

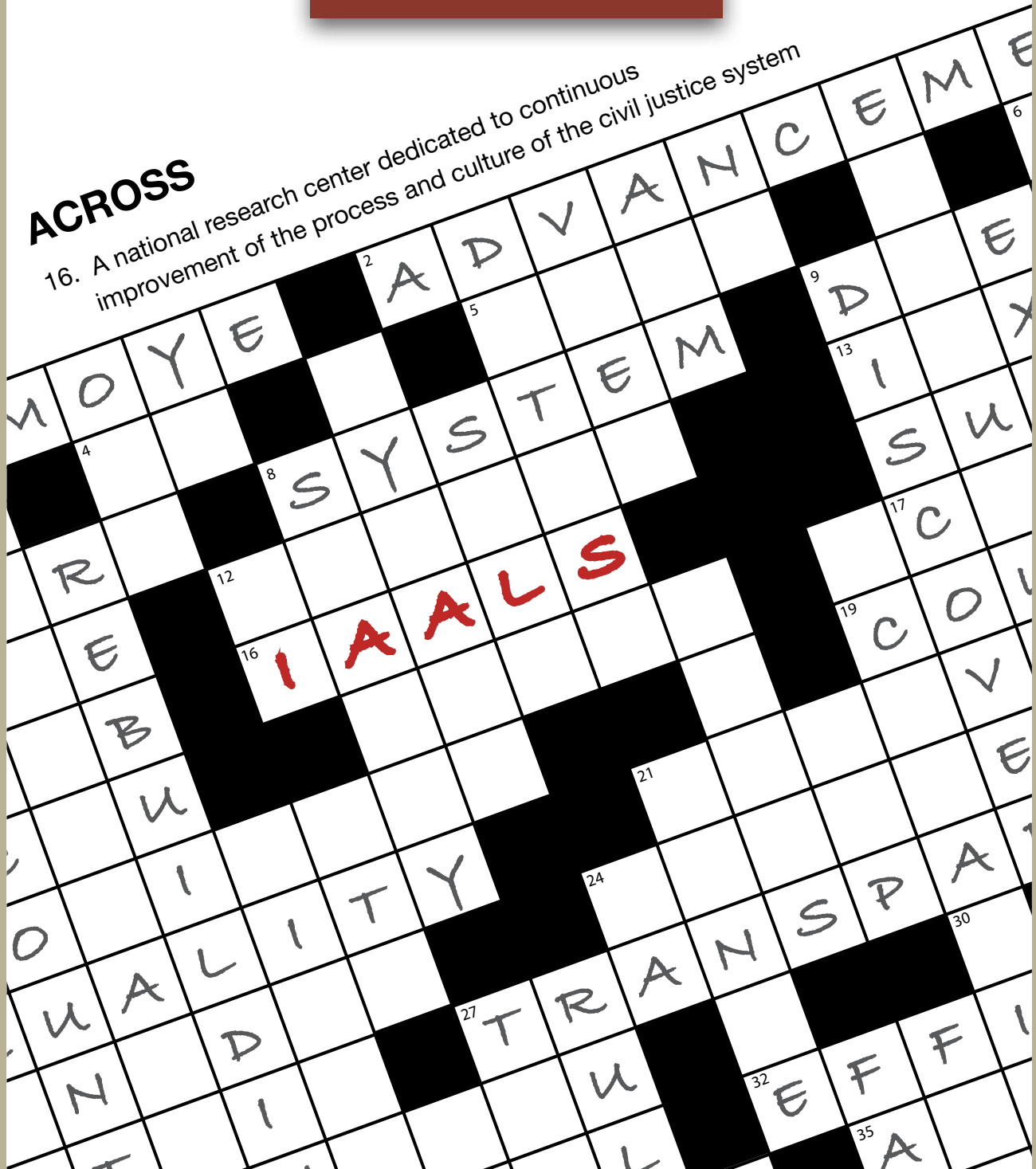
2011

ANNUAL REPORT

WHAT'S IN A NAME?

ACROSS

16. A national research center dedicated to continuous improvement of the process and culture of the civil justice system



INSTITUTE *for the* ADVANCEMENT
of the AMERICAN LEGAL SYSTEM





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WELCOME

FROM THE EXECUTIVE DIRECTOR

2011 was a year of claiming, naming and evolving. We changed our name (a bit) from our full moniker of the Institute for the Advancement of the American Legal System to just IAALS. We settled on our mission of “empowering others with unbiased, empirically based knowledge and innovative solutions to advance a more accessible, efficient and accountable civil justice system.” And, we organized ourselves around a five-step model: i. identifying high impact areas; ii. leveraging a blend of empirical and legal research; iii. developing innovative solutions based upon that research and in collaboration with stakeholders; iv. empowering others to put those recommendations into action; and then, v. evaluating the recommendations in place so as to assure continuous improvement in the models.

We also named and claimed our various initiatives: the *Quality Judges Initiative* in which we focus on models for judicial selection and performance evaluation; the *Rule One Initiative* in which we seek to make the civil justice system live up to the Rule One promise of “just, speedy and inexpensive;” the *Educating Tomorrow’s Lawyers Initiative*, dedicated to improving legal education in line with the Carnegie Model; and the *Honoring Families Initiative*, which serves to improve practices and procedures related to divorce and child custody that promote greater access, efficiency and fairness.

We also published a book in an effort to capture a broader audience for our message that justice is in jeopardy and needs the best efforts of all of us. And, we moved from our former quarters to a building that the University renovated for us. The building is immediately adjacent to the University of Denver Sturm College of Law. The proximity enhances our ability to work with the faculty and students of the law school on our various projects. The building, thanks to the generosity of Ralph and Trish Nagel, is called John Moyer Hall – in honor of one of IAALS’ founders, John Moyer.

We also held a national conference on Appellate Judicial Performance Evaluation, in which we brought together a group of experts to wrestle with the unique challenges associated with trying to evaluate appellate judges without risk of offending judicial independence. We will have publications on that topic in 2012.

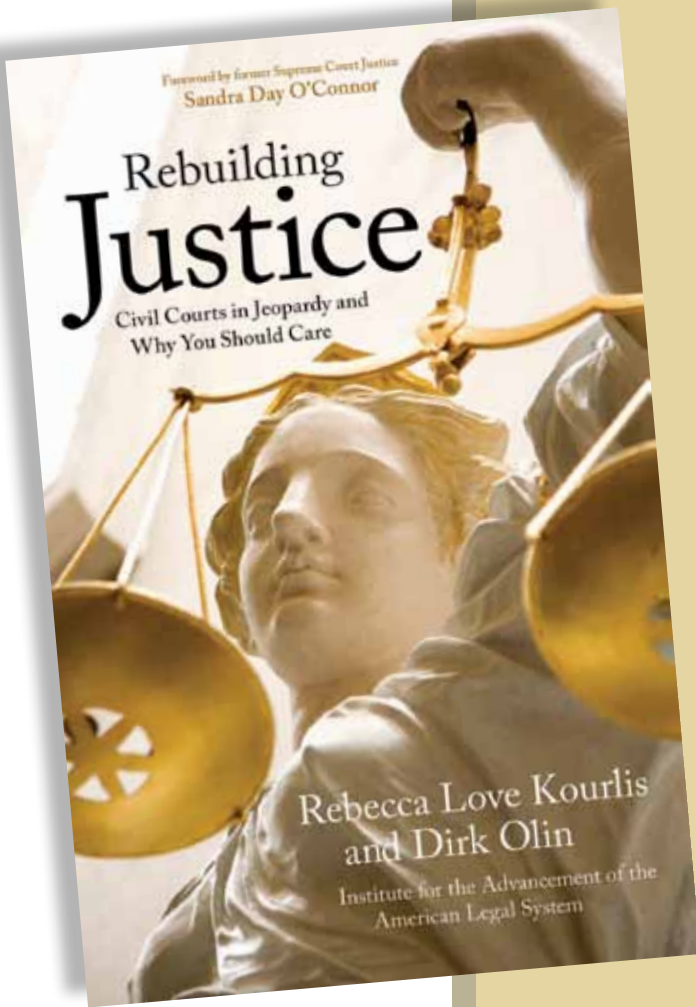
As for the evolution of IAALS – beyond the naming and claiming – we have matured in this last year. Our organization is more precise and clear: with responsibilities for various initiatives and components of our work vested in identified individuals. We hired an Online Content Manager, and a full-time Development Director, consistent with our intentions of communicating more broadly and building a bigger audience, for fundraising as well as other purposes. You will note that this Annual Report includes an opportunity to contribute to our mission and our work, and we would be thrilled if you would choose to do so.

We also launched a new website: iaals.du.edu. It is easier to find, easier to navigate and very rich with resources. It highlights our work and serves as a wheel house for individuals interested in our issues – to connect them with others around the country who share the same passion, or who are working on similar projects. We have four newsletters that will keep you up to date on current developments in those topic areas.

In sum, we have a new name and a new look. But, our mission remains fundamentally the same, and our passion for it has not changed. We invite you to join us – as a frequent website visitor, a subscriber to newsletters, a donor, a participant in our events, or just a well-wisher. Changing a system is work that requires all of us.



Rebecca Howe Kowalski



REBUILDING JUSTICE

On October 3, 2011, IAALS made a name for ourselves when we released *Rebuilding Justice: Civil Courts in Jeopardy and Why You Should Care*, written by Executive Director Rebecca Love Kourlis. The book tells the story of a civil justice system that is overloaded and inaccessible, alarmingly expensive and politicized. Courts are not serving average citizens and they are not working for businesses either.

Kourlis was inspired to write the book, along with co-author and legal affairs journalist Dirk Olin, because she has watched this increasingly bogged down system from the inside as a judge for 20 years, as an attorney for 10 before that, and since 2006 as Executive Director of IAALS.

Rebuilding Justice is more than a call to action for citizens, attorneys, and judges. It proves that the problems are fixable, and that we all have a role in advancing solutions for the sake of the civil justice system. Judges and lawyers need to change the rules that guide how they work. Disputes should be resolved expeditiously

so that each case receives the time, attention, and discovery it needs. Lawmakers need to fund the courts. Justice is a core function of government, not an optional program. Courts, by the same token, must find ways to operate more efficiently, even within the limitations of decreased funding. Judges can and should manage cases to keep proceedings focused and on track. Finally, voters have a responsibility to understand the necessity of a well-functioning civil justice system. They need to know why cash leaching into judicial elections threatens the very foundation of an impartial and accountable judiciary. They need to know that justice isn't "Judge Judy," and they need to understand how courts work long before they end up in court: in a divorce or child custody dispute, a property rights claim, or even simply reporting for jury duty.

Rebuilding Justice received attention from mass media and trade journals that follow our work. Kourlis was featured in a segment on the PBS NewsHour in October. CNN featured an interview with Kourlis in late December. Other media that have covered the book include Metropolitan Corporate Counsel, Law Week Colorado, Huffington Post, and Colorado Public Radio. Common Good and its founder Philip K. Howard hosted a discussion about the themes in *Rebuilding Justice* at an event in New York on November 10. A number of judges, attorneys, and journalists attended.

IAALS continues to utilize *Rebuilding Justice* as a resource for people who want to learn more about our work and the solutions we propose.

"This book should be of interest to individuals committed specifically to the health of the courts and, more broadly, to the health of our democratic system."

- former Supreme Court Justice Sandra Day O'Connor

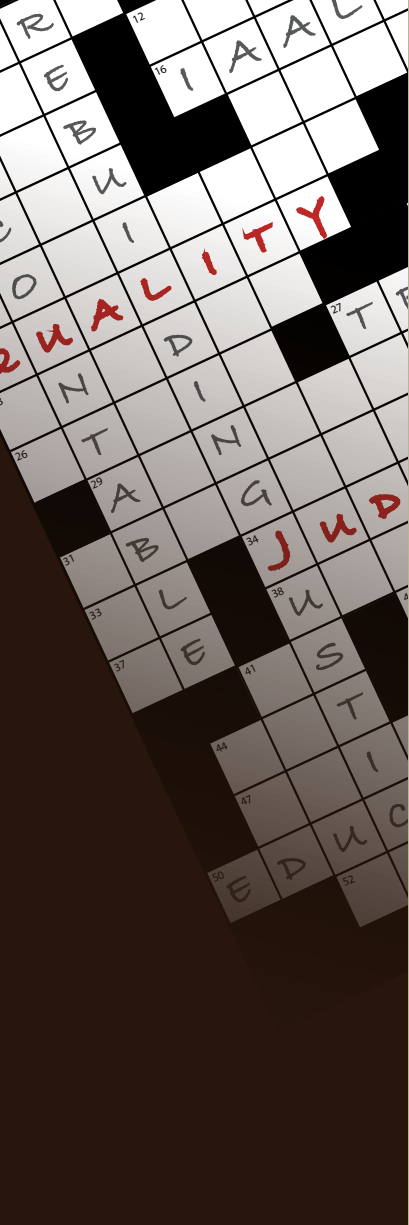


JOHN MOYE HALL

We literally have a new name on our offices! In fact, it is a whole new building. For several years, IAALS utilized space on campus in the Fritz Knoebel School of Hospitality Management. But on November 28, IAALS relocated into our permanent home: John Moyer Hall. Named in honor of Denver attorney and IAALS Executive Committee member, John Moyer, the new location allows IAALS an impressive and stately location to conduct research, operate efficiently in a space of our own, and convene stakeholders to help us advance our goals. IAALS is very grateful to Ralph and Trish Nagel for their generous philanthropic gift, and to the University of Denver for its support in making this move happen. We look forward to many productive years ahead in this professional and welcoming location.



Moyer White Conference Room



QUALITY JUDGES INITIATIVE

2011 was a very successful year in this area of our work. Formerly known as the O'Connor Judicial Selection Initiative, we have renamed it *Quality Judges* to encompass all of our work in judicial selection and judicial performance evaluation. The Initiative is focused on advancing empirically based models for choosing, evaluating and retaining judges that preserve impartiality and promote accountability.

In 2011, we added two new members to the Advisory Committee for the O'Connor Judicial Selection Project: former Florida governor and U.S. senator Bob Graham and former New Jersey governor Christine Todd Whitman. The addition of Senator Graham and Governor Whitman to the Advisory Committee broadens our expertise and our reach, positioning us to work with the executive and legislative branches to promote improvements in processes for selecting judges.

Consistent with this commitment, we worked with a subcommittee of O'Connor Judicial Selection Advisory Committee members to identify goals and principles for selecting, composing, and operating judicial nominating commissions. We then shared these principles with stakeholders in several states that are considering adopting or improving such commissions.

We are also pleased to have added a new benefit for people connecting to this work via our website. "Selection Snapshots" is a new, monthly newsletter that covers judicial selection-related developments across the country. Many people have already signed up to receive the free, electronic newsletter since we sent out the inaugural issue in May 2011.

We conducted a review of comparative empirical and legal research on judicial selection systems. This review will guide our future work in this area, with the objectives of improving upon past studies and filling in gaps in the research.

In August, we convened our second national conference on the subject of judicial performance evaluation. With its focus on appellate judicial performance evaluation, the 2011 conference - "Evaluating Appellate Judges: Preserving Integrity, Maintaining Accountability" - responded to the heightened politicization of appellate judicial retention elections and the increased importance of providing voters with objective information about appellate justices' and judges' performance. This first-of-its-kind





conference was thoughtful, inclusive, and well-attended. One of the highlights was a dinner speech by Iowa Chief Justice Mark S. Cady, who saw three of his colleagues lose their retention bids in 2010. In the wake of the conference, we are developing a model program for evaluating the performance of appellate judges, with a particular focus on evaluating their written opinions.

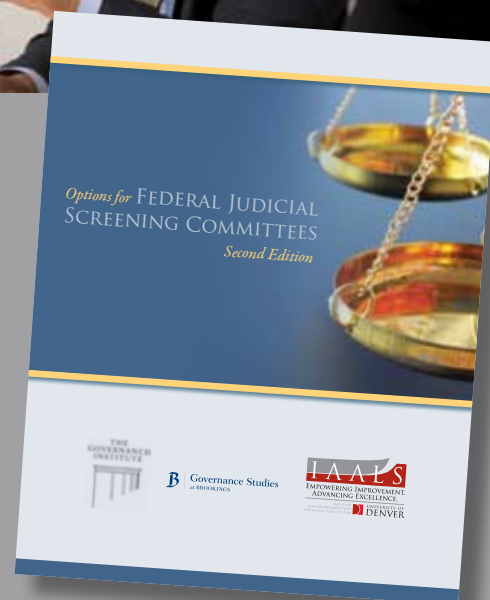
We also collaborated with the National Center for State Courts to develop software to make judicial performance evaluation more cost-effective.

We were active in several states where judicial selection reforms have been adopted or are under consideration. Here are a few highlights:

- We traveled to Wisconsin to meet with a Republican senator and a Democratic senator who proposed a move to “merit selection” for the state’s appellate judges, and we provided our expertise and resources regarding how such a system might be structured.
- We testified before Michigan’s Judicial Selection Task Force regarding proposed reforms there, and we have continued to contribute recommended models and practical assistance to their efforts.
- We applauded the decision of North Carolina’s governor to establish a nominating commission for filling judicial vacancies between elections, and we shared this model with other elective states.
- We placed op-eds and letters to the editor on judicial selection-related issues in newspapers in Indiana, Kansas, Michigan, and Wisconsin.

Along with the Governance Institute and Governance Studies at the Brookings Institution, we published the second edition of *Options for Federal Judicial Screening Committees*. With the number of federal judicial vacancies rising throughout 2011, this report offers guidance to senators and other members of Congress in structuring, appointing, and operating screening committees to recommend candidates for district court vacancies. Use of such committees has the potential to depoliticize the often-contentious federal judicial selection process.

It was a very active and exciting year for the *Quality Judges Initiative* and we are inspired in this work to meet the challenges that lie ahead as we strive to find ways to improve judicial selection and judicial performance evaluation systems nationwide.





RULE ONE INITIATIVE

We have renamed IAALS' work in civil rules reform to reflect the goals of a "just, speedy and inexpensive" system heralded by Rule One of the Federal Rules of Civil Procedure.

Lawyers and judges across the country are no longer just bemoaning problems of cost and delay in the civil justice system; rather, they are acting to fix those problems. Before highlighting our accomplishments in 2011, we review what has transpired to bring us to this point. If you remember, the reform movement – from our perspective – began in 2007 with our first Civil Justice Reform Summit, which was an attempt to set the stage by identifying reforms around the world, and different approaches within the United States. We then launched our own work with the American College of Trial Lawyers Task Force on Discovery that same year, resulting in the *Interim Report* that summarized our nationwide survey of lawyers; and then the *Final Report* that set forth the Principles that we would suggest should undergird change.

In 2009, we held our second Civil Justice Reform Summit: this one focused on the importance of collecting data and evaluating proposed solutions to the problems. Also in 2009, we continued our survey work, our docket evaluation work, and our support for jurisdictions seeking improvement in their process.

In 2010, the U.S. Judicial Conference Civil Rules Advisory Committee held its "Duke Conference" that examined these same problems with the benefit of almost eighty papers and empirical studies, and a distinguished group of presenters and participants. IAALS served a significant function at that conference.

2010 also saw the launch of pilot projects in two state courts: Massachusetts and New Hampshire. In Boston, the Business Litigation Session (BLS) Pilot Project introduced an early and active case management scheme, under which the judge manages the use of discovery, including electronic data and depositions, tailored to the case at hand. The New Hampshire Proportional Discovery/Automatic Disclosure (PAD) Pilot Project implemented five changes to the Superior Court pleading and discovery rules, including replacing notice pleading with fact-based pleading, requiring early initial disclosures after which only limited additional discovery should be permitted, and assigning a single judge to each case who will stay with the case through its termination.

The Seventh Circuit Electronic Discovery Pilot Program entered Phase II in 2010, during which the geographic reach was expanded to increase the number of cases and participating judges.

In 2011, there was even more movement. The American Board of Trial Advocates issued a “Call to Action” for civil justice reform, in recognition of the vanishing jury trial. Building on this call, the Conference of Chief Justices endorsed pilot projects as a means of testing possible solutions to problems of cost and delay in the civil courts, encouraging courts to measure and evaluate changes. Both Minnesota and Iowa labored in their Court-appointed Civil Justice Reform Committees to identify particular solutions to the problems in their own jurisdictions. The Minnesota Report went to that Supreme Court for approval in late December and proposes broad and deep reforms that echo our Principles. As 2011 drew to a close, Iowa’s report was about to be finalized.

The Colorado Supreme Court adopted a pilot project for business cases in five Denver metropolitan districts. It went into effect on January 1, 2012, and implements principles of early judicial intervention, proportional discovery and mandatory disclosures. IAALS spent a good portion of 2011 setting the stage for evaluation of that project, and participating in training the judges, lawyers and court clerks who are putting it into effect.

Utah changed its Rules of Civil Procedure throughout the state – for all cases. Those rules were implemented as of November 1, 2011. For purposes of discovery, the rules divide cases on the basis of amount in controversy and set applicable discovery limits accordingly. The National Center for State Courts is evaluating those changes and will be compiling data over the next two years. In Wyoming, the legislature has expanded Circuit Court jurisdiction to \$50,000 in hopes that the Circuit Courts will be able to handle most modest litigation, leaving more time to the District Courts to handle complex cases. In conjunction with this increase, the Wyoming Supreme Court approved simplified rules that incorporate the concept of proportionality, introduce mandatory initial disclosures, limit discovery and provide for an expedited trial setting of seven months from the date the action is commenced.

There is another approach to solutions at the state and federal level: expedited trial programs. Either by statute or court rule, at least four states and one federal jurisdiction have established programs that provide consenting litigants with an expedited trial – usually one day in length. The thought is that by keeping the

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- The Utah Supreme Court
Advisory Committee on the
Rules of Civil Procedure



cost of the trial itself down, more parties will take advantage of that opportunity. Early reports suggest these programs are being used for smaller cases, and provide younger attorneys with valued trial experience.

On the federal front, the Southern District of New York has a pilot project for the management of complex civil cases, focused to some extent on proportionality, early intervention and controlling e-discovery costs. The project is voluntary and the Federal Judicial Center is serving the research and evaluation function.

IAALS worked with a group of plaintiff and defense employment discrimination attorneys appointed by the U.S. Judicial Conference Civil Rules Advisory Committee. Our charge was to arrive at a set of protocols that would govern early discovery in adverse action employment discrimination cases. We were delighted to be able to help that group, under the leadership of Judge John Koeltl (S.D.N.Y.), arrive at a product designed to streamline discovery in those cases. A similar effort emerged from the Federal Circuit Advisory Council, which has adopted and released a Model Order Regarding E-Discovery in Patent Cases. The Model Order is intended to provide a starting point for targeted use of e-discovery in patent cases.

One judge per case, early judicial intervention, meaningful early disclosures, proportional and limited discovery, and different rules/procedures for different types of cases – all of these Principles form the notes of a tune that is resonating throughout the various projects. Our role at IAALS continues to be encouraging and facilitating the reforms and sharing information.

In December, IAALS Executive Director Rebecca Love Kourlis testified in a hearing on “The Costs and Burdens of Civil Discovery” before the Subcommittee on the Constitution of the House Judiciary Committee. She told members of the Committee that the profusion of electronic data has created new challenges for the discovery model, and has upped the ante significantly for parties to many lawsuits. The result is that there is growing consensus that change is required, and that the system cannot continue to function as it has. Joining her on the panel testifying were William Hubbard, Assistant Professor of Law, The University of Chicago Law School; William Butterfield, Partner, Hausfeld LLP; and, Thomas Hill, Associate General Counsel, General Electric Company. The Federal Judicial Conference and Civil Rules Advisory Committee continue to explore these issues and IAALS is monitoring any developments in 2012.

We gathered up all of this work and put it under the heading of the *Rule One Initiative* in 2011. We added many more resources to that part of our website, and renewed our commitment to being a catalyst for the recommitment to a “just, speedy and inexpensive” civil justice system.



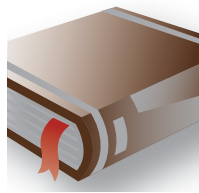
HONORING FAMILIES INITIATIVE

In 2011, we began our work in the *Honoring Families Initiative*. We identified our mission: namely, to advance empirically based models for court practices and procedures related to divorce and child custody matters that promote greater access, efficiency and fairness.

We also explored research regarding the impact of divorce on employees in a business context. It comes as no surprise that not only do individuals, families and children suffer damage from protracted, adversarial divorces, but so do the businesses where they work. Productivity, focus and satisfaction with work decrease when husbands, wives, mothers and fathers are ensnared in costly, contested divorce and child custody proceedings. One more reason to change.

As we move into 2012, we intend to continue our research and start the process of convening experts who can help us develop recommendations for change and strategies for implementation of those recommendations.





EDUCATING TOMORROW'S LAWYERS

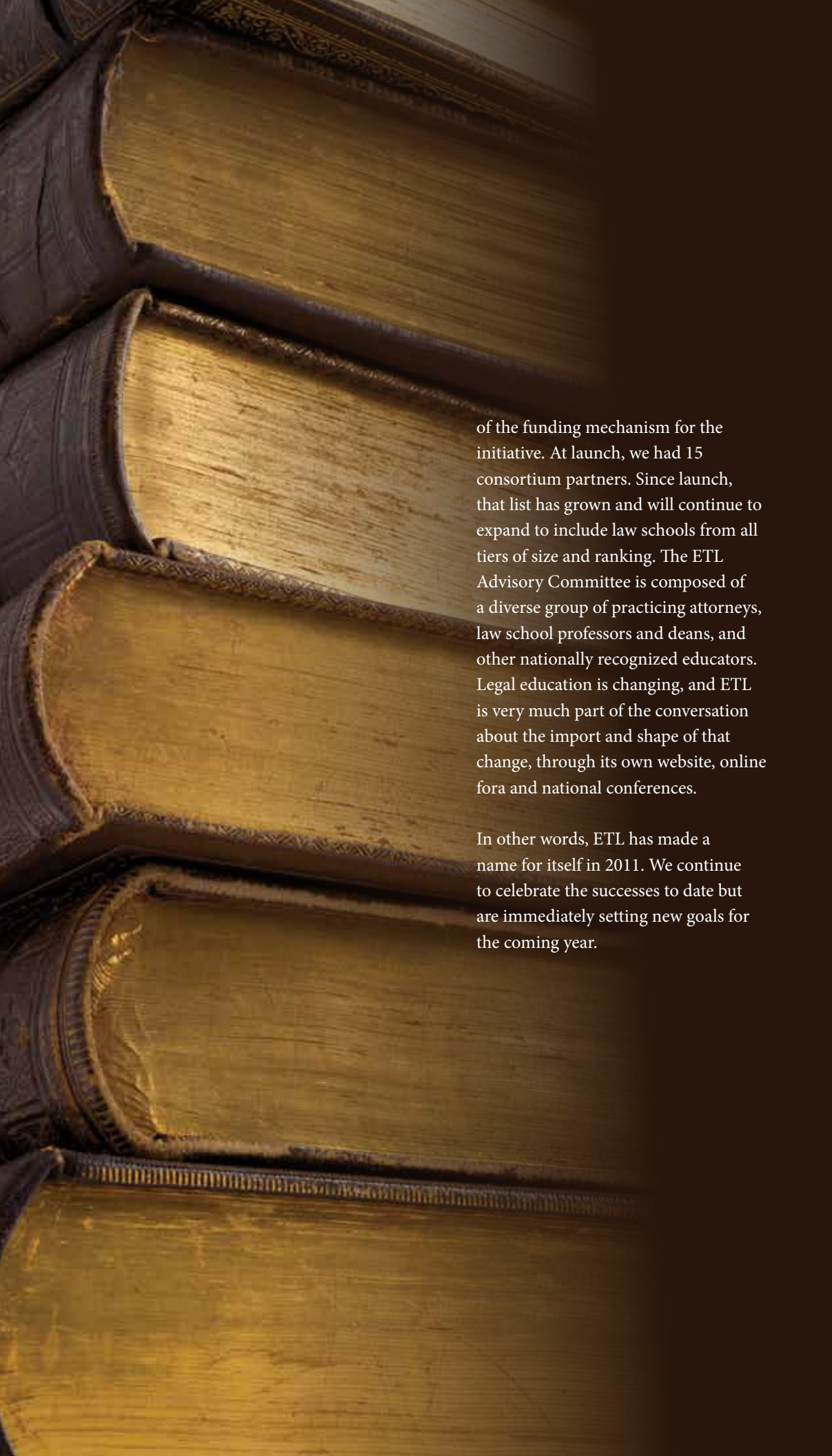
In 2011, we put a name to our newest initiative, which was both long overdue and still extremely timely. The phrase “a perfect storm” perhaps has been overused but in the case of *Educating Tomorrow's Lawyers*, it fits, well, perfectly.

The other name you will hear us use for this initiative is *ETL*. At its simplest level, ETL encourages and facilitates innovation in legal education in order to train new lawyers to the highest standards of competence and professionalism.

ETL is about building change in legal education, not by talking about it, but by encouraging those who are doing it. ETL provides both a structure and a very collaborative environment for law school professors and deans to showcase their own innovative teaching methodologies. ETL also provides an online home to encourage others in legal education to learn more about what colleagues are trying in classrooms across the country. ETL launched in August just as law school deans and professors, bloggers, trade and mass media, and the American Bar Association, among others, ratcheted up concerns about legal education and calls for innovation. A series of articles in 2011 in the *New York Times* examined the costs associated with law school training. The series could be considered the lightning rod in the conversation about legal education, but the tenor of the debate was already at a heightened pitch prior to mass media's interest.

ETL takes as its inspiration the 2007 Carnegie Foundation for the Advancement of Teaching report, *Educating Lawyers*. The lead author of that report, William M. Sullivan, is the Director of ETL. *Educating Lawyers* called for, among other things, courses and curricula that integrate three sets of values or apprenticeships: knowledge, practice, and professionalism. In other words, law students who learn within the guiding principles of the Carnegie Model have a much greater chance of graduating ready to enter the practice of law, possessing the critical thinking skills needed in an evolving legal field, and perhaps most importantly, possessing a sense of who they are as professionals, and what their role is in society.

IAALS fully staffs ETL. In addition to William Sullivan, the ETL Executive Committee is composed of IAALS Executive Director Rebecca Love Kourlis and University of Denver Sturm College of Law Dean Martin J. Katz. ETL partners with consortium law schools, which form the base of support, forum for exchange of reform ideas, and part



of the funding mechanism for the initiative. At launch, we had 15 consortium partners. Since launch, that list has grown and will continue to expand to include law schools from all tiers of size and ranking. The ETL Advisory Committee is composed of a diverse group of practicing attorneys, law school professors and deans, and other nationally recognized educators. Legal education is changing, and ETL is very much part of the conversation about the import and shape of that change, through its own website, online fora and national conferences.

In other words, ETL has made a name for itself in 2011. We continue to celebrate the successes to date but are immediately setting new goals for the coming year.

"The idea behind the project, called *Educating Tomorrow's Lawyers*, is that providing real-world examples and templates for new teaching methods - and proof of their success - will embolden more law professors to rethink how they teach."

-National Law Journal,
August 22, 2011

"The online presence is just a start. *Educating Tomorrow's Lawyers* will host a national conference next year, and is gathering ideas on new courses and teaching methods from schools around the country."

-Law Week Colorado,
July 25, 2011



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- Judge Neil M. Gorsuch,
featured speaker



We at IAALS are proud to name distinguished and respected men and women in the legal community as recipients of our *Transparent Courthouse*® Award annually.

This year, IAALS honored three federal judges who have provided leadership for the benefit of litigants in the area of civil rules reform. Judges John G. Koeltl, Mark R. Kravitz, and Lee H. Rosenthal have championed and inspired changes in the rules that steer procedure in civil disputes. Each judge has also worked closely with IAALS as we have studied and helped launch reform efforts across the country. All three were pivotal in convening the 2010 Duke Conference where participants examined whether the Federal Rules of Civil Procedure continue to serve the needs of litigants. IAALS was a key player in that conference. Of this year’s recipients, IAALS Executive Director Rebecca Love Kourlis said, “These three have truly blazed a new trail and ushered in a new era in which the question ‘Can we do it better?’ is not only permitted but encouraged.”

This year’s featured speaker was Judge Neil M. Gorsuch, who joined the Tenth Circuit Court of Appeals in 2006. Judge Gorsuch spoke about the increasing disenfranchisement of people who are opting out of the civil justice system, in part because the system itself is becoming so burdened by the costs and delays associated with discovery. Judge Gorsuch said, “Answers to the questions we face are not going to come quickly or easily but they matter. Everyone who enters the civil justice system **should** expect a just, speedy and inexpensive resolution to their case.”

IAALS gave its first Transparent Courthouse® Award to United States Supreme Court Justice Sandra Day O’Connor (Ret.) in 2007. Other past recipients are Utah Supreme Court Chief Justice Christine Durham; former New Hampshire Supreme Court Chief Justice John T. Broderick Jr., now Dean of the University of New Hampshire School of Law and a member of the IAALS Board of Advisors; former Nevada Senator William J. Raggio; former Nevada Assembly Speaker Barbara E. Buckley; and, former Ohio Supreme Court Chief Justice Thomas J. Moyer. The IAALS Board and staff choose recipients of the award based upon their commitment to improving the legal system, openness to innovative solutions, and willingness to challenge status quo assumptions.



IAALS Executive Director Rebecca Love Kourlis



(l-r) Judge Mark R. Kravitz, Judge Lee H. Rosenthal, Rebecca Love Kourlis



(l-r) IAALS Board members Dr. Walter Sutton and Tom Gottschalk, Chief Justice Ruth V. McGregor (Ret.), DU Office of Teaching and Learning Executive Director Julanna Gilbert, DU Chancellor Robert D. Coombe



“ WE ARE TRULY GRATEFUL TO BE AMONG PEOPLE WHO SHARE OUR COMMITMENT AND OUR HOPE THAT WE CAN HAVE A CIVIL JUSTICE SYSTEM THAT CAN SERVE ALL OF THE DIVERSE NEEDS OF THIS INCREDIBLY DIVERSE COUNTRY AND TO DO SO EFFICIENTLY, EFFECTIVELY AND FAIRLY. – Judge Lee H. Rosenthal

“ IT’S A HEARTFELT HONOR TO RECEIVE THIS AWARD. – Judge Mark R. Kravitz



IAALS STAFF

Our team is an experienced and dedicated group of professionals from the field who have achieved recognition in their former roles as judges, lawyers, academics, and journalists. As a part of a major research university, we hold our work up to the highest academic and professional standards. We also benefit from the work of consultants, graduate student interns, and other academic support on campus.



REBECCA LOVE KOURLIS
Executive Director/Director
of Rule One Initiative



PAMELA A. GAGEL
Assistant Director



DAN DRAYER
Director of Communications



ALLI GERKMAN
Online Content Manager



CORINA GERETY
Research Manager



LOGAN CORNETT
Social Science Research
Assistant



MALIA REDDICK
Director of *Quality Judges Initiative*



NATALIE KNOWLTON
Quality Judges Initiative
Manager



WILLIAM M. SULLIVAN
Director of *Educating Tomorrow's Lawyers Initiative*



MARNEE BAKER
Educating Tomorrow's Lawyers Initiative
Manager



ABIGAIL McLANE
Budget Manager



STACEY DAVIS
Executive Assistant



LAMECH M. MBIASE
Senior Director of
Development



IAALS BOARD OF ADVISORS & ADVISORY COMMITTEES

We benefit tremendously from the wisdom, experience and counsel of nationally recognized experts from legal, academic, business and journalism professions. We celebrate the breadth and distinction of our Board of Advisors, the Advisory Committee of the O'Connor Judicial Selection Project, and the *Educating Tomorrow's Lawyers Initiative* Advisory Committee. We humbly extend our gratitude and thanks to all for their significant contributions to our work.

The IAALS Board of Advisors includes:

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

Richard N. Baer, Executive Vice President and Chief Legal Officer, UnitedHealth Group

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

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

Karen J. Mathis, former President and Chief Executive Officer, Big Brothers Big Sisters

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

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

In addition, **Senior District Judge Richard P. Matsch** of the Federal District Court for Colorado serves as a consultant.

The Advisory Committee for the O'Connor Judicial Selection Project includes:

Justice Sandra Day O'Connor (Ret.), Honorary Chair, Supreme Court of the United States

Chief Justice Ruth V. McGregor (Ret.), Chair, Supreme Court of Arizona

Meryl Chertoff, Director, Justice and 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, Chief Emerging Business Officer, Cleveland Clinic Nevada

Larry D. Thompson, Professor, University of Georgia Law

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

We were honored to have the late **Thomas Moyer, Chief Justice of the Ohio Supreme Court**, as one of the original members of the Advisory Committee.

The *Educating Tomorrow's Lawyers* Advisory Committee includes:

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

Richard N. Baer, Executive Vice President and Chief Legal Officer, UnitedHealth Group

Chief Justice Christine M. Durham, Utah Supreme Court

Thomas Ehrlich, Visiting Professor, Stanford University School of Education

Daniel Girard, Founder and Managing Partner, Girard Gibbs LLP

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

Gregory J. Kerwin, Partner, Gibson Dunn

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

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

Mark A. Nadeau, Co-managing Partner, DLA Piper

Lauren Kay Robel, Dean and Val Nolan Professor of Law, Indiana University Maurer School of Law

Terre Rushton, Director of Custom Program, Training and Curriculum , NITA

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

David Trickett, President and Henry White Warren Professor of Ethics and Leadership, Iliff School of Theology



MISSION, STRUCTURE & FUNDING

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.

We envision a civil justice system that is accessible, efficient and accountable, and therefore inspires trust.

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 nearly 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. The Executive Committee of the Board of Advisors is composed of Chancellor Robert Coombe, Chancellor Emeritus Daniel Ritchie and John Moye.

We benefit from gifts donated to the University for the use of IAALS. None of those gifts has 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.

We would be honored if you would support our mission and work. Please consider joining "Friends of IAALS" or becoming a member of our Business Leadership Network.

To learn more about IAALS and methods of financial support, please contact us:

IAALS

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CONTINUOUS IMPROVEMENT

Just as we commit ourselves to continuous improvement in the recommendations we make and the models we propose, so too, we commit ourselves to continuous improvement in our own organization. So, in 2012 we have to be better at what we do than we were in 2011. We have a plan for just that result.

In 2012, the *Quality Judges Initiative* will push toward more research and more focus group exploration into developing principles that should undergird any judicial selection system designed to produce judges that are both impartial and accountable. We hope to work with governors to encourage judicial selection screening committees and with legislators to encourage movement toward systems that correspond with our principles.

The *Rule One Initiative* will continue to support innovation in pilot projects, while simultaneously measuring existing projects. We will hold the third IAALS Civil Rules Summit in September of 2012, at which we will gather the innovators from around the country who are exploring solutions to problems of cost, delay, and insufficient access.

Educating Tomorrow's Lawyers will hold a conference in the fall, focused on how to teach the third apprenticeship – professional identity – and to measure the effectiveness of such teaching. We will build out the Consortium of law schools committed to reform, and will continue to showcase excellent teaching.

And, the *Honoring Families Initiative* will take center stage. We will debut our Strategic Plan and Advisory Committee – all pointed toward finding solutions to the problems that families encounter when they attempt to navigate the maze of the divorce and child custody processes.

In late fall, we intend to launch a blog that will provide our insights on the issues that concern us. We hope to grow it into a valued voice of innovation and vision.

We now have the platform, the foundation that permits us to build a sustainable and impactful institute. We work with extraordinary organizations and individual stakeholders across the country who are committed to real changes in the system, designed to achieve the objective of an accessible, trusted civil justice system. We also have the necessary internal breadth, strength and passion – including a diverse research team.

What's in a name? What is in our name is six years of experience, many thousands of miles on an airplane, hundreds if not thousands of partners, dozens of research reports, presentations and conferences -- and an unwavering commitment to our mission. What's in a name? A future, a vision and a dream of a legal system that supports, serves, and enables our citizens and our constitutional ideals.

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