Position Specification





Chief Executive Officer

Prepared by Heidrick & Struggles

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Organization Overview	•	IAALS Vision	An American legal system that works for all people by being accessible, fair, reliable, efficient, and accountable; a system that earns trust, because a trusted and trustworthy legal system is essential to our democracy, our economy, and our freedom.
		IAALS Mission	To forge innovative and practical solutions to problems within the American legal system.
The		Website	https://iaals.du.edu
Position	•	Executive Committee	John E. Moye, Partner, Moye White LLP; IAALS Board of Advisors
			<u>Daniel L. Ritchie</u> , President, Temple Hoyne Buell Foundation; Chancellor Emeritus, University of Denver; IAALS Board of Advisors
The Person Engagement			<u>Douglas G. Scrivner</u> , Former General Counsel and Secretary, Accenture PLC; IAALS Board of Advisors
			Sam Walker, Interim Executive Director, IAALS; Executive in Residence, Office of the Colorado Attorney General; Former Chief Legal Officer, Molson Coors Brewing Company
			Diane G. Wallach, Director, MCT Incorporated; IAALS Board of Advisors
Team		About the University of Denver	Founded in 1864, the University of Denver is an independent, doctoral-granting research university with high research activity. The University of Denver is ranked among the nation's top 100 universities, with many of its professional schools and

Organization Overview	About the University of Denver (cont'd)	programs ranked in the top 20 by U.S. News & World Report. Located in the thriving city of Denver, at the foot of the awe-inspiring Rocky Mountains, the University enrolls just under 13,000 students in its distinguished undergraduate liberal arts and sciences, graduate, and professional programs, including the Sturm College of Law and the Josef Korbel School of International Studies.
The Position The Person		The University of Denver is located on a 125-acre campus less than 30 minutes from downtown. Through Denver Advantage, the University aims to integrate and engage the campus with its surrounding neighborhood, open the doors of campus to the City of Denver, and foster a greater sense of belonging for the DU community. The beautiful campus, with sweeping views of the Denver skyline and the Rocky Mountains, is also designated as an arboretum. In 2019, Business Insider ranked Denver second in its list of "50 Best Places to Live in America Right Now," and U.S. News & World Report has rated Colorado as the nation's top economy for the past three years.
Engagement Team	The University of Denver & IAALS Commitment to Diversity, Equity & Inclusion	The University of Denver is committed to enhancing the diversity of its faculty and staff. We are an Equal Opportunity/Affirmative Action Employer. All qualified applicants will receive consideration for employment regardless of age, race, color, national origin, religion, sex, sexual orientation, gender identity, disability, military/ veteran status or any other status protected by law.

Organization Overview

The Position

The Person

Engagement Team

Examples of IAALS' Work & Impact: Closing the Gap in Our Legal System Between Reality and Aspiration

<u>Challenge</u>

The American legal system suffers gaps between reality and aspiration. How can we harness creative dissatisfaction to close those gaps?

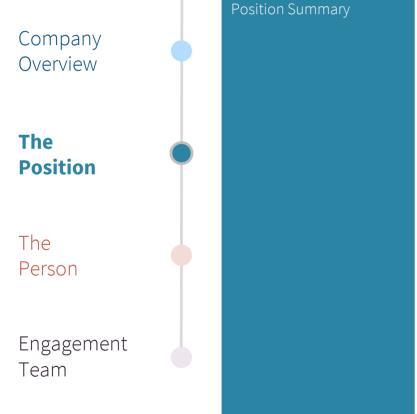
IAALS' Action and Impact

- IAALS is building national recognition of the need to redesign our legal system and profession to meet the challenges of our times, engaging a national dialogue about what a more just and fair system should look like.
- IAALS' survey and partnership with the American College of Trial Lawyers has led to a national recognition that the civil justice system needs reform to better ensure just, speedy, and affordable court outcomes.
- Law schools are using Foundations for Practice, building off a national survey of 24,000 lawyers, to develop learning outcomes, and employers of those law school graduates are adopting hiring criteria that align with them and increase diversity among new hires.
- Research on public trust and confidence has revealed insights into how the public views our court system and the judiciary and highlights areas for needed improvement.

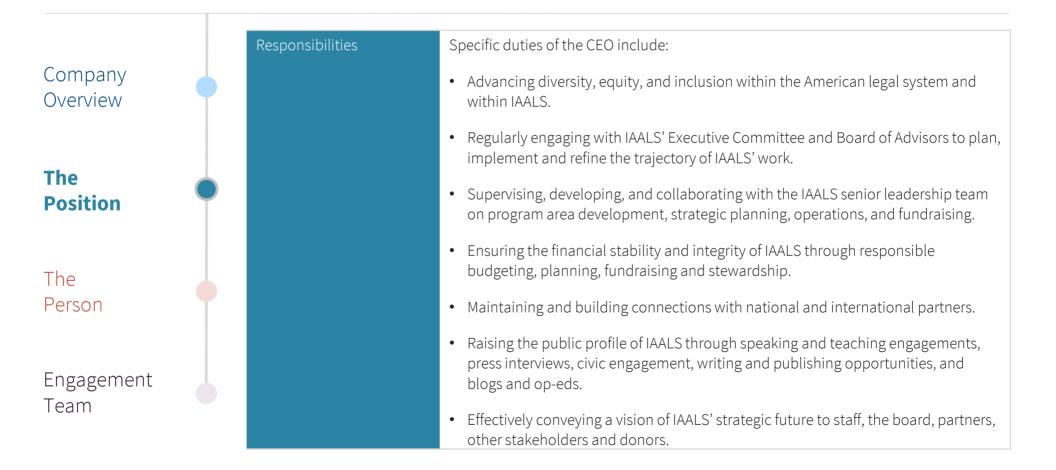
	Examples of IAALS' Work &	Challenge
Organization Overview	Impact: <i>Listening to Voices of Users</i>	Our legal system should better respond to the needs of all. How can we listen to voices of people and organizations that experience the system, and drive change based on those experiences?
		IAALS' Action and Impact
The Position		• IAALS is working to understand what drives users of our legal system and to evolve our current delivery of justice and legal services to deliver what the users need. This work has included studying their experiences and developing the process and tools for others to similarly engage users and rapidly test proposed solutions.
The Person		• IAALS is laying the foundation for a consumer-centered regulatory system that will ensure a more robust market for high-quality legal services, including providing expertise and support for Utah in building a pilot project for risk-based regulation, assisting other states in implementing similar projects, and developing a model for a regulatory entity focused on risk-based regulation of legal services.
Engagement Team		• Through a series of national surveys, and in partnership with HiiL (The Hague Institute for Innovation of Law), IAALS is assessing the justice needs of people of all income levels in both rural and urban areas across the country, as well as businesses, to provide a greater understanding of justice needs and target reform.

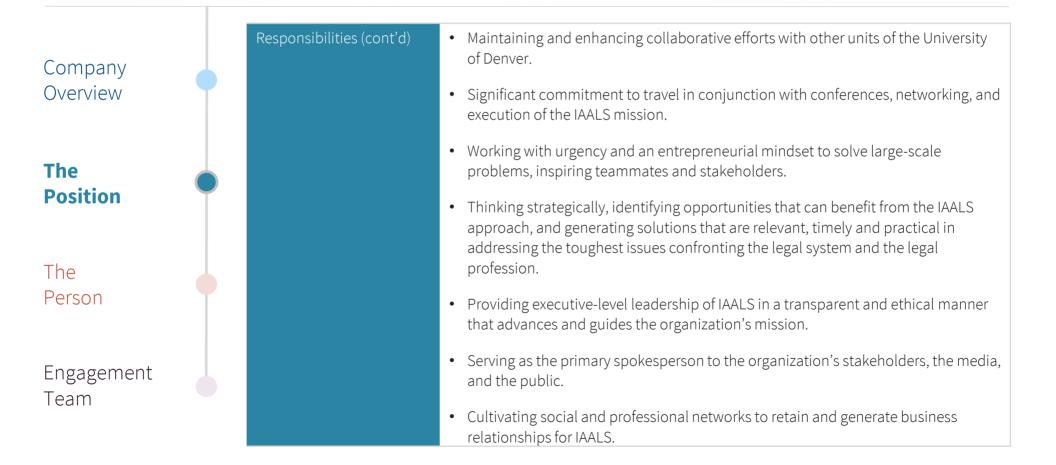
	Examples of IAALS' Work &	<u>Challenge</u>
Organization Overview	Impact: Access to Justice, Broadly	Through simplicity and responsiveness, our system should be accessible. How can we best realize the aspiration of access to justice for all, at scale?
Overview	Scaled	IAALS' Action and Impact
The Position		• IAALS is working to streamline and simplify processes to make essential services more accessible to diverse users, ensuring access for self-represented litigants, improved legal services for those who retain attorneys, and improved processes for all.
The Person		• Years of surveys, studies, and research has culminated in a set of recommendations for both civil and family reform to the Conference of Chief Justices and the Conference of State Court Administrators, which unanimously approved them and issued a call to action to courts across the nation. IAALS is working with the National Center for State Courts to implement that call to action, impacting 40+ state courts and territories.
Engagement Team		 IAALS research and leadership has led to significant rule reforms at the state and federal level focused on cooperation, proportionality, initial disclosures, streamlined procedures for discovery and motions, and a commitment to case management.

Position Title Chief Executive Officer (CEO) Organization Denver, CO (CEO to reside locally) Location Overview The CEO reports directly to the IAALS Executive Committee on all Institute-related Reports to matters, as well as to the Provost of the University of Denver on campus-related responsibilities. IAALS focuses its efforts on big, systemic problems in our legal system that impact Position Summary The millions of Americans for which there are achievable solutions. IAALS seeks an **Position** experienced, inspiring individual to lead the Institute and this work with energy and urgency; to serve as the public face of IAALS and be responsible for its overall management in achieving IAALS' mission. The This is a unique opportunity for an innovative professional and proven leader to join Person this dynamic and nationally-respected organization, leading a talented staff and working with a committed Board. This individual will lead the critical work of IAALS going forward, including: Engagement • Redesigning the civil justice system to meet the challenges and opportunities of Team the 21st Century, focused on the end user, to ensure our system is relevant and accessible for the people it is meant to serve.



- Reworking the system so that it is navigable for people regardless of level of representation, so all can achieve fair outcomes.
- Reexamining the regulatory constructs of the legal profession with an eye to which of them ultimately serve or disserve the clients.
- Developing more robust tools for selecting and evaluating judges that honor both accountability and impartiality.
- Ensuring law students get better value for their tuition dollars, legal employers can hire more qualified candidates, and ultimately clients receive better service.
- Marshaling and implementing solutions designed to address declining trust in the courts.
- Tackling issues of access to justice, racial equality, and diversity on the bench.





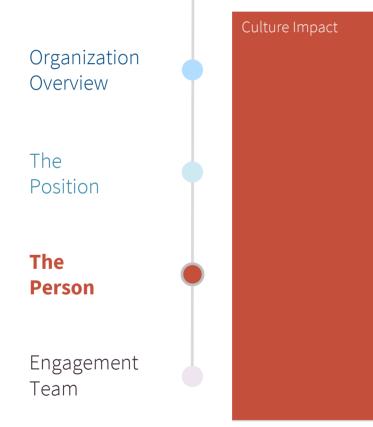
The Person

Organization Overview The Position The Person Engagement Team

In addition to holding a Masters, J.D., PhD or other terminal degree, this person will Pivotal Experience and Expertise have: • Relevant, Legal Leadership and Background: 7-10+ years of demonstrated leadership experience leading a company or nonprofit, an academic entity such as a research institute or law school, branch of a court system, law firm, corporate law department, or relevant government agency or other enterprise related to the legal system. Familiarity—and prior engagement—with issues facing the courts, legal profession, and legal education. Legal, policy and/or government experience at the state or federal level a plus. • Management and Team Building Experience: Experience and demonstrated ability in identifying talent and building, mentoring, and leading a team, as well as managing both teams and systems. Ability to establish priorities for an organization with clearly articulated responsibilities. • Stakeholder Management: Ability to build working relationships with key stakeholders, including regional and national organizations, the public sector, relevant corporate entities and the University. • **Fundraising:** Aptitude for fundraising; ability to motivate donors and grantmaking

institutions by building relationships and seeing opportunities to work together.

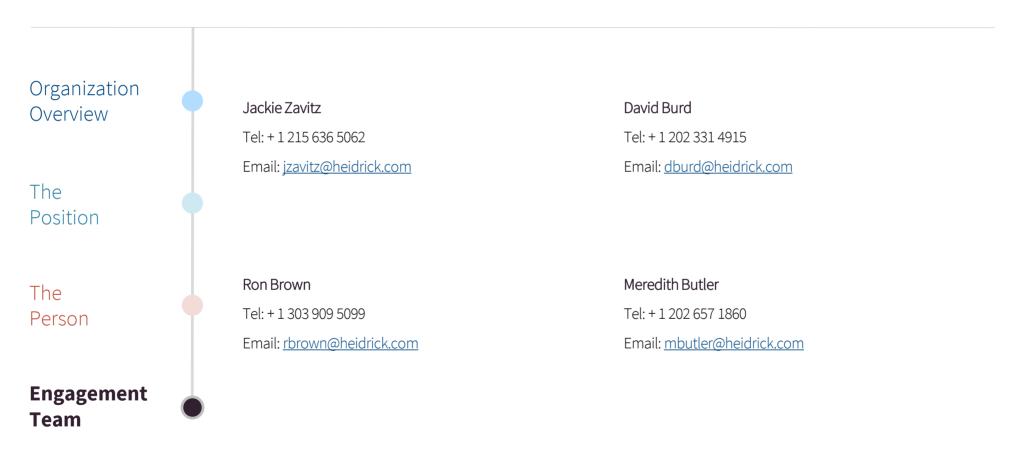
The Person



- Passion for the mission of IAALS: Ability to motivate others through a passion for the work of IAALS and for justice and the rule of law. Belief in the importance of addressing issues facing the courts, legal profession, and legal education, and in IAALS' practical, solutions-oriented, and non-partisan approach.
- Visionary, entrepreneurial leader and strong communicator: Ability to articulate a vision and engage others to achieve it; to identify new opportunities to advance and grow an organization and work with others to seize them. Creative communicator who leverages technology. Exceptional writing, speaking and critical thinking skills, with the ability to present complex material both to audiences of individuals in the field, as well as to audiences of business leaders and beyond. Effective presence and gravitas.
- High EQ: Emotional intelligence, with the ability to read others and their cues while being self-aware; treating everyone with courtesy and respect. Demonstrated values of personal integrity and accountability, modeled for a skilled and committed IAALS team.

Engagement Team

Nominations and applications for the position should be directed to IAALS@heidrick.com.



Heidrick & Struggles serves the executive leadership needs of the world's top organizations as a trusted advisor for leadership consulting, culture shaping and senior-level executive search services. Our data driven solutions empower senior executives and boards of directors to transform their organizations by leveraging top talent and accelerating performance across all layers of the business.