case studies of the innovative ways that courts, self-help centers, legal aid centers, and law/public libraries changed to provide and improve remote services across the country in response to COVID-19. Details were published in *Pandemic Positives: Extending the Reach of Court and Legal Services*, including the specifics of how 11 organizations deployed changes to update customers, balanced in-person and remote needs, adopted new technologies, and leveraged partnerships. The how-to tips from these organizations can be helpful to others that are still updating their services or exploring adding virtual services. Though the pandemic has created immense challenges, we can and must use the lessons learned during this time to make a system that works better for everyone.

## EQUITY & ACCESS

*By sharing lessons learned across the industry, we can foster further innovation to help people get information, level the playing field, and seek justice. But solely moving legal services online is not achieving equity or access in and of itself. We must continue to address the digital divide that prevents many without access to the internet or a computer from getting the services they need, and we must continue to refine virtual service offerings to ensure they are free of bias.*





**"IT IS ESSENTIAL THAT COURTS ENSURE EQUITY FOR EVERYONE, WHETHER THEIR NEEDS ARE IN-PERSON OR ONLINE. WHEN THE PANDEMIC FORCED OUR SELF-HELP SERVICES TO GO VIRTUAL, WE ALSO CREATED A PICKUP STATION OUTSIDE THE COURTHOUSE TO ENSURE THOSE WITH LIMITED TECHNOLOGY CAN STILL ACCESS THE ESSENTIAL FORMS THEY NEED."**

*– Renato Izquieta, Former Self-Help Services Manager and Family Law Facilitator, Orange County Superior Court*

# THROUGH THE COURTS

Courts designed hundreds of years ago don't work today. Litigants who have a choice often opt out of using our courts altogether—and those who do go to court often do so without a lawyer. At IAALS, we're identifying innovations that make the court system easier to navigate for everyone, from individuals to families to businesses, while also helping courts increase efficiency, reduce procedural complexity, and make the most of the often limited resources they have.

## ADVANCING FAMILY JUSTICE NATIONWIDE

### OBJECTIVE

To develop and implement national guidelines and best practices to make family courts less adversarial, more efficient, and more responsive to the needs of modern families.

### PROGRESS

Since the 13 Principles for Family Justice Reform were launched in 2019, the Family Justice Initiative (now renamed the Cady Initiative for Family Justice Reform) has been hard at work on the next step: implementing them nationwide. IAALS, the NCSC, and the National Council of Juvenile and Family Court Judges teamed up with four jurisdictions in Arizona, Florida, Ohio, and Washington to build momentum for change and pilot implementation of the Principles—and just as work began, COVID-19 delayed the plans. In the meantime, IAALS and our partners have honed further guidance to help family courts overcome not only the historic barriers to access but also new barriers created by the pandemic. To that end, the Conference of Chief Justices and the Conference of State Court Administrators issued a resolution in July 2020 in support of redesigning court processes for families, specifically calling for all state courts to implement the reforms. This supplemental guidance includes triaging earlier, simplifying procedures, providing both in-person and remote self-help services, offering families a choice of dispute resolution options, and promoting the well-being of families from start to finish. As the dust settles from the pandemic and courts take stock of their new reality, we'll be there to ensure the Cady Initiative Principles are an immediate priority.



### EQUITY & ACCESS

*We know that the majority of civil and family cases involve litigants who don't have an attorney helping them. And we also know that these self-represented litigants are often from underserved communities. The Cady Initiative Principles were developed in recognition of these facts and to ensure everyone has access to the information and services they need when it comes to family disputes. Every family deserves to be heard and deserves to be helped, and courts can make that happen by following the Cady Initiative recommendations.*



# IMPROVING THE PANDEMIC RECOVERY PROCESS FOR BUSINESSES

## OBJECTIVE

To streamline and improve the resolution process for everyone involved in business interruption insurance disputes—the business owners, the insurance industry, and the legal system.

## PROGRESS

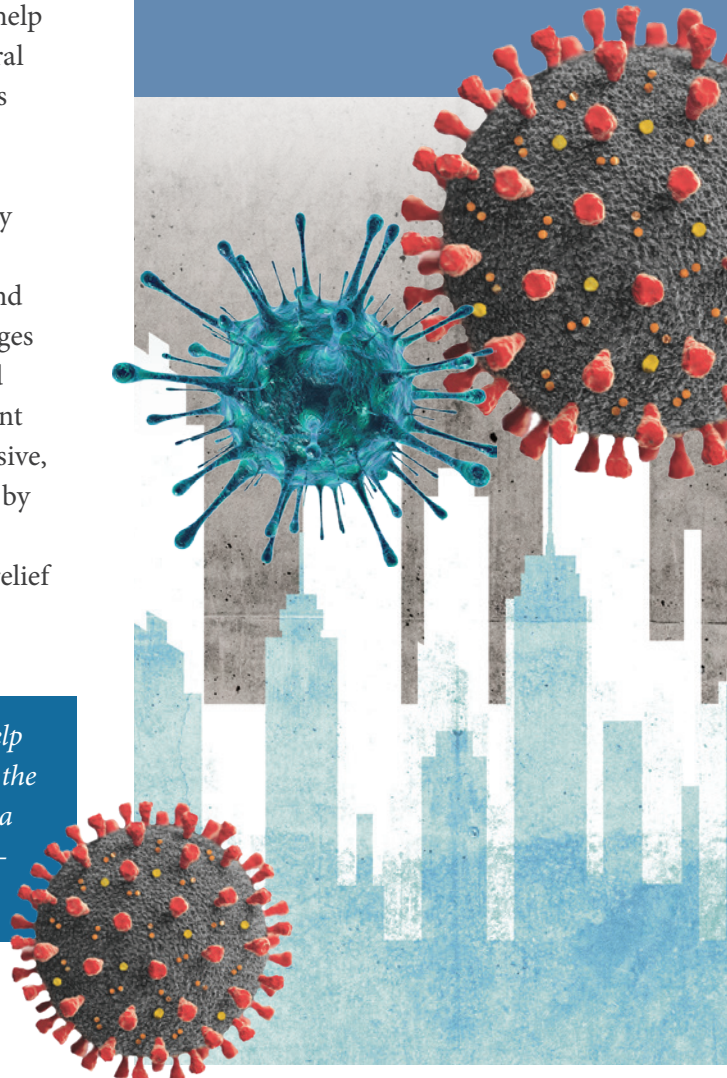
Both large and small businesses nationwide are struggling amid the pandemic, with closures and reduced capacity surging throughout the year. The upheaval has generated an unprecedented wave of insurance claims for income losses stemming from business interruptions, which are now flooding courts in all 50 states. As businesses look to their insurance policies for help in these difficult times, disputes over coverage and valuation can be both costly and time-consuming for everyone involved, including the courts. To help ensure these cases are efficiently processed in both state and federal courts, IAALS developed a set of protocols for courts and litigants to follow that make it easier and faster for the parties to exchange important information at the outset, properly frame the issues to be resolved, and accurately value the insurance claims—ultimately reducing conflict and costs for everyone. The Initial Discovery Protocols were informed by a working group of expert plaintiff and defense attorneys from around the country, as well as leading judges who have experience with these types of cases and who have used similar protocols effectively in their courts. The result is an efficient and targeted discovery process—normally one of the most expensive, contentious, and lengthy parts of litigation. With courts standing by to adopt the protocols, we are helping businesses, their insurance companies, and the courts work together—and providing broad relief at a time when the need is greatest.

## EQUITY & ACCESS

*Efforts to streamline business interruption coverage cases will help advance equity and fairness in our legal system, particularly for the economically disadvantaged. At a time when small businesses—a bedrock of our economy—are hit the hardest, creating more cost-effective avenues to justice is critical.*

**“A SET OF PROTOCOLS FOR THESE CASES IS THE DOCKET EQUIVALENT OF SOCIAL DISTANCING AND MASKS—IT IS AN IMPORTANT WAY TO FLATTEN THE CURVE AND AVOID UNNECESSARY COST AND DELAY.”**

— Chief Judge Lee H. Rosenthal, U.S. District Court for the Southern District of Texas, Houston Division



# WITH THE LEGAL PROFESSION

Fostering justice that we can believe in is possible only if the legal profession evolves to put client and consumer needs at the center of its work. That begins with rethinking how we train and license lawyers, but also extends to how we regulate legal services generally. At IAALS, we're helping law schools learn to better educate the lawyers of tomorrow while also rethinking the way legal services can and should be delivered so they are more available and responsive to all.

## UNLOCKING LEGAL REGULATION AROUND THE COUNTRY

### OBJECTIVE

To support, facilitate, and evaluate efforts to improve the regulation of legal services and expand access to those services.

### PROGRESS

Too many people cannot access—or afford—the legal help they need to protect their rights and resolve their disputes, creating a vast unmet need for legal services. At the same time, the rules governing lawyers prevent the legal profession from expanding and adapting to help more people. IAALS' *Unlocking Legal Regulation* project has begun opening doors nationally for a better regulatory structure that puts consumers first and expands the market for high-quality, cost-effective legal services. IAALS is serving as an independent evaluator for Utah's historic pilot project sandbox allowing new, creative ways for lawyers and other professionals to practice law together and reach more clients. We are collecting and assessing data on the types of new services offered, the quality of those services, and consumer experiences with them. As other states expressed interest in Utah's work, IAALS convened state court officers, state task forces, and other organizations throughout 2020 to explore opportunities and collaborate on possible new regulatory innovations around the country. We also took the conversation to the public, hosting the five-part Future of Legal Services speaker series—among our most-attended events ever—which will continue in 2021 as the momentum for legal regulation reform reaches new heights.



### EQUITY & ACCESS

*There is real harm occurring when people cannot get legal help, and the stakes can be life-changing. Those who are forced to deal with evictions, foreclosures, child custody disputes, and debt collection cases without help face disproportionately adverse outcomes. Our work is expanding the legal profession so that it can serve more people, guided by regulations that actually protect the public and increase their access, instead of locking them out. When more services are available to more people, everyone benefits.*

**“IAALS IS LAYING THE GROUNDWORK FOR A MUCH NEEDED CONSUMER-CENTERED REGULATORY SYSTEM, AND DEVELOPING IMPORTANT MODELS THAT STATES CAN USE AS THEY ARE RE-THINKING THE WAYS IN WHICH THEY REGULATE THE LEGAL PROFESSION.”**

– Bridget Gramme, Administrative Director and Supervising Attorney, Center for Public Interest Law (CPIL), University of San Diego

# SOLIDIFYING THE FOUNDATIONS FOR PRACTICE IN LAW SCHOOL AND LEGAL HIRING

## OBJECTIVE

To build successful lawyer foundations into the core of the legal profession through improved law school learning outcomes and better hiring practices.

## PROGRESS

For a long time, legal employers and their clients have been demanding new lawyers who can hit the ground running immediately. In response, IAALS created the *Foundations for Practice* project, which identified the foundations—legal skills, professional competencies, and personal characteristics—that new lawyers need right out of law school to effectively serve clients. But, the responsibility of developing these essential foundations in new lawyers must be shared by educators and employers. While law schools do the important work of educating students, legal employers can influence how schools prepare new lawyers by hiring truly qualified candidates—those who possess the foundations for practice—instead of candidates who only tick historical (and often biased) hiring boxes. Thus, *Foundations for Practice* helps both legal education and legal employers, with the goal of strengthening both. To accomplish this, IAALS developed Model Learning Outcomes and has begun the process of mapping curriculum at two pilot law schools to ensure graduates have the foundations they need. Additionally, we have established two pilot projects at separate, regional law firms to implement foundations-based hiring practices and assess the outcomes. IAALS will also soon publish an Instructional Design Guide and a Hiring Guide, and we will begin consulting with schools and employers nationwide to put them into practice and ensure the next generation of lawyers is primed for success.



## EQUITY & ACCESS

*The foundations that make for great lawyers include a wide array of experiences and achievements, and are not limited to traditional criteria like law school attended or class rank—criteria that often reflect socioeconomic background and access to elite opportunities. By creating more objective, transparent, and accountable practices for assessing students and graduates, our work can directly address systemic inequity and open the door for more diversity in the legal profession. To make these changes a reality, IAALS is working with law firms around the country and the Denver Law Firm Coalition for Racial Equity to put our recommended hiring processes into practice and improve employment outcomes, including increasing diversity among new hires.*

**“A FOUNDATIONS-BASED HIRING APPROACH EMPOWERS A COMPANY TO IDENTIFY ITS CRITERIA FOR SUCCESS, WHICH IN TURN ENABLES IT TO RECRUIT AND EMPLOY ATTORNEYS WHO BEST EXEMPLIFY THOSE QUALITIES. WE ARE EXCITED ABOUT OUR PARTNERSHIP WITH IAALS IN OUR EFFORT TO IMPROVE CONVENTIONAL HIRING PRACTICES.”** – Kenzo Kawanabe, Partner, Davis Graham & Stubbs LLP

## BUILDING A BETTER BAR (AND EXAM)

### OBJECTIVE

To define the minimum competence lawyers need to practice law and align the bar exam and legal licensing with that new understanding.

### PROGRESS

The legal profession has never had a clear, explicit understanding of the minimum competence needed to practice law and how it should be tested on the bar exam (or through other licensing approaches). Without this understanding, it is impossible to know if the bar exam is a valid licensing tool or just an artificial barrier to becoming a lawyer. However, through our *Building a Better Bar* project—in partnership with Professor Deborah Merritt at The Ohio State University Moritz College of Law—we have defined minimum competence and have new recommendations for how the legal licensing process, including the bar exam, must change to better serve the public. The research makes clear that minimum competence consists of 12 interlocking building blocks, from understanding sources of law and identifying legal issues to researching and seeing the big picture for clients. What's also clear is that closed-book, multiple-choice, time-constrained assessments—like the components of the current bar exam—offer a poor measure of minimum competence to practice law; practice-based assessments, like clinical performance, offer far more promising avenues. We propose 10 recommendations that courts, law schools, bar associations, bar examiners, and other stakeholders should consider in their efforts to move toward better, evidence-based lawyer licensing. In the end, we must rethink the bar exam and we must consider how legal education can play a role in the licensing process—and our research and recommendations provide the critical first step on this path.

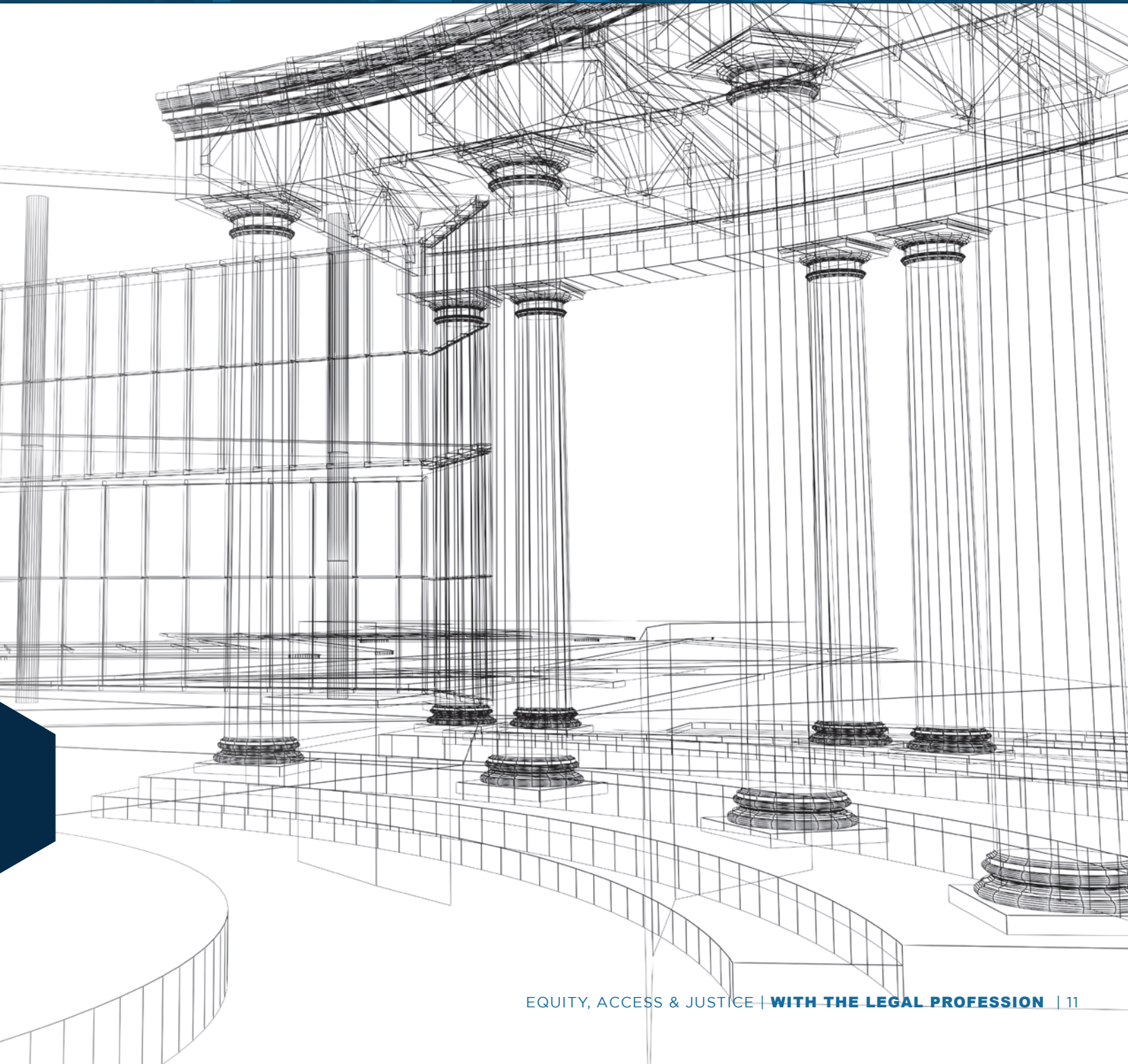
### EQUITY & ACCESS

*Standardized testing comes hand in hand with inherent biases, including racial bias, and our legal system itself has been built upon institutional racism and protectionist roots. Our research and recommendations are a wake-up call to bar examiners and licensing bodies that being a lawyer is more than a standardized test. We promote better ways to assess would-be lawyers' abilities that are more objective and more fair, and that reflect what it actually means to be a lawyer, regardless of race or background.*



**"THE BUILDING A BETTER BAR STUDY PRODUCED AN EVIDENCE-BASED DEFINITION OF MINIMUM COMPETENCE FOR BEGINNING LAWYERS—THE KNOWLEDGE, SKILLS, AND JUDGMENT NEEDED TO SERVE CLIENTS—ALONG WITH CRITICALLY IMPORTANT RECOMMENDATIONS THAT PROVIDE A SOUND PATH TO IMPROVING THE ENTIRE LEGAL LICENSING PROCESS."**

– Sara Berman, Director of Programs for Academic and Bar Success, AccessLex Institute Center for Legal Education Excellence



# PARTNERS

## O'CONNOR ADVISORY COMMITTEE

### JUSTICE SANDRA DAY O'CONNOR (RET.)

*Honorary Chair*

Supreme Court of the United States

### CHIEF JUSTICE RUTH V. MCGREGOR (RET.)

*Chair*

Arizona Supreme Court

### MERYL JUSTIN CHERTOFF

Executive Director, Georgetown Program on State and Local Government Policy and Law (SALPAL)

### FORMER SENATOR BOB GRAHAM

United States Senate, 1987–2005

### CHIEF JUSTICE WALLACE B. JEFFERSON (RET.)

Texas Supreme Court

Partner, Alexander Dubose & Jefferson LLP

### ELISABETH MACNAMARA

Immediate Past President, League of Women Voters of the United States

### KEITH SWISHER

Professor of Legal Ethics and Director, Bachelor in Law and Master of Legal Studies Programs, University of Arizona James E. Rogers College of Law

### LARRY D. THOMPSON

Of Counsel, Finch McCranie, LLP

### H. THOMAS WELLS, JR.

Past President, American Bar Association  
Partner and Founding Member,  
Maynard Cooper & Gale, PC

### FORMER GOVERNOR

### CHRISTINE TODD WHITMAN

New Jersey, 1994–2001

## FAMILY JUSTICE ADVISORY COMMITTEE

### WILLIAM J. HOWE, III

*Chair*

Of Counsel, Gevurtz Menashe

### BARBARA A. BABB

Associate Professor of Law and Director, Sayra and Neil Meyerhoff Center for Families, Children and the Courts, University of Baltimore School of Law

### ROBERTA S. BATLEY

Managing Partner, Batley Family Law

### JOHN M. GREACEN

Principal, Greacen Associates, LLC

### JEFF HALL

Trial Court Administrator,  
Deschutes County (OR) Circuit Court

### JOEY ORDUNA HASTINGS

Chief Executive Officer, National Council of Juvenile and Family Court Judges

### HOWARD MARKMAN

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

### STACEY PLATT

Clinical Professor of Law and Associate Director,  
Civitas ChildLaw Clinic, Loyola University Chicago  
School of Law

### MARSHA KLINE PRUETT

Maconda Brown O'Connor Professor,  
Smith College School for Social Work

### JUDGE JANICE M. ROSA (RET.)

Family Courts of Buffalo and Western New York

### PETER SALEM

Executive Director,  
Association of Family and Conciliation Courts

### ANDREW SCHEPARD

Sidney and Walter Siben Distinguished Professor of Family Law and Director, Center for Children, Families, and the Law, Hofstra University Maurice A. Deane School of Law

### NANCY VER STEEGH

Professor of Law, Mitchell Hamline School of Law

## **US JUSTICE NEEDS ADVISORY COMMITTEE**

### **KATHERINE ALTENEDER**

Consulting Senior Strategic Advisor,  
Self-Represented Litigation Network

### **JUDGE DAVID G. CAMPBELL**

United States District Court for the District of Arizona

### **SHERRI R. CARTER**

Executive Officer and Clerk of Court,  
Superior Court of California, County of Los Angeles

### **ALOKE CHAKRAVARTY**

Partner, Snell & Wilmer, LLP

### **APRIL FAITH-SLAKER**

Associate Director of Research Innovations,  
Access to Justice Lab, Harvard Law School

### **JUDGE FERN FISHER (RET.)**

Visiting Associate Professor of Law, Hofstra University  
Maurice A. Deane School of Law

### **EDWARD R. HARTMAN**

Partner, Simon-Kucher & Partners

### **SARAH CHAMNESS LONG**

Director, Access to Justice Research, World Justice Project

### **CARLOS MANJARREZ**

Chief Data Officer, Legal Services Corporation

### **MARY MCQUEEN**

President, National Center for State Courts

### **ERIKA RICKARD**

Project Director, Civil Legal System Modernization,  
The Pew Charitable Trusts

### **JUSTICE CARLOS A. SAMOUR, JR.**

Colorado Supreme Court

### **REBECCA L. SANDEFUR**

Professor, T. Denny Sanford School of Social and Family  
Dynamics, Arizona State University

### **JAMES J. SANDMAN**

Distinguished Lecturer and Senior Consultant to the Future  
of the Profession Initiative, University of Pennsylvania Carey  
Law School

### **KRISTEN SONDAY**

Co-Founder and COO, Paladin

### **CARLA C. VAN DONGEN**

Vice President – Legal Counsel, State Farm

## **LAW FIRM COUNCIL**

**DAVIS GRAHAM & STUBBS LLP**

**DLA PIPER LLP (US)**

**GIBSON, DUNN & CRUTCHER LLP**

**LEWIS ROCA ROTHGERBER CHRISTIE LLP**

**MOYE WHITE LLP**

**PERKINS COIE LLP**

**ROBINSON WATERS & O'DORISIO, PC**

**SHERMAN & HOWARD LLC**

**SNELL & WILMER LLP**

**WHEELER TRIGG O'DONNELL LLP**

## **BUSINESS LEADERSHIP NETWORK**

**DISH**

**EXXONMOBIL**

**FORD MOTOR COMPANY**

**GLAXOSMITHKLINE**

**STATE FARM**

**U.S. CHAMBER INSTITUTE FOR LEGAL REFORM**

# 2020 DONORS

## GIFTS \$25,000 AND ABOVE

AccessLex Institute  
Bohemian Foundation  
DISH  
El Pomar Foundation  
Ford Motor Company  
Gates Frontiers Fund  
State Farm  
State Justice Institute  
The Pew Charitable Trusts  
U.S. Chamber Institute for Legal Reform

## GIFTS \$10,000 TO \$24,999

Anonymous  
Davis Graham & Stubbs LLP  
DLA Piper LLP (US)  
ExxonMobil  
Florence J. Gillmor Foundation  
Gibson, Dunn & Crutcher LLP  
Lewis Roca Rothgerber Christie LLP  
Moye White LLP  
Perkins Coie LLP  
Robinson Waters & O'Dorisio, PC  
Sherman & Howard LLC  
Snell & Wilmer, LLP  
Wheeler Trigg O'Donnell LLP

## GIFTS \$1,000 TO \$9,999

ABOTA Foundation  
Anonymous  
Kristin and Jim Bender  
Alan M. Carlson  
Colorado and Denver Bar Associations and CBA-CLE  
Richard A. Frye  
Hampden Press  
Mark I. Harrison  
Barbara and Richard Holme  
William J. Howe, III  
Gregory J. Kerwin  
John E. Moye  
Mr. & Mrs. William U. Norwood, III,  
Family Charitable Fund  
PS.Design  
Daniel L. Ritchie  
James J. Sandman  
Francis M. Wikstrom

## GIFTS UP TO \$999

Anonymous  
William H. Anderson Foundation, Inc.  
Betsy Alles and Eric Pekrul  
Andrew M.J. Arruda  
Jennifer Bailey  
Michele Kemp and Scott Bales  
Frederick J. Baumann  
Ryan T. Bergsieker  
Cynthia L. Bowling  
Jessica Brown  
Harold R. Bruno, III  
Ross B.H. Buchanan  
James T. Burghardt  
Sherri R. Carter  
Zachariah J. DeMeola  
Amy Downing  
Janet L. Drobinske  
Jeremy D. Fogel  
Brenda and Joseph D. Garrison  
Theresa Gomez  
Thomas A. Gottschalk  
Richard S. Granat  
Jill Greenstein  
Alex J. Harris  
Joey Orduna Hastings  
James Hastings  
William F. Highberger  
Kerri Holt  
Maddie Hosack  
Michael Houlberg  
Lynnea and David Hutton  
Marie Jackson  
Paul Julien  
Phoenix Cai and Martin Katz  
Brittany K.T. Kauffman  
Kenzo Kawanabe  
Arthur J. Lachman  
Barbara and Ken Laff  
Tony Lai  
Monica K. Loseman  
Joan McWilliams  
Brooke and Eric Meyer  
Carol J. Miller  
Gale T. Miller  
Kristen Mix  
Camille Nelson and David Rowntree



## GIFTS UP TO \$999, CONT'D

Patrick T. O'Rourke  
Rick Packard  
John Partridge  
Jonna Perlinger  
Jayne Reardon  
Marcus W. Reinkensmeyer  
F. James Robinson, Jr.

Marlene and Richard Roper  
Carlos Armando Samour, Jr.  
Nancy Sniegocki  
David C. Steelman  
Frank Sullivan, Jr.  
Sara C. Van Deusen

Carla van Dongen  
Jeremy A. Ward  
Russell Wheeler  
Zachary A. Willis  
Earl E. Wise, III  
Jack Zouhary

## REBUILDING JUSTICE AWARD CELEBRATION

IAALS' Rebuilding Justice Award was presented at a virtual celebration this year, and we were joined by people from all over the country and world via Zoom to honor both Margaret Hagan and the late Iowa Supreme Court Chief Justice Mark Cady for their leadership and innovation in advancing our justice system. The two have inspired the movement toward user-centric reforms in family courts—leading to better pathways for families nationwide.

Texas Supreme Court Chief Justice Nathan Hecht paid homage to Chief Justice Cady and his legacy, and Margaret Hagan provided the keynote of the event, focused on her latest project at the Stanford Legal Design Lab addressing the eviction crisis—which the COVID-19 pandemic has exacerbated.



Margaret Hagan



Chief Justice Mark Cady

How do we increase  
people's meaningful  
participation in the civil  
justice system?



NATHAN HECHT



MARGARET HAGAN



NATALIE KNOWLTON



SAM WALKER

# STAFF



**SAM WALKER**  
Interim Executive Director



**AMY DOWNING**  
Events Manager



**BRITTANY K.T. KAUFFMAN**  
Senior Director



**JANET DROBINSKE**  
Senior Legal Assistant



**LYNNEA LOUISON**  
Senior Director of Operations



**THERESA GOMEZ**  
Budget and Operations Manager



**CYNTHIA BOWLING**  
Executive Assistant



**MADDIE HOSACK**  
Communications Coordinator



**LOGAN CORNETT**  
Director of Research



**MICHAEL HOULBERG**  
Manager



**ZACHARIAH DEMEOLO**  
Director of Legal Education and the  
Legal Profession



**NATALIE ANNE  
KNOWLTON**  
Director of Special Projects



**JONATHAN LAUREL**

Operations Specialist



**BROOKE MEYER**

Manager



**KELSEY MONTAGUE**

Associate Director of  
Marketing and Public Relations



**JONNA PERLINGER**

Legal Assistant



**JAMES SWEARINGEN**

Research Assistant



**ZACHARY WILLIS**

Associate Director of  
Communications

## **PART-TIME/TEMPORARY STAFF AND CONSULTANTS**

**ELIZABETH ANDERSON**

Educational Consultant, Embraced Wisdom Resource Group

**ANDREW ARRUDA**

IAALS Entrepreneur in Residence

**JOHN M. GREACEN**

Principal, Greacen Associates, LLC

**JENNIFER HENDERSON**

Grant Writer

**KRISTEN HULSE**

Assistant Professor of the Practice of Law, Sturm College of Law

**PETE KINSER**

Managing Partner & Principal Consultant, ThinkWyn

**KYLE McENTEE**

Executive Director and Founder, Law School Transparency

**DEBORAH JONES MERRITT**

Professor of Law, The Ohio State University Moritz College of Law

**HANNAH NGUYEN**

IAALS Student Assistant

**LUCY RICCA**

Fellow, Center on the Legal Profession, Stanford Law School

**JORDAN M. SINGER**

Professor of Law, New England Law | Boston

**VICKI WILSON**

Development Advisor

# BOARD OF ADVISORS



**SAM WALKER**

*Chair*  
Interim Executive Director, IAALS  
Executive in Residence, Office of the  
Colorado Attorney General



**MARTIN KATZ**

Professor and Former Dean,  
University of Denver  
Sturm College of Law



**ANDREW ARRUDA**

Entrepreneur in Residence,  
IAALS



**KENZO KAWANABE**

Partner,  
Davis Graham & Stubbs LLP



**JUDGE  
JENNIFER D. BAILEY**

11th Judicial Circuit of Florida,  
Circuit Civil Division



**GREGORY J. KERWIN**

Partner,  
Gibson, Dunn & Crutcher LLP



**SHERRI R. CARTER**

Executive Officer and Clerk of Court,  
Superior Court of California,  
County of Los Angeles



**TONY LAI**

Founder and Chairman,  
Legal.io



**CARLA C. VAN DONGEN**

Vice President – Counsel,  
State Farm Mutual Automobile  
Insurance Companies



**PAULA LITTLEWOOD\***

Former Executive Director,  
Washington State Bar Association



**JUDGE JEREMY FOGEL (RET.)**

Executive Director,  
Berkeley Judicial Institute  
Former Director,  
Federal Judicial Center



**CHIEF JUSTICE RUTH V.  
MCGREGOR (RET.)**

Arizona Supreme Court



**WILLIAM J. HOWE, III**

Of Counsel,  
Gevurtz Menashe



**JOHN E. MOYE**

Partner,  
Moye White LLP

\*IAALS is so grateful to have had Paula's friendship and partnership over the years. Her passing has left a void in our profession, but we will continue to champion her vision for improving legal education, the delivery of legal services, and the legal system at large. She is greatly missed by all.



**CAMILLE NELSON**

Dean and Professor of Law,  
University of Hawai'i at Mānoa |  
William S. Richardson School of Law



**BRUCE SMITH**

Dean,  
University of Denver  
Sturm College of Law



**KATHRYN A. REILLY**

Partner,  
Wheeler Trigg O'Donnell LLP



**DIANE GATES WALLACH**

Director, MCT Incorporated



**DANIEL L. RITCHIE**

President,  
Temple Hoyne Buell Foundation  
Chancellor Emeritus,  
University of Denver



**FRANCIS M. WIKSTROM**

Shareholder,  
Parsons Behle & Latimer



**WILLIAM A. ROSSBACH**

Principal and Owner,  
Rossbach Law, P.C.



**JUDGE JACK ZOUHARY**

United States District Court  
for the Northern District of Ohio,  
Western Division



**JUSTICE CARLOS A.  
SAMOUR, JR.**

Colorado Supreme Court

**EMERITUS BOARD  
MEMBER CONSULTANTS**



**JAMES J. SANDMAN**

President Emeritus,  
Legal Services Corporation



**ALAN CARLSON**

CEO (Ret.),  
Orange County (CA)  
Superior Court



**DOUGLAS G. SCRIVNER**

Former General Counsel & Secretary,  
Accenture PLC



**RUSSELL WHEELER**

*IAALS Fellow*  
President, Governance Institute  
Visiting Fellow,  
The Brookings Institution

## FROM THE INCOMING CEO

The achievements of IAALS, as described in this report, illustrate not only the organization's ability to foster change in our system—but also its capacity to do even more. It is amazing what this small but mighty team can achieve on such a broad and national scale.

It goes without saying that the leadership at IAALS has been instrumental in getting us to this point. I want to thank Scott Bales and Sam Walker for all they have done over the last year to strengthen our foundation, nurture our team, and set the stage for the future of IAALS. I could not be prouder to take the reins at this pivotal time.

IAALS' work is more important than ever. We are leaders in research, in innovation, and in action. We are nimble, responsive, and reliable. We are a convener of ideas and a force for change. And just as we demand change in our justice system, we recognize that we must change as well.

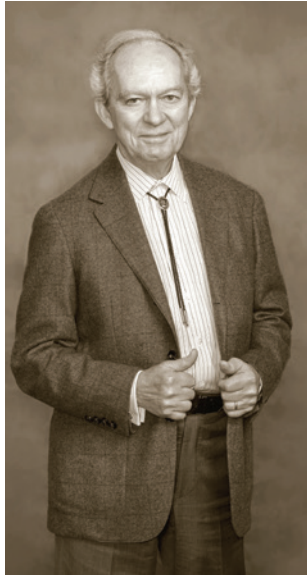
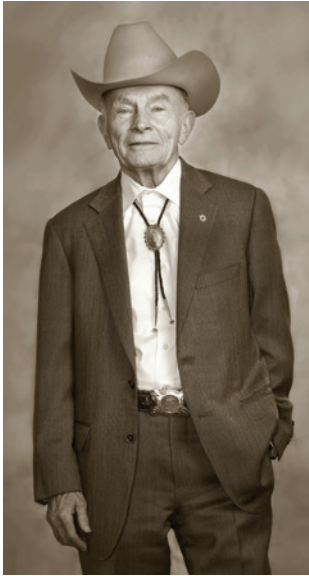
We commit to bringing diversity, equity, and inclusion into the core of IAALS—both internally and externally. We acknowledge systemic injustices and racial disparities and will work to remedy them. We will seize opportunities to advance our system for the better in the face of COVID-19 and not backslide into the status quo. And we will center our work around making access to justice and legal services a reality for all.

I look forward to working with you—our partners and friends—to make this vision a reality.

A handwritten signature in black ink that reads "David Yellen". The signature is written in a cursive style with a long horizontal flourish extending to the right.

# HISTORY

Located on the campus of the University of Denver, IAALS opened its doors on January 17, 2006, and was founded by the University's Chancellor Emeritus Daniel Ritchie, Denver attorney and bar leader John Moye, business leader and philanthropist Charles C. Gates, and Founding Executive Director Rebecca Love Kourlis.



## CONNECT WITH IAALS

### VISIT OUR WEBSITE

<http://iaals.du.edu>

### FOLLOW OUR BLOG

<http://iaals.du.edu/blog>

### SUBSCRIBE TO UPDATES

<http://iaals.du.edu/subscribe>

### SHARE OUR WORK

@IAALS

### INVEST IN IAALS

<http://iaals.du.edu/donate>



INSTITUTE *for the* ADVANCEMENT  
*of the* AMERICAN LEGAL SYSTEM



UNIVERSITY *of*  
DENVER

---

Justice we can believe in

Institute for the Advancement of the American Legal System  
University of Denver  
John Moye Hall, 2060 South Gaylord Way  
Denver, Colorado 80208

303.871.6600    <http://iaals.du.edu>    @iaals