

2020

## Position Specification



Justice we can believe in



Chief Executive Officer

**Prepared by**

Heidrick & Struggles

Heidrick & Struggles advises client companies on the basis of an exclusive consulting assignment. The following details are for personal review and should be kept confidential.



# Overview

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### IAALS Overview

IAALS, the Institute for the Advancement of the American Legal System, seeks a new chief executive officer (CEO). A national, independent research center located at and partnering with the University of Denver (DU), IAALS is dedicated to facilitating continuous improvement and excellence in the American legal system, with emphasis on the civil justice system.

The work of IAALS is especially important as the United States faces unexpected challenges such as COVID-19's threats to lives and livelihoods, and as the imperatives of racial justice shape our national agenda. IAALS' non-partisan and proven research and consensus-building methods are well-suited to address opportunities for change.

Founded in 2006 by DU Chancellor Emeritus Daniel L. Ritchie, Denver attorney and bar leader John E. Moyer, business leader and philanthropist Charles C. Gates, and former Colorado Supreme Court Justice Rebecca Love Kourlis: IAALS proactively forges innovative and practical solutions based on extensive research, and broad engagement and convenings of experts and users.

IAALS works to empower the best ideals of the American legal system, expanding access, removing inefficiencies, and delivering services in relevant and creative ways. The Institute is committed to restoring fairness, function, and the public's faith in our system.

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<p><b>Organization Overview</b></p>	<p>IAALS Vision</p>	<p>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.</p>
	<p>IAALS Mission</p>	<p>To forge innovative and practical solutions to problems within the American legal system.</p>
<p>The Position</p>	<p>Website</p>	<p><a href="https://iaals.du.edu">https://iaals.du.edu</a></p>
<p>The Person</p>	<p>Executive Committee</p>	<p><a href="#">John E. Moyer</a>, Partner, Moyer White LLP; IAALS Board of Advisors  <a href="#">Daniel L. Ritchie</a>, President, Temple Hoyne Buell Foundation; Chancellor Emeritus, University of Denver; IAALS Board of Advisors  <a href="#">Douglas G. Scrivner</a>, Former General Counsel and Secretary, Accenture PLC; IAALS Board of Advisors  <a href="#">Sam Walker</a>, Interim Executive Director, IAALS; Executive in Residence, Office of the Colorado Attorney General; Former Chief Legal Officer, Molson Coors Brewing Company  <a href="#">Diane G. Wallach</a>, Director, MCT Incorporated; IAALS Board of Advisors</p>
<p>Engagement Team</p>	<p>About the University of Denver</p>	<p>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</p>

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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 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.

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.

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

### Challenge

*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.

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Examples of IAALS' Work & Impact:  
*Listening to Voices of Users*

### Challenge

*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

- 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.
- 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.
- 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.

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Examples of IAALS' Work & Impact:  
*Access to Justice, Broadly Scaled*

### Challenge

*Through simplicity and responsiveness, our system should be accessible. How can we best realize the aspiration of access to justice for all, at scale?*

### IAALS' Action and Impact

- 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.
- 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.
- 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.

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Position Title	Chief Executive Officer (CEO)
Location	Denver, CO <i>(CEO to reside locally)</i>
Reports to	The CEO reports directly to the IAALS Executive Committee on all Institute-related matters, as well as to the Provost of the University of Denver on campus-related responsibilities.
Position Summary	<p>IAALS focuses its efforts on big, systemic problems in our legal system that impact millions of Americans for which there are achievable solutions. IAALS seeks an 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.</p> <p>This is a unique opportunity for an innovative professional and proven leader to join this dynamic and nationally-respected organization, leading a talented staff and working with a committed Board.</p> <p>This individual will lead the critical work of IAALS going forward, including:</p> <ul style="list-style-type: none"><li>• Redesigning the civil justice system to meet the challenges and opportunities of the 21st Century, focused on the end user, to ensure our system is relevant and accessible for the people it is meant to serve.</li></ul>



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## Position Summary

- 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.

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## Responsibilities

Specific duties of the CEO include:

- Advancing diversity, equity, and inclusion within the American legal system and within IAALS.
- Regularly engaging with IAALS' Executive Committee and Board of Advisors to plan, implement and refine the trajectory of IAALS' work.
- Supervising, developing, and collaborating with the IAALS senior leadership team on program area development, strategic planning, operations, and fundraising.
- Ensuring the financial stability and integrity of IAALS through responsible budgeting, planning, fundraising and stewardship.
- Maintaining and building connections with national and international partners.
- Raising the public profile of IAALS through speaking and teaching engagements, press interviews, civic engagement, writing and publishing opportunities, and blogs and op-eds.
- Effectively conveying a vision of IAALS' strategic future to staff, the board, partners, other stakeholders and donors.

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## Responsibilities (cont'd)

- Maintaining and enhancing collaborative efforts with other units of the University of Denver.
- Significant commitment to travel in conjunction with conferences, networking, and execution of the IAALS mission.
- Working with urgency and an entrepreneurial mindset to solve large-scale problems, inspiring teammates and stakeholders.
- Thinking strategically, identifying opportunities that can benefit from the IAALS approach, and generating solutions that are relevant, timely and practical in addressing the toughest issues confronting the legal system and the legal profession.
- Providing executive-level leadership of IAALS in a transparent and ethical manner that advances and guides the organization's mission.
- Serving as the primary spokesperson to the organization's stakeholders, the media, and the public.
- Cultivating social and professional networks to retain and generate business relationships for IAALS.

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Pivotal Experience and Expertise

In addition to holding a Masters, J.D., PhD or other terminal degree, this person will 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.

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*Nominations and applications for the position should be directed to [IAALS@heidrick.com](mailto:IAALS@heidrick.com).*

## Organization Overview

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## Engagement Team

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.