



**EXECUTIVE DIRECTOR
ASSOCIATION OF AMERICAN LAW SCHOOLS
WASHINGTON, D.C.**

THE SEARCH

The Association of American Law Schools (AALS), a non-profit membership organization of 168 law schools which serves as the learned society for legal educators, seeks a visionary leader as its next Executive Director.

Since its founding in 1900, AALS has served as the convener and resource for the improvement and advancement of legal education through the exchange of ideas, the dissemination of information and resources, and the provision of opportunities for networking among law school faculty, professional staff and deans. In addition, AALS is the principal representative and advocate of legal education to the federal government, other national higher education organizations, learned societies and law schools around the world.

Since 1992, the AALS has been very ably led by Carl Monk, who has announced his plan to resign August 31, 2008 after more than 16 years of excellent service as Executive Director. The next Executive Director and CEO will join a globally recognized organization and will be responsible for overseeing all of the activities of the Association.

The Search Committee believes the AALS will be best served by a leader who will ensure that the international and interdisciplinary professional development activities of the Association and its membership review process continue to reflect the core values of the Association. The Search Committee includes: Judith Areen, Georgetown University (chair); H. Reese Hansen, Brigham Young University; Michael A. Olivas, University of Houston; Robert C. Post, Yale University; and Lauren K. Robel, Indiana University-Bloomington.

The Association of American Law Schools has retained Isaacson, Miller, a national executive search firm, to assist in the recruitment of the Executive Director. After extensive consultation with staff, the Executive Committee, members and other stakeholders, the firm has prepared this document, which will be shared with candidates and sources in the search. Relying heavily on the Association's existing material, this document describes the organization, the challenges facing the Executive Director, and the personal and professional characteristics that the ideal candidate should possess. For more information on the Association of American Law Schools, please visit www.aals.org.

BACKGROUND AND CURRENT SITUATION

The Association of American Law Schools was founded in 1900 with thirty-two charter members. Professor James Bradley Thayer, Harvard Law School, was its first president. Professor Michael H. Cardozo of Cornell University Law School became the Association's first Executive Director in 1963 and established the organization's national office in Washington D.C. Today, the AALS is an extensive membership network of law schools around the country offering a number of professional development programs aimed at improving the legal profession through legal education. To achieve this purpose, the Association has established membership requirements, consistent with the AALS core values, which law schools must meet to become, and remain, members in good standing.

In addition to improving the quality of legal education through the establishment and enforcement of membership requirements, the Association also provides many forms of professional development programming for law school faculty, staff and deans. These include: conferences and clinics, legislative advocacy, directories, and faculty recruitment and representation for its members in organizations like the American Council of Learned Societies, Consortium of Social Science Associations and similar organizations.

The most visible, and largest, of these programs, is the Annual Meeting, which attracts about 3,000 law professors each year. At this meeting, all of the Association's 90 Sections present one or more programs for their section members. AALS Sections are interest groups composed of members of the faculty and professional staff of AALS member schools. Not only do they present at the Annual Meeting, they also provide newsletters for their membership and conduct other activities of interest to their members, such as mentoring programs, exam exchanges, directories and list serves. Each section has a slate of officers, who are chosen by the members of the section every January at the AALS Annual Meeting.

The Association also sponsors annual programs for Clinical Legal Educators, and a New Law Teachers workshop. It also sponsors a midyear meeting which offers three programs. At the most recent midyear meeting, those programs were on International Law, Family Law and Reproductive Medicine and the Law. Many of these programs are cosponsored with leaders in the social sciences and humanities. Cosponsors have included The American Society of International Law, The American Society for Reproductive Medicine, The American Political Science Association and The Law and Society Association, along with many others.

The AALS provides many other programs and services, including: special reports; interdisciplinary programs; programs offered in conjunction with associations of law teachers or law schools from around the world; professional development through the publications of its sections; and publication of The Journal of Legal Education and its co-sponsorship of the Clinical Legal Education Journal.

MISSION AND CORE VALUES

The Association has codified its “core values” in its bylaws. AALS is a community of members and staff guided by the following values:

- Law faculties should be composed primarily of full-time teachers/scholars who constitute a self-governing intellectual community engaged in the creation and dissemination of knowledge about law, legal processes and legal systems, and who are devoted to fostering justice and public service in the legal community;
- Scholarship, academic freedom and diversity of viewpoints;
- A rigorous academic program built upon strong teaching in the context of a dynamic curriculum that is both broad and deep;
- A diverse faculty and staff hired, promoted and retained on the basis of academic and professional excellence and in accordance with principles of non-discrimination; and
- Selection of students based upon intellectual ability and personal potential for success in the study and practice of law, through a fair and non-discriminatory process designed to produce a diverse student body and a broadly representative legal profession.

MEMBERSHIP

The Association is comprised of 168 member law schools in the United States and provides services to 23 other U.S. law schools who are not members but choose to pay AALS dues. The obligations of membership imposed are intended to reflect the association’s core values and distinctive role as a membership association, while according appropriate respect for the autonomy of its member schools.

ORGANIZATIONAL STRUCTURE, GOVERNANCE AND FINANCE

From two people in 1963 (including the Executive Director), the AALS full-time staff has grown to approximately 20, including the Executive Director, Deputy Director and Managing Director. The staff is based at the national office in Washington, D.C. This office serves as the headquarters for all programming and customized services; supports the members and the Executive Committee; and administers the communication, financial and technical needs of the Association.

The Association’s plenary legislative body is the House of Representatives, composed of one representative from each member school. The faculty of each member school selects the individual who is to represent the school in the House. The House ordinarily meets during the Association's Annual Meeting. The nine-member Executive Committee, elected by the House,

meets four times a year and has the responsibility for conducting the affairs of the Association in the interim between the annual meetings of the House of Representatives.

The officers and Executive Committee members of AALS are the President, President Elect, the Immediate Past President and the Executive Vice President. The Executive Director also serves as the Committee's Executive Vice President and the Association's Secretary-Treasurer. The officers, along with six members elected as committee members, form the Executive Committee of the AALS. The new Executive Director will report to the Executive Committee and assist the Committee in discharging its powers and duties. The Executive Director also assists the Association's other committees and member schools to attain the purpose of improving the legal profession through legal education.

The Association has an annual operating budget of approximately \$4 million, of which about \$2 million comes from membership dues. It has stable and prudently managed finances that allow it to effectively staff and implement programs of quality and breadth.

The next Executive Director will be expected to:

- Provide visionary leadership to improve legal education;
- Strengthen the role of the Association as a learned society;
- Ensure that all the professional activities of the Association and its membership review process reflect the core values of the Association;
- Support the Committees and projects of the Association;
- Balance mission and resources;
- Work collaboratively with other organizations committed to legal education including the Council of the Section of Legal Education and Admissions to the Bar of the American Bar Association, The Law School Admissions Council, and the International Association of Law Schools;
- Partner broadly and collaborate fully with other institutions and lead the AALS in international coalition building;
- Represent the AALS and legal education in a variety of settings including such higher education organizations as the American Council of Learned Societies and the Washington Higher Education Secretariat;
- Work with the leaders of other higher education institutions and leading legal educators throughout the world;
- Understand and appreciate the needs, interests and concerns of the diverse constituent groups involved in legal education; and
- Actively engage member law schools and reach out to their faculties.

THE CHALLENGES

In order to continue the work of improving legal education in this country and around the world and because of the rapidly changing face of our society and its impact on our society's legal needs, the next leader of the AALS faces challenges in the international arena, within the United States legal education community, and within the organization itself. In order to continue to be the premier voice on legal education in the United States, the AALS must engage in an assessment of its current and future role and examine its current structure and programming. The organization seeks an outstanding person to lead this critical assessment. The challenges facing the next Executive Director include:

- Work closely with the Executive Committee and others to develop strategies for the organization's role in improving legal education, including its response to the emergence of new approaches to legal education, such as for profit and on line education initiatives.
- Work closely with the American Bar Association and other organizations to develop strategies for sharing the responsibilities for strengthening the profession.
- Help law schools to develop an understanding of the best practices in the utilization of the new technologies in teaching.
- Examine the governance structure, the interest group (sections) structure and policies of the organization and make recommendations for changes to the Executive Committee as appropriate.
- Develop and implement initiatives that keep the Association relevant to the interests of the next generation of faculty and students.
- Play a leadership role in ensuring that the member schools continue to place a high priority on diversity with respect to admissions, access to law schools and the profession as well as in teaching and research.
- Continue to develop ways for member institutions to increase links to international law schools and legal organizations, in the areas of recruitment of faculty and students, exchange of curricula, and increasing understanding of the role of law in different cultures.
- Develop new ideas for revenue generation and growth of the organization.

PERSONAL AND PROFESSIONAL QUALITIES

The Search Committee seeks a distinguished legal educator and scholar. While no one candidate will embody all of these traits, the successful candidate will bring many of the following qualifications and personal attributes:

- A distinguished record of intellectual and administrative accomplishments;
- Broad knowledge of legal education;
- Sound judgment including a sophisticated understanding of politics, and the ability to work in a nonpartisan manner;
- The ability to think and plan strategically;
- Demonstrated ability to communicate effectively with and build consensus among diverse constituencies;
- Ability to lead a team of people with complementary skills, to delegate effectively and to communicate high expectations and accountability;
- Excellent written and oral communication skills including experience dealing with the media;
- Skill and experience in coalition-building, collaboration and inclusive decision-making;
- Experience on a law faculty;
- A deep-seated commitment and strong leadership experience in promoting diversity in the law profession;
- Appreciation of the implications of new technologies for teaching and learning and;
- Administrative experience is preferred.

TO APPLY

The Association of American Law Schools is an equal opportunity employer committed to inclusive hiring and dedicated to diversity. Applications and nominations, including resume and a substantive cover letter responding to the challenges outlined above, should be sent to the following email: 3478@imsearch.com.

Inquiries and nominations should be addressed to:

Sue Gambaccini
Isaacson, Miller
Washington DC
(703) 860-2462

For additional information on the Association of American Law Schools, visit its website at www.aals.org.