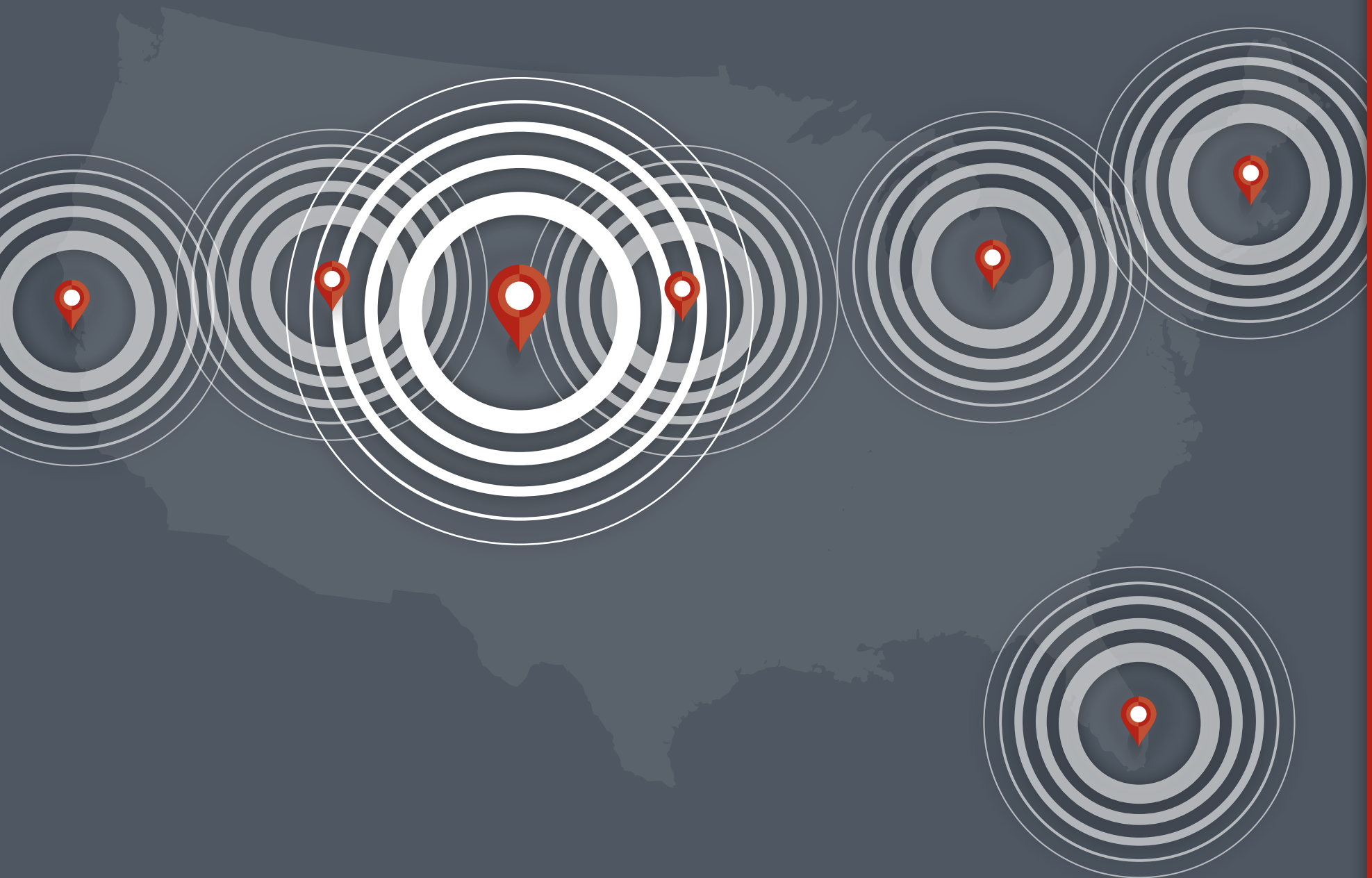


IAAALS

2013 ANNUAL
REPORT

NATIONAL IMPACT



“There’s no doubt in my mind that IAALS is making a difference—everywhere in the country.”

Jon Streeter

San Francisco, California
Past President
State Bar of California

SAN FRANCISCO, CA

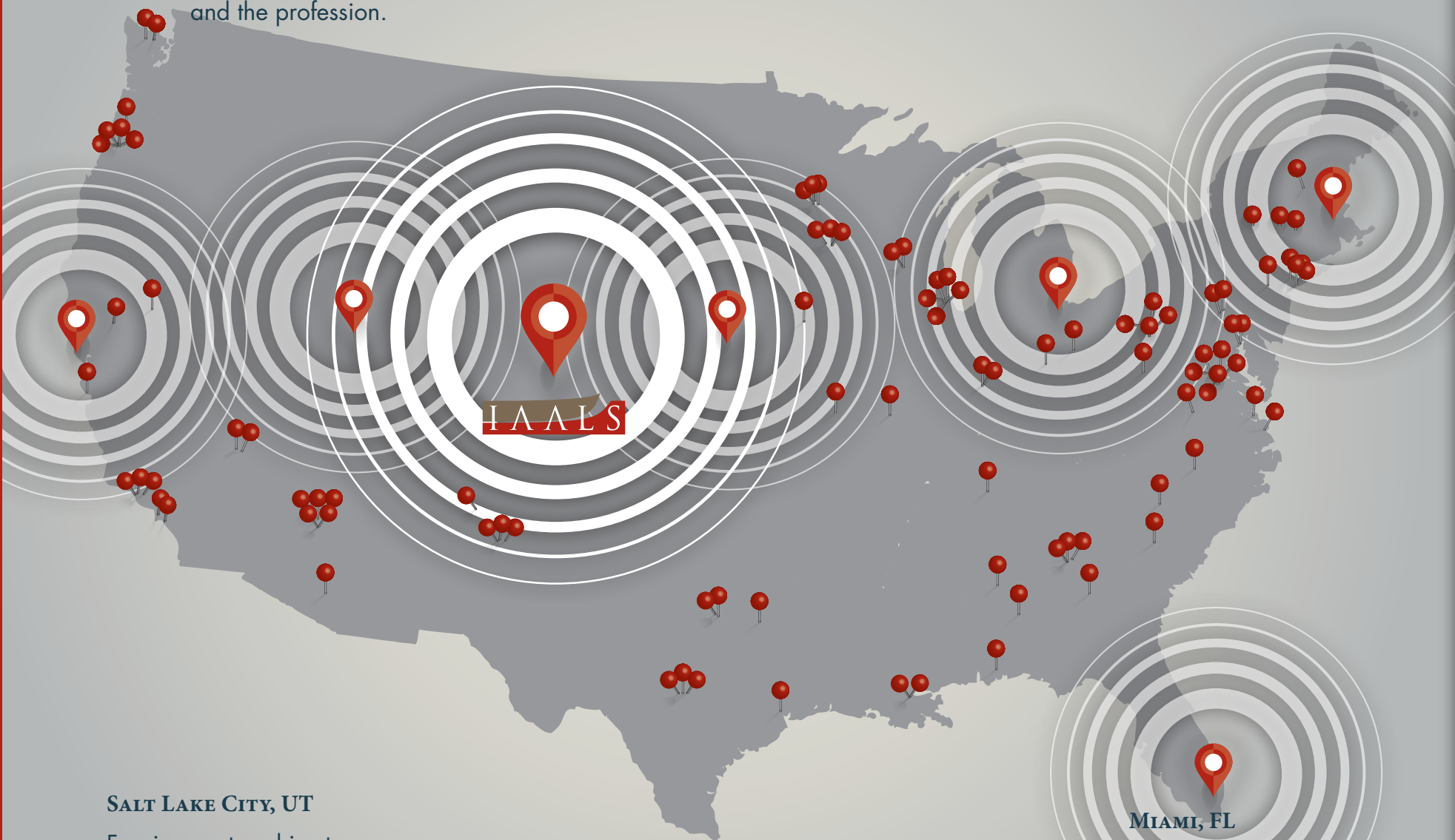
Inspiring collaboration and consensus on legal education reform between the academy and the profession.

TOLEDO, OH

Recommending ways to improve courtroom caseflow management.

BOSTON, MA

Spearheading a nationwide network for best practices in judicial performance evaluation.



SALT LAKE CITY, UT

Forging partnerships to change court rules to make civil litigation speedier and less costly.

DENVER, CO

Helping families navigate the separation and divorce process outside of court.

TOPEKA, KS

Developing models to help better inform the public about our judges.

MIAMI, FL

Connecting professors and schools who set the bar in innovative, experiential legal education.

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From the Executive Director

Since the wheels began turning at IAALS in 2006, we have facilitated continuous improvement in the American legal system, in hopes of making great and lasting impact across the country. Advancing innovation and excellence in our courts and profession is a challenging goal, but because it is so broad and deep, measuring impact becomes even more important. Some projects lend themselves to quantifiable measurement with specific determination of outcomes, while many others give rise to more anecdotal stories of impact on how the system works for individuals. Whether quantifiable or anecdotal, the impact is real, it is important, and we are proud to report that it is happening on a national scale.

The one clear takeaway from all the data is this: IAALS is making a difference.

Whether taken from our empirical research or from the voices of our partners in the field, our work to identify issues and implement solutions is changing the American legal system for the better.

A cross section of those voices is captured here in our 2013 IAALS Annual Report. We seek to shine the spotlight on the people who are seeing change take place before them: in their courtrooms, in their law offices or classrooms, and in their everyday lives.

From coast to coast and everywhere in between, we have collected stories from real people who share IAALS' passion for and dedication to a legal system that is accessible, trustworthy, relevant, and responsive. These are men and women who have been inspired by our work, helped implement our recommendations, or directly benefited from our successful endeavors.

Their personal accounts of impact are woven throughout this report along with a detailed account of our accomplishments in the past year, which set the stage for an ambitious future slate of projects.

In 2013, IAALS held “An Uncommon Dialogue,” which brought together divergent groups and facilitated discussion on the attributes we care about in our judges—and found great consensus from all parties. We also hosted experts from around the country to discuss proposed changes to the Federal Rules of Civil Procedure and brought the legal profession and the law school academy together to discuss the future of legal education. In the fall, we celebrated as an IAALS model for out-of-court resolution for separating and divorcing families became reality on the University of Denver campus.

And, in 2014, we're setting the bar even higher. In *Quality Judges*, we'll publish and release the *O'Connor Judicial Selection Plan*, authored in partnership with former United States Supreme Court Justice Sandra Day O'Connor. In *Rule One*, we will release evaluation results from the Colorado Civil Access Pilot Project and share best practices for judges in *Working Smarter Not Harder: How Excellent Judges Manage Cases*. In *Honoring Families*, we continue an intensive three-year evaluation of the Resource Center for Separating and Divorcing Families, and in *Educating Tomorrow's Lawyers*, we will launch “Foundations for Practice,” a multi-year project focused on defining the fundamentals that all new attorneys should possess upon leaving law school. All of these projects and convenings are designed to move issues and solutions forward.

Thank you to our partners, champions, and friends for ensuring that IAALS continues to provide a forum for the collaborative development of new and better ideas, a platform for advancing excellence in the system, and a pathway toward profound and lasting national impact.

Rebecca Hale Kowlis



After 20 years on the bench, Judge Steve Leben says he knows one thing for sure.

“It’s impossible for the average citizen to know what I’m doing without some help.”

Leben is an appellate judge and, unlike many of his trial court colleagues, has minimal interaction with the lawyers and litigants involved in the cases that come before him. The decisions he delivers are on paper and not in person, which, he says, makes it difficult for the public to get a handle on what kind of judge he really is. That’s why Judge Leben is a fan of judicial performance evaluation (JPE) and of IAALS’ *Quality Judges Initiative*.

A couple of years ago, Judge Leben was invited to present at a national IAALS conference convened to strategize ways of improving how states can evaluate the performance of appellate judges and inform voters about the results for each judge. After the conference, he was invited to be part of IAALS’ Appellate JPE Task Force, which came up with recommendations for how such evaluations should be conducted.

“After our task force turned in its report, IAALS went back to work with further effort,” says Judge Leben.

That effort included more research, focus groups, and, ultimately, a JPE process that Judge Leben refers to as the “full package,” one that states across the country can use as a model to help better inform the public about their appellate judges.

And, judicial performance evaluation is one of the four tenets of the *O’Connor Judicial Selection Plan*, a recommended model for selecting and retaining judges developed by former United States Supreme Court Justice Sandra Day O’Connor and IAALS.

“IAALS is unique in being small enough that it can be nimble, focused, and non-bureaucratic. They have the experts who can make sure that all of the i’s have been dotted and t’s crossed.”

“I don’t think anybody can improve the whole system comprehensively at any given time,” Judge Leben says. “But, what IAALS does that is so great is to pick discreet projects where real advances can be made and then provide a product that is understandable to the target audience.”



Judge Steve Leben

Topeka, Kansas
Kansas Court of Appeals

Jordan Singer can't hide it. He's a fan of IAALS.

"IAALS has such boundless energy," he says. "I see it."

Full disclosure: Singer served as IAALS' very first Director of Research from 2006 to 2010 before moving on to his current position at New England Law | Boston.

Among the groundbreaking work he helped IAALS undertake, Jordan has a special place in his heart for the *Quality Judges Initiative* and judicial performance evaluation.

"Judges are the protectors and the preservers of due process, which is one of the most fundamental social values that we have in the United States," says Singer.

"Quality judges are—and are perceived to be—dignified, impartial, fair, and interested in the proper and fair resolution of every dispute that comes before them."

Yet, Singer admits, most people know very little about their judges, especially when it comes to voting in elections. That's where JPE comes in. During his tenure, IAALS spearheaded a nationwide working group and invited those in charge of JPE programs around the country to join the conversation. To this day, that group meets bimonthly to strategize the best ways to evaluate our judges and inform the public of their performance. And, Singer still participates in those discussions.

"If [states] use JPE, and especially if [they] put it in a voter guide, and they've got two paragraphs on each judge, [voters] can read ahead of time and make their own informed decision." What a difference that makes, he says.

Singer credits IAALS with giving him, and others, the opportunity to make such a difference.

"There's this ongoing drive that if there's something that can be done to improve the system and they've got an idea—let's go do it. And, IAALS really has that."

“ IAALS is unique and powerful in its ability to bring together the best minds in the country, the prominent voices, and then empower them to help get the message out on what needs to be done to improve the legal system. ”

Jordan Singer

Boston, Massachusetts

Associate Professor of Law
New England Law | Boston



- Held two meetings of the O'Connor Advisory Committee, one in Denver and the other at the United States Supreme Court in Washington, D.C.



EVENTS



- Convened “An Uncommon Dialogue: What Do We Want in Our Judges and How Do We Get There?”—a joint meeting, facilitated by The Aspen Institute Justice & Society Program and the Federalist Society for Law and Public Policy; published a post-meeting report.
- Published *A Credit to the Courts: The Selection, Appointment, and Reappointment Process for Bankruptcy Judges*—a report on the use of merit selection panels in choosing U.S. bankruptcy judges.
- Developed *Recommended Tools for Evaluating Appellate Judges*, including model surveys, recommendations, and reviewer templates for an opinion review process, and a self-evaluation tool.
- Participated in a symposium at New England Law | Boston entitled “Judicial and Court Productivity.”
- Published “An Informed Opinion: Direct Opinion Review and Appellate JPE”—an article on opinion review as a component of an appellate judicial performance evaluation program in the National Center for State Court’s *Trends in State Courts 2013*.



- Participated in the “Selecting Our Judges” program at the 2013 Legislative Summit of the National Conference of State Legislatures, featuring Justice Sandra Day O’Connor, Rebecca Love Kourlis, former Chief Justice Leah Ward Sears of Georgia, Lieutenant Governor and Senate Speaker Ron Ramsey of Tennessee, and Pete Robinson, an attorney and former legislator who co-chairs the Georgia Judicial Nominating Commission.

2014 | PROJECTS UNDERWAY

- Preparing a research report on the use of judicial nominating commissions around the country, including where they are in place, how they are structured, and why they are critical in the selection of highly qualified and impartial judges.
- Participating in the National Association of Women Judges' "Informed Voters. Fair Judges." project for the 2014 elections.
- Compiling a list of FAQs regarding how judges are selected across the nation.
- Continuing to serve as an ongoing resource to individuals and entities interested in judicial selection issues, and as an information conduit for judicial performance evaluation programs around the country.
- Publishing the *O'Connor Judicial Selection Plan*, a collaboration between IAALS and Justice Sandra Day O'Connor, which is a model for judicial selection that we believe best balances the dual goals of impartiality and accountability. This four-part model includes: judicial nominating commissions, gubernatorial appointment, judicial performance evaluation, and retention elections.



O'CONNOR ADVISORY COMMITTEE

- Justice Sandra Day O'Connor (Ret.), Supreme Court of the United States, Honorary Chair
- Chief Justice Ruth V. McGregor (Ret.), Supreme Court of Arizona, Chair
- Meryl Chertoff, Director, Justice & Society Program, The Aspen Institute
- Professor Talbot "Sandy" D'Alemberte, President Emeritus and Professor of Law, Florida State University
- Senator Bob Graham, United States Senate, 1987–2005
- Chief Justice Wallace B. Jefferson (Ret.), Partner, Alexander Dubose Jefferson & Townsend LLP
- Rebecca Love Kourlis, Executive Director, IAALS
- Maureen E. Schafer, Chief Corporate Development Officer, LifeNexus, Inc.
- Professor Keith Swisher, Associate Dean of Scholarship and Associate Professor of Law, Phoenix School of Law
- Larry D. Thompson, Executive Vice President – Government Affairs, General Counsel, and Corporate Secretary, PepsiCo, Inc.
- 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 couldn’t have done it without IAALS,” says Fran Wikstrom.

The ‘it’ he speaks about is Utah’s sweeping, across-the-board changes in the rules of civil procedure instituted in 2011. Wikstrom credits those rules changes with making civil litigation speedier and less costly in his state by setting limits on the amount of discovery and expert testimony allowed in cases and by enforcing strict disclosure rules up front. But, the momentum for change had been building for several years leading up to this point.

At an American College of Trial Lawyers (ACTL) conference in 2006, Wikstrom first heard IAALS Executive Director Rebecca Love Kourlis speak on the problems in the American legal system. Motivated by her passion and presentation, Wikstrom approached Kourlis to learn more about IAALS. That conversation sparked a partnership between IAALS and the ACTL, resulting in the formation of the ACTL Task Force on Discovery and Civil Justice in 2007.

“For me—and others in the American College, I think, felt the same way—this would be a very symbiotic partnership if the Fellows in the College could work with IAALS to study the problems and propose some solutions. And, that’s what we proceeded to do from there on.”

First, IAALS’ *Rule One Initiative* conducted a joint survey of ACTL Fellows across the country, which revealed that a majority felt that the civil litigation system was too expensive, too cumbersome, and too slow. The next step focused on possible solutions. In March 2009, IAALS and the ACTL Task Force jointly published a final report outlining 29 principles for changes in the system to make it more cost effective and efficient. And, Wikstrom says, people across the country have taken the report and the principles to heart, sparking pilot projects and reform movements aimed at developing new and better court processes.

Although he admits change is slow, Wikstrom is optimistic. And, he says, he credits much of that optimism to IAALS.

“ I believe that IAALS is perceived to be unbiased. It doesn’t have an agenda. It’s not advocating the interest of any particular group. I believe that IAALS is perceived as being out there solely to improve the American system of justice....IAALS is really making a difference. ”



Fran Wikstrom

Salt Lake City, Utah

Shareholder, Parsons Behle & Latimer
Fellow, American College of Trial Lawyers

Judge Jack Zouhary is passionate about the American legal system.

“We have a very good civil justice system. But, we also know it can be better. And so we don’t stop there. We want to improve it,” says Judge Zouhary.

“Word is getting out that IAALS is the point person for those of us who believe in the system and want to improve the system.”

When he heard IAALS Executive Director Rebecca Love Kourlis talk about the need for continuous improvement of the system in 2006, he knew he had to be a part of it.

Not long after that first IAALS encounter, Judge Zouhary agreed to allow experts from IAALS’ *Rule One Initiative* to conduct an audit of his docket. They examined the cases before him and how long it took those cases to make their way through the process. “They wanted to find out how effectively we were running the shop, so to speak,” he says.

What IAALS found is that there was room for improvement. The *Rule One Initiative* provided a set of recommendations to Judge Zouhary aimed at increasing early and effective case management. He implemented some of the recommendations and says he was pleasantly surprised by the results in his courtroom.

“We found out later when we did a follow-up of the audit that, in fact, we had cut our time in half,” he says. That means that from the time a case arrived on his desk to the time of resolution, litigants encountered fewer delays, freeing up precious court resources to help more parties have their cases heard. IAALS recommendations initiated all of this.

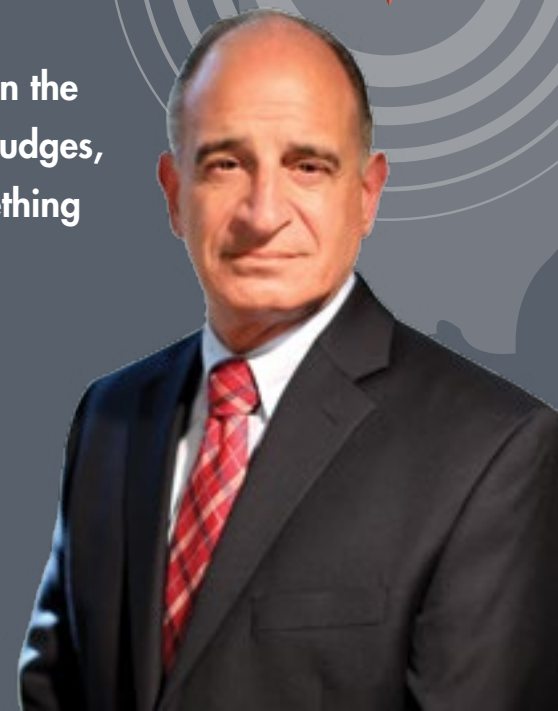
Along with colleagues from around the country, Judge Zouhary shared his courtroom efficiency strategies for a 2014 IAALS publication entitled *Working Smarter, Not Harder: How Excellent Judges Manage Cases*. This collection of case management wisdom is a prime example, he says, of how IAALS is making good on its mission.

“IAALS is an organization that is determined to make improvements in the civil justice system and it isn’t just with rules changes. It’s educating judges, educating the entire legal community about how we all can do something together to make it better.”

Judge Jack Zouhary

Toledo, Ohio

Federal Judge, United States District Court
for the Northern District of Ohio
Judicial Fellow, American College of Trial Lawyers



- Held the “2nd Annual Educational Summit for State Court Judges: Unlocking E-Discovery,” cohosted by IAALS and the National Judicial College.
- Held a “Forum for Understanding and Comment on the Proposed Federal Rules Amendments.”



EVENTS

PUBLICATIONS

- *A Roadmap for Review: Guide for Appraisal and Improvement of Caseload Management of Civil Cases in U.S. District Courts*—a template for federal court judges.
- “The American Civil Justice System: From Recommendations to Reform in the 21st Century”—*Kansas Law Review*.
- *Unlocking E-Discovery: A Toolkit for Judges in State Courts Across the Nation*.
- *A Roadmap for Action: Lessons from the Implementation of Recent Civil Rules Projects*—a report summarizing experiences implementing Colorado’s pilot project with broader lessons for all jurisdictions.
- *Short, Summary, and Expedited Civil Action Programs Around the Country*—a chart summarizing programs in state and federal courts to supplement our work on *A Return to Trials: Implementing Effective Short, Summary, and Expedited Civil Action Programs*.



PROJECTS

- Continued ongoing monitoring of and information sharing regarding pilot project and rules reform jurisdictions, as well as national committees. Launched online tool to facilitate tracking: Action on the Ground.
- Continued evaluation of the Colorado Civil Access Pilot Project.
- Continued work with the ACTL Task Force.

2014 | PROJECTS UNDERWAY

- Continuing work with the ACTL Task Force, including in-person Task Force meetings to reevaluate the Proposed Principles and a joint IAALS/ACTL Task Force comment on the proposed federal rules amendments.
- Writing a Report from the “Forum for Understanding and Comment on the Proposed Federal Rules Amendments,” to be submitted in the form of a comment on the proposed federal rules amendments.
- Participating in and staffing in support of the Conference of Chief Justices’ Civil Justice Improvements Committee.
- Continuing collaboration with the National Judicial College in the area of education for state court judges on electronic discovery, including cohosting webcasts for state court judges and support for local educational programs.
- Publishing *Working Smarter, Not Harder: How Excellent Judges Manage Cases*, a study in collaboration with the American College of Trial Lawyers.
- Completing and publishing a *Summary of Empirical Research on the Civil Justice Process: 2008–2013*—an empirical research summary on the civil justice system over the last five years.
- Conducting a legal survey on cost allocation, including a literature review and a survey of applicable laws in the United States and abroad.
- Ongoing monitoring of and information sharing regarding pilot project and rules reform jurisdictions, as well as national committees.
- Finalizing evaluation of and publishing preliminary and final reports on the Colorado Civil Access Pilot Project.

AMERICAN COLLEGE OF TRIAL LAWYERS TASK FORCE ON DISCOVERY AND CIVIL JUSTICE

The ACTL Task Force has operated as a de facto advisor to *Rule One*. In 2013, we continued work with the Task Force, including in-person meetings to reflect on the current status of pilot projects and next steps. Membership of the Task Force consists of:

- Paul C. Saunders, Partner, Cravath, Swaine & Moore LLP, Chair
- Judge Ann B. Frick, Second Judicial District Court of Colorado, Vice Chair
- John T. Broderick, Jr., Dean, University of New Hampshire School of Law
- Robert L. Byman, Partner, Jenner & Block
- Justice Colin L. Campbell (Ret.), Neeson Arbitration Chambers
- Philip R. Garrison, Shareholder, Polsinelli
- James T. Gilbert, Partner, Coy, Gilbert, Shepherd & Wilson
- William T. Hangle, Shareholder, Hangle, Aronchick, Segal, Pudlin & Schiller
- Richard P. Holme, Senior of Counsel, Davis, Graham & Stubbs LLP
- Chris Kitchel, Partner, Stoel Rives LLP
- Lynette Labinger, Partner, Roney & Labinger, LLP
- Charles M. Meadows, Jr., Partner, Meadows, Collier, Reed, Cousins, Crouch & Ungerman, LLP
- Edward W. Mullinix, Retired Partner, Schnader Harrison Segal & Lewis LLP
- Gordon W. Netzgorg, Member, Sherman & Howard
- William Usher Norwood, III, Of Counsel, Pope, McGlamry, Kilpatrick, Morrison & Norwood, P.C.
- Michael L. O'Donnell, Partner and Chairman, Wheeler Trigg O'Donnell LLP
- R. Joseph Parker, Partner, Taft Stettinius & Hollister LLP
- Collins J. Seitz, Jr., Partner, Seitz, Ross, Aronstam, & Moritz LLP
- Michael W. Smith, Partner, Christian & Barton LLP
- Alan L. Sullivan, Partner, Snell & Wilmer
- Francis M. Wikstrom, Shareholder, Parsons Behle & Latimer
- William N. Withrow, Jr., Partner, Troutman Sanders LLP
- W. Foster Wollen, former General Counsel, Bechtel Group, Inc.
- Judge Jack Zouhary, U.S. District Court for the Northern District of Ohio
- E. Osborne Ayscue, Jr., Counsel, McGuire Woods LLP, participates as the IAALS liaison to the project



The Rule One Initiative serves to advance empirically informed models for court processes and procedures that provide greater accessibility, efficiency, and accountability in the civil justice system. Through comprehensive analysis of existing practices and the collaborative development of recommended models, the Rule One Initiative empowers, encourages, and enables continuous improvement in the civil justice process.



The past year hasn't been easy for the Robinsons. After more than eight years of marriage and three children together, Pamela and Jason decided to end their marriage. They were concerned about how the divorce process would affect their kids and worried about navigating the complicated and drawn-out legal process that lay before them.

"Instantly it feels like the process is going to be daunting, especially if you're going to do it yourself. I said to myself, 'how does somebody even do this without a lawyer?'" says Jason.

They researched online. They downloaded forms. They even set up an appointment to meet with a court official.

It was at that meeting that they were encouraged to try something different, an out-of-court process available at the new Resource Center for Separating and Divorcing Families at the University of Denver.

Based on the model developed by IAALS' *Honoring Families Initiative* (HFI), the Resource Center provides an interdisciplinary suite of services for families that blends legal education and dispute resolution services with social work, counseling, and financial planning.

The Robinsons applied to the program and were accepted. The team at the Resource Center eased them through the difficult process from start to finish, all of it without ever having to step into a courtroom.

Pamela says she was most impressed by the Resource Center's affordability and focus on their children's well-being. "We realized that we could do this very economically and also have a place where our kids could come and talk to other kids that are going through a divorce."

With the Resource Center's help, the Robinsons successfully reached agreement on all aspects of their divorce. They were the first couple to have their case officially read into the record, and garnered praise from the visiting judge for working together through the process and putting their children first.

"It felt like a community was serving us and we weren't on this island of divorce out there all on our own," says Jason.

“ The Center and what IAALS has put together took away a lot of the dark and grey and coldness of [divorce] and it gave us a resource and a place to go to get things worked out in the most peaceful, collaborative manner that we could have. ”

Pamela & Jason Robinson

Denver, Colorado

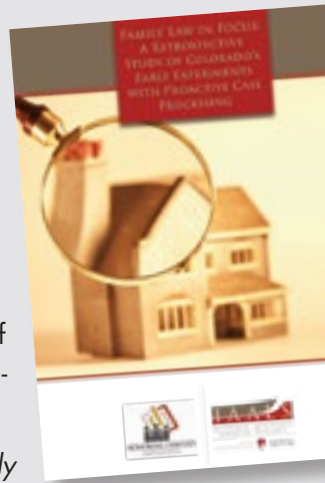
Clients, Resource Center for Separating and
Divorcing Families at the University of Denver



HONORING FAMILIES INITIATIVE

2013 | DELIVERABLES

- Developed an out-of-court model for separating and divorcing families, and implemented this model in the Resource Center for Separating and Divorcing Families, which opened at the University of Denver on September 3, 2013.
- In conjunction with consultants, published a study of Colorado's early experiments with proactive case management in family law cases.
- Published a white paper in the July edition of the *Family Court Review* entitled "Courts and Communities Helping Families in Transition Arising from Separation or Divorce." The paper describes the rationale for HFI's mission and sets forth a set of principles that frame an action plan.



2014 | PROJECTS UNDERWAY

- Conducting a comprehensive three-year evaluation of the Resource Center for Separating and Divorcing Families at the University of Denver.
- Identifying the core competencies of family court judges and developing preliminary recommendations with respect to the judicial education components that would adequately address each core competency.
- Collecting information on existing innovations in state courts around the country, for purposes of developing a toolbox of innovative programs.
- Researching issues surrounding self-represented litigants in family courts around the country. We hope to gain new insight into how the system might be improved to better suit the needs of all litigants.
- Collecting responses to the HFI white paper, which will be published in the October 2014 issue of *Family Court Review*.



ADVISORY COMMITTEE

- Barbara Babb, Director, Sayra and Neil Meyerhoff Center for Families, Children and the Courts, University of Baltimore School of Law
- Roberta S. Batley, Shareholder, Little, Gilman-Teppe & Batley, P.A.
- Gabrielle Davis, Legal & Policy Advisor, Battered Women's Justice Project
- Hon. Paul De Muniz (Ret.), Distinguished Jurist in Residence, Willamette University School of Law
- Sylvia Goldschmidt, Senior Partner, Goldschmidt & Genovese, LLP
- John Greacen, Principal, Greacen Associates, LLC
- William J. Howe, III, Shareholder, Gevurtz, Menashe, Larson & Howe, P.C.
- Howard Markman, Co-Director, Center for Marital and Family Studies, University of Denver
- Stacey Platt, Professor, ChildLaw Clinic, Loyola University Chicago School of Law
- Marsha Kline Pruett, Maconda Brown O'Connor Professor, Smith College School for Social Work
- Hon. Janice M. Rosa (Ret.), Former Supervising Judge of Family Courts, Buffalo and Western New York
- Emily Ruben, Attorney-in-Charge, Brooklyn Neighborhood Office of the Legal Aid Society
- Peter Salem, Executive Director, Association of Family and Conciliation Courts
- Andrew Schepard, Director, Center for Children, Families, and the Law, Hofstra University School of Law
- Arnie Shienvold, Founding Partner, Riegler, Shienvold and Associates
- Melinda Taylor, Executive Director, Resource Center for Separating and Divorcing Families, University of Denver
- Nancy Ver Steegh, Vice Dean, William Mitchell College of Law

When he was President of the State Bar of California, legal education reform was one of Jon Streeter's major initiatives.

"As a practicing lawyer . . . it has been frustrating to me for many years to hear complaints from clients about the costs of paying fees for young lawyers who, in their view, are not adequately trained for the demanding task of handling their casework," says Streeter.

So, he decided to do something about it. Together with the best minds he could find, Streeter and the Task Force on Admissions Regulation Reform analyzed new ways to produce young lawyers who are trained to succeed in the 21st century's evolving legal profession and market. Their recommendations included experiential learning opportunities, *pro bono* expectations, and continuing legal education—including many of the tenets of modern legal education that IAALS' *Educating Tomorrow's Lawyers* (ETL) has championed over the past two years. After making a big splash in California, Streeter recently teamed up with IAALS and ETL to broaden the conversation nationally.

The 2nd Annual Educating Tomorrow's Lawyers Conference was his first time seeing representatives from both the academy and the profession in the same room at the same time, airing their differences, and coming to some consensus on how to advance legal education.

"Just the opportunity to engage with the leaders from all over the country—lawyers, judges, academics—to talk about a vision for legal education in the United States going forward. Meeting all of them and learning from the discussion. That, in and of itself, was what was most memorable for me."

He says he came away inspired that positive change is on the way for legal education, aspiring lawyers, and the American legal system.

“ The process of leading institutional change is a hard one. Doing that calls for efforts like those that IAALS is best known for, convening people to come together from disparate perspectives to talk about consensus ideas for the challenges that they see. ”

"There's no doubt in my mind," Streeter says, "that IAALS is making a difference—everywhere in the country."

Jon Streeter

San Francisco, California

Partner, Keeker & Van Nest
Fellow, American College of Trial Lawyers
Past President, State Bar of California
Chair, Task Force on Admissions Regulation
Reform for the State Bar of California



Miami Law is an active member of IAALS' *Educating Tomorrow's Lawyers* Consortium of 30 law schools that are improving legal education through innovation. These schools create an environment for strong educators to succeed in the classroom and incorporate practice skills and hands-on experiences for students—qualities that the profession and law firms seek from new attorneys.

"We have to figure out a better way of balancing the theoretical with the experiential" in modern legal education, says Melissa Swain. "We need to teach [law students] certain foundations. They need to have a platform of skills that they can take with them into practice."

These foundations are at the core of Swain's teaching philosophy and what brought her together with IAALS. Swain became an ETL Fellow and developed a full course portfolio for the University of Miami Health Rights Clinic, along with Clinic Director JoNel Newman. A partnership between the University's law and medical schools, the clinic allows students to interact with clients and their counterparts as they would in the real world. The materials for the course, provided on the ETL website, include application tools that allow other law schools to adapt the clinic for their own students.

Swain says the Health Rights Clinic provides an effective dose of professional reality for her students.

"From day one they understand, these are your case files. These are your clients. Feel the pressure of being an attorney responsible for a group of clients."

In October 2013, Swain brought stories of her student lawyers to the legal academics and practicing attorneys gathered at the 2nd Annual ETL Conference in Denver, centered around connecting the academy with the profession and engaging dialogue between the two groups. She says it was there that she had her own epiphany.

"The only way for us to solve the problem is for all of the stakeholders, that IAALS and ETL bring together, to be in that same room and have the conversation about how to fix it."

“ I think that the value that IAALS brings to this conversation is that they really are taking a leadership role in the movement of legal education reform. ”

Melissa Swain

Miami, Florida

Associate Director and Clinical Instructor,
Health Rights Clinic
University of Miami School of Law



- Hosted the “2nd Annual Educating Tomorrow’s Lawyers Conference: Connecting the Academy & the Profession.” More than 90 legal educators, law school administrators, and legal professionals convened in Denver.



EVENTS

- Launched a robust resources section on the Educating Tomorrow’s Lawyers website. The new section allows for improved ability to share and find teaching materials, course portfolios, and research related to legal education.
- Launched Law Jobs: By the Numbers™, an interactive online tool that gives prospective law students the most transparent and complete law school employment rate information available. Law Jobs has received significant attention, including a prominent spot on the front page of the American Bar Association’s website. So far, the calculator has been used over 65,000 times.



2014 | PROJECTS UNDERWAY

- Launching a new, national project to study and define the “Foundations for Practice” that entry-level lawyers need. The first year-long phase focuses on the profession and will include a national survey and a series of focus groups to identify the Foundations. In mid-2015, we will publish results and recommendations, and convene our law school partners to identify opportunities to move legal education forward.
- Building on the success of Law Jobs: By the Numbers™, we are developing a new data-fueled tool that will give prospective students access to meaningful, individualized information about the law school options available to them.
- Investigating programs that employ sophisticated assessment models for evaluating student and law school performance to identify key success factors and scalable opportunities for law school assessment.
- Identifying key components of “experiential education” and creating universal definitions that can be used and understood by law schools, the profession, and prospective students.
- Holding the 3rd Annual Conference, which will convene legal educators from our Law School Consortium, to focus on assessment of legal education.
- Monitoring, informing, and influencing proposals for change in legal education from the academy, bar associations, state bars, the courts, and other stakeholders.
- Serving as a resource for legal educators and administrators, bar leaders, and others seeking information and research related to legal education.
- Monitoring existing law school innovation and building our Consortium and network of ETL Fellows to include key schools and educators that are leading the nation in their approach to legal education.

Visit our website: <http://etl.du.edu>

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Educating Tomorrow's Lawyers® works to align legal education with the needs of an evolving profession by facilitating, evaluating, and promoting law teaching methods designed to produce graduates who are employable and practice-ready; able to meet the needs of their employers, their clients, and society, and prepared to lead and respond to changes in the legal profession throughout their careers.

2013 | EDUCATING TOMORROW'S LAWYERS® AWARD



The *Educating Tomorrow's Lawyers*® Award recognizes individuals and organizations that have made significant contributions to innovation in legal education.

At our 2nd Annual Educating Tomorrow's Lawyers Conference, we honored Bill Henderson with the award. Afterward, he delivered a keynote address focused on the significance of the role played by legal educators and the change that is coming. He said educators have the power to “flip the switch” in their students and change the trajectory of their lives.

He ended by saying that real change will happen by flipping the switch in legal education as well—one switch at a time. We can promote change, Henderson says, by building prototypes, inviting people to see them in action, and showing the world how to make legal education great again. This is what *Educating Tomorrow's Lawyers* is about.

CONGRATULATIONS TO:

William D. Henderson

Bloomington, IN

Professor of Law

Director, Center on the Global Legal Profession

Indiana University Maurer School of Law

2013 *Educating Tomorrow's Lawyers*® Award Recipient

IAALS WELCOMES UNITED STATES SUPREME COURT JUSTICE SANDRA DAY O'CONNOR (RET.) SEPTEMBER 2013

Justice O'Connor had a full slate of activities during her visit to IAALS. As Honorary Chair of the *Quality Judges Initiative's* O'Connor Advisory Committee, she helped lead our meeting here at IAALS. She also delivered the 3rd Annual John Paul Stevens Lecture, co-hosted by IAALS at the University of Colorado Law School. Nearly 1,000 people viewed the event live, either in the audience or via satellite across the state.

During her visit, Justice O'Connor made time to tour the new Colorado Judicial Learning Center, speak with high school students, and enjoy a reception held in her honor at IAALS.

We are honored to have Justice O'Connor championing IAALS and our work, and we benefit greatly from her wisdom.



2013 | SUPPORT & PARTNERSHIPS

IAALS' impact on the American legal system over the past seven years would not have been possible without the generous support of our partners and donors. IAALS is entirely supported by memberships, donations, and grants, and we are sincerely grateful for gifts of every size and type.

SPECIAL RECOGNITION

Our most unique partner is the University of Denver. DU generously provides our office space and significant infrastructure, enabling us to address our mission with a strength that belies our size and staff. The University also provides a generous annual gift for *Educating Tomorrow's Lawyers*. Beyond the University, IAALS does, however, raise all of its operating and project expenses, and therefore enjoys the support of a variety of donors—both individual and institutional. Some, like the Gates Frontiers Fund, have been with us since our founding in 2006. Our relationship with Gates Frontiers Fund began with Charlie Gates, who believed in our vision for a more accessible, efficient, and fair civil justice system. A first grant of \$3,000,000 provided essential initial funding. Since then, Gates Frontiers has continued to provide unrestricted support central to our work. They have believed in us from the beginning and every step of the way, and we are deeply grateful.

MEMBERSHIPS

We have three member organizations: our Law School Consortium (listed on page 15), our Business Leadership Network, and, new in 2014, our Law Firm Council. Each of these groups provides IAALS with both intellectual and financial capital. They are our “boots on the ground”—connecting us to the issues of the day and, together, providing nearly \$500,000. The 2014 Annual Report will include a roster of Law Firm Council members.

INDIVIDUAL DONORS

Beyond our members, there are individuals who value and invest in our work. We are indebted both to Dan Ritchie and to Doug Scrivner, whose generous support made a significant difference in our ability to do our work this year. In addition, the IAALS staff had their second consecutive year of 100% participation in providing financial support for the work in which we believe so strongly. We are grateful to each of the individuals who invested in our mission in 2013. Your gifts made the impact highlighted in this report possible.

FOUNDATIONS

Finally, there are a number of foundations that support specific projects undertaken by IAALS. These more targeted partnerships are the fourth leg of our financial stool. They enable us to tackle projects that are often beyond the scope of our baseline capacity. This incremental funding allows us to think more ambitiously about what we can and should attempt.

We thank each and every donor. Since 2006, every gift to IAALS has made it possible for us to make a national impact and to secure the real results highlighted throughout these pages.

2012-2013 | DONORS

IAALS is grateful for every gift and grant. We are delighted to publicly recognize those individuals and organizations who have so generously supported us over the last 18 months.

The following have supported IAALS from July 1, 2012 through June 30, 2013:

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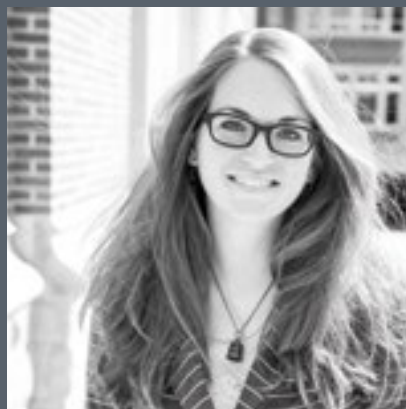
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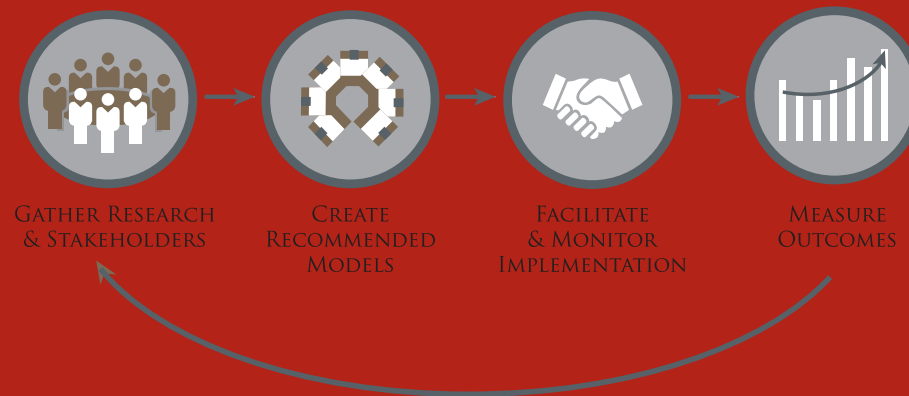
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STRUCTURE

IAALS, the Institute for the Advancement of the American Legal System, is a national, independent research center at the University of Denver dedicated to facilitating continuous improvement and advancing excellence in the American legal system. We are a “think tank” that goes one step further—we are practical and solution oriented. Our mission is to forge innovative and practical solutions to problems in our system in collaboration with the best minds in the country.

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 American legal system.

PROCESS



HISTORY

Located on the campus of the University of Denver, IAALS opened its doors on January 17, 2006. Conceived and founded by the University’s Chancellor Emeritus Daniel Ritchie, Denver attorney and bar leader John Moye, business leader and philanthropist Charles C. Gates, and IAALS Executive Director Rebecca Love Kourlis, IAALS had a clear vision: a fair, accessible, reliable, efficient, and accountable legal system that inspires trust.

Today, 17 staff members work with nearly 70 advisors and countless others to honor the IAALS mission every day.

IMPACT

Our ability to advance the American legal system is dependent upon your support. Together we can make a difference.

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