Our story...
Our story...

This story began in 1971, when the Chief Justice of the United States and other national leaders gathered for a meeting in Williamsburg, Virginia to discuss needed reforms to improve the nation’s judiciary. Addressing the 450 participants, Chief Justice Warren E. Burger announced the need for a “central resource to serve the nation’s state courts.”

This was the foundation for the National Center for State Courts. NCSC was conceived by, and continues to be led by, the collective effort of the brightest and most innovative minds on issues and trends that impact justice.

From the start, NCSC assembled a team of experts that is unsurpassed — individually and collectively. Our staff is composed of specialists in a range of fields: economics, anthropology, political science, psychology, sociology, public policy and management, public and court administration, and the law.

One of our greatest strengths is the multidisciplinary nature of our staff. Each discipline contributes a unique perspective, but it’s the blend of these skills and knowledge that NCSC combines effectively to conduct meaningful leadership. With the expertise of our staff and the commitment and support of state court leaders around the country, NCSC possesses the unique ability to apply legal and social science perspectives to create practical tools and to develop solutions that advance the administration of justice.

In the 43 years since its beginning, NCSC has grown and evolved and continues to be guided by an appreciation of its past and a focus to the future.
“Those who organized the National Center for State Courts and the many who have since guided its destiny, set their goals high. . . . Its contribution to the administration of justice is a tribute to those who have built what we have today.”

Warren E. Burger
Chief Justice of the United States
Finding the right words to describe the National Center for State Courts (NCSC) can be challenging. We have been described as an “information clearinghouse” and a “central resource” for courts, but those two phrases fail to portray each facet of NCSC’s mission.

“Information” by itself is of little use. It’s what you do with the information that counts. Without expertise and intuition to shape it into useful knowledge, “information” is simply facts and figures, and a “clearinghouse” is just a storage unit.

It’s NCSC’s people who make the difference by transforming information gleaned from the courts nationwide into tools and solutions to improve the administration of justice. NCSC’s people, in partnership with those who work not only in the courts, but also in government agencies, private businesses, academia, and elsewhere, transform an “information clearinghouse” into a source of solutions for court-related issues via:

- systematically analyzed, comparable national court data;
- technical assistance that improves court operations and service to the public;
- education that helps people improve their skills and advance as court professionals; and
- support for national court-related associations to pool their resources and expertise and improve their effectiveness.

It’s impossible to discuss the work of NCSC without recognizing the court leaders, the individuals, the companies, the law firms, the staff members, and all who support NCSC and our state courts. Each plays a vital role in our achievements and each has a story to tell about their commitment to improving the justice system. People make the difference between mere information and useful knowledge, and this Annual Report uses their own words to describe the work NCSC does to improve the administration of justice and enhance public trust and confidence in the courts.

Mary Campbell McQueen
President
National Center for State Courts

Chief Justice Michael G. Heavican
Chief Justice
Supreme Court of Nebraska
“The partnership of a trusted assistant like the National Center helps us in juvenile justice, in reducing case backlog, in modernizing our system, in automating and developing a true case management system and creating access to justice initiatives for the working poor and self-represented. All of these good ideas have been the result of the partnership we have been able to form with NCSC.”

– Jean H. Toal
Chief Justice
Supreme Court of South Carolina
innovative and effective programs

NCSC PARTNERS WITH STATE COURTS

When Jean H. Toal became Chief Justice of South Carolina 13 years ago, her state courts had severe problems in nearly every area of operations: financial, organizational, casework, and automation.

“I needed a partner to assist me in developing a vision for how I could make South Carolina courts more efficient, and at the same time use existing resources in the face of very, very severe budgetary cuts and budgetary crisis in our state at the time,” Chief Justice Toal said.

She turned to the National Center for State Courts. “I don’t think there’s one good idea that I’ve implemented in the 13 years I’ve been chief justice that hasn’t come straight out of the National Center’s playbook. It has been a game changer for me,” she said.

Chief Justice Toal said that for chiefs in smaller states like South Carolina where resources are scarce, “the partnership of a trusted assistant like the National Center helps us in juvenile justice, in reducing case backlog, in modernizing our system, in automating and developing a true case management system and creating access to justice initiatives for the working poor and self-represented. All of these good ideas have been the result of the partnership we have been able to form with NCSC.”

For more than four decades, NCSC has delivered innovative and effective programs to help courts provide quality services and advance the fair and efficient administration of justice. NCSC researchers, educators, consultants, and information analysts work tirelessly to understand the courts’ operations and trends, and to help them stay in step with technological and societal changes.

- CourtMD is a first-of-its-kind diagnostic tool to help court managers identify problem areas and find solutions for improving their court’s operations. Court managers who go to www.ncsc.org/CourtMD are asked a series of questions about their court. Based on the answers, CourtMD points court managers to a set of solutions tailored for their situation. Court MD is a work in progress, and its initial rollout concerns caseflow management.

- The John D. and Catherine T. MacArthur Foundation’s new Models for Change Resource Center Partnership provides judges, court personnel, public defenders, mental health and social service agencies, and others with much-needed technical assistance, training, tools, and resources to advance juvenile justice reform across the country. NCSC received an 18-month grant to provide technical assistance to the Resource Centers, share information about the Models for Change Initiatives with the court community, and assist state courts as they undertake juvenile justice reforms.

- The Harvard Executive Session for State Court Leaders in the 21st Century produced four additional papers in 2013—bringing the total to 10—about important issues in the courts:

  - Cross-Branch Collaboration: What Can We Learn from the Collaboration Between Courts and the Division of Youth Services in Missouri, by Julie Boatwright Wilson of Harvard’s Kennedy School of Government, describes how Missouri’s courts and Division of Youth Services help juvenile offenders to become better citizens.

  - Governance: The Final Frontier, by Mary McQueen, NCSC president, discusses how courts must rethink their approach to governing by seeing themselves as “loosely coupled organizations.”

  - Maintaining Institutional Independence: Funding Sustainable State Courts During Economic Crisis, by former Oregon Chief Justice Paul DeMuniz, discusses how sustainable court-funding levels are essential for timely and fair justice.

  - Sustainable Court Governance: The Critical Role of Strategic Management, by District of Columbia Chief Judge Eric T. Washington, discusses how strategic management can improve court operations and public trust and confidence.
“The court makes decisions in a manner that shows respect... and all parties have a voice in the proceedings. Other courts that process low-level crimes can benefit by studying the practices at Red Hook.”

– David Rottman
NCSC Project Director For The Red Hook Evaluation

NCSC HELPS A COMMUNITY COURT GROWN IN BROOKLYN

Forty “community courts” have been established across the United States since 1993. Their goal is to improve public safety and the quality of life in their communities. But, as asked in a recent project by NCSC, New York’s Center for Court Innovation, and John Jay College, “Do they deliver?”

For Brooklyn’s Red Hook Justice Center, the answer is, “Yes, they can, and in a cost-effective manner,” said David Rottman, NCSC’s project director for the Red Hook evaluation.

“Anyone who sees the Justice Center immediately senses how it is different from a traditional court,” said Adam Mansky, director of operations for the Center for Court Innovation. “But we had no meaningful empirical research... to explain how it works or even demonstrate whether it does work. It was well past time for a comprehensive evaluation... [and] NCSC was the best organization to pull that off.”

Red Hook is the third community court that NCSC has evaluated, in addition to the Midtown Manhattan and Philadelphia community courts. “It is a more challenging place to study than most courts, as the Justice Center’s reach extends outside the courthouse,” said Rottman. “The court is engaged in many aspects of the community.”
The evaluation involved comparison of Red Hook defendants with defendants at Brooklyn’s downtown misdemeanor court; arrest trends in the local area; and interviews of local residents and offenders. The project found that arrests and recidivism had been reduced at Red Hook compared to other parts of Brooklyn. The main reasons for this success?: “The court makes decisions in a manner that shows respect . . . [and] all parties have a voice in the proceedings,” said Rottman.

According to Mansky, “We were surprised—pleasantly so—with the research team’s conclusion that the reduction [in reoffending] was attributable to perceptions of procedural fairness and legitimacy held by defendants toward the Justice Center. . . . These findings significantly inform how we explain our approach and what we try to teach to practitioners, government officials, and other jurisdictions.” Mansky attributes part of the evaluation’s success to the fact that NCSC “clearly made an effort to go beyond passing judgment of what was good and what was bad; instead, they created a list of concrete recommendations for improving our programming. These recommendations have been invaluable and have informed much of our strategic planning since that time,” he said.

For example, NCSC’s research showed that many cases that should have been sent through Red Hook were instead processed at the downtown court. “With that information, we were able to develop a protocol that is allowing us to move many of those cases back to the Justice Center where our unique approach can be applied,” Mansky said. In addition, NCSC flagged that Red Hook’s volume of juvenile delinquency cases was low and found that young people with delinquency matters were 20 percent less likely to reoffend at Red Hook than downtown family court. “We were able to use that information to get the presentment agency to limit its ability to forum shop and bring all eligible cases before Red Hook’s judge,” Mansky said.

NCSC offers state courts fresh ideas and emerging practices to improve their services and the quality of justice. NCSC serves as a national voice to identify and champion best practices from across the country as part of a broad strategy to improve court performance and service to the public.

The Center for Elders and the Courts is devoted solely to serving the nation’s courts on issues related to aging, probate, and elder abuse. The site gives information on various realms of elder care, such as guardianship, aging, elder abuse, and training, and provides a map of information on laws and activities, elder abuse toolkits, and curriculum.

NCSC launched its Violence Against Women Act (VAWA) and the Courts website, which aims to promote effective court responses to violence against women. This site is organized by statewide, cross-jurisdictional, and local efforts focus areas, with additional information sources and links to other organizations.

Casey Family Projects
The National Center for State Courts has partnered with Casey Family Programs (CFP) on numerous projects over the years related to improving outcomes for children in foster care. In 2014, NCSC and CFP are partnering in a new effort to engage judicial systems in supporting children remaining safely in their homes, timely exits to permanency, full consideration of well-being, and ICWA compliance. This judicial engagement work started in early 2014 in eight select states, and each state will benefit by receiving court-focused resources that support implementing best practices.
“The NCSC Library . . . is the most comprehensive repository of reports, documents, periodicals, and other critical information for the state courts. SJI determined that this single, well-known repository would enable us to better meet our goal of sharing innovations with all state courts.”

– Jonathan Mattiello  
SJI Executive Director
NCSC AND THE STATE JUSTICE INSTITUTE MAKE A GOOD TEAM

NCSC and the State Justice Institute (SJI) share a common goal: ensuring that important technical assistance, education, and research is widely available to the state courts. Two recent projects illustrate that commitment.

With SJI funding, NCSC set out to address the increase of self-represented litigants accessing the state courts. Until now, validating those reports or accurately appropriating resources to support self-represented-litigant cases has been nearly impossible. One of those challenges is that there are no consistent rules for counting cases with self-represented litigants.

“The NCSC Cases with Self-Represented Litigants project fills this knowledge gap by providing consistent and tested definitions, so that state courts can better compare across jurisdictions and between states,” said SJI Executive Director Jonathan Mattiello.

NCSC developed a set of standardized definitions, counting rules, and reporting guidelines for national reporting of cases with self-represented litigants. NCSC Senior Court Research Analyst Shauna Strickland said, “This represents an important first step toward the routine and systematic use of data to drive management decisions to improve the access to justice for self-represented litigants.”

Sharing this information and all the other SJI-funded reports is also of critical importance to SJI. For years, NCSC’s Library was one of a number of repositories for hard copies of SJI-funded research reports. NCSC is now the sole repository for SJI project documents.

NCSC goes beyond storing hard copies of reports and other documents. The Library’s digital collection ensures that this work is readily available to both the court and academic communities. These digitized documents can be easily searched online, and SJI grant applicants must now review the literature available in the NCSC Library to explore all previous work on their chosen topics.

NCSC’s Library has also sought out and digitized materials going back to the early 1990s. In 2013 the Library added 159 SJI titles to the digital collection, including titles available through individual court websites.

“This partnership has proven to be beneficial to both SJI and the NCSC, as we both want to ensure that these products are available, free of charge, to the state court community,” said Mattiello.

OHIO AND THE COURT STATISTICS PROJECT

NCSC’s Court Statistics Project (CSP) has been the only source of comparable data on state court caseloads for more than 30 years. Conducted with the support of the Conference of Chief Justices, Conference of State Court Administrators, National Conference of Appellate Court Clerks, and National Association for Court Management, CSP works closely with the states to collect caseload data and assemble them into a useful framework for comparing court performance.

Ohio provides an excellent example. The state’s Advisory Committee on Case Management uses CSP’s national court statistics framework to guide their work in structuring Ohio’s court statistics program. “It is a particularly useful template for states like Ohio in which local courts use independent management systems,” said Brian Farrington, Statistics Analyst, Supreme Court of Ohio. “The CSP staff have devised . . . statistical counting rules and case type categories that achieve a balance between details and doability.”

Farrington also serves on NCSC’s Court Statistics Committee and participates in the yearly Data Specialists’ Roundtable in Williamsburg, which brings together court data specialists from across the country to discuss common challenges and new ways of using data to improve court performance. These meetings give Farrington and his colleagues a “renewed focus and a better understanding of the importance of the work we do as court data specialists.”

“Without the CSP,” he said, “policymakers at the state and national levels would be flying blind when it comes to having knowledge about national-level trends and caseloads in our state court systems.”

The NCSC helps state courts analyze statistics and information to improve their operations. State courts depend on reliable data—not only about their own operations, but also about other courts’ operations—to improve their service to the public.

• NCSC’s Trends in State Courts 2013 examines emerging trends and initiatives that affect state court operations. This 25th-anniversary edition has an article by New York Chief Judge Jonathan Lippman that discusses a requirement that state-bar applicants perform 50 hours of pro bono work before being admitted to bar. Other articles include understanding the impact of human trafficking on state courts and identifying access-to-justice issues for the poor.

• NCSC’s Budget Resource Center (BRC) provides tools for courts to effectively demonstrate the need for adequate funding to the executive and legislative branches. The BRC offers the most up-to-date information about how courts are handling budget reductions. New features include an “e-courts benefits calculator” for showing the long-term benefits of investing in new technology and analyses and strategies for coping with budget-related issues. ncsc.org/brc
When the state of Missouri wanted to allow members of its judiciary to advance in the court field, it had a decision to make—continue to send them to Williamsburg to attend NCSC’s Institute for Court Management or develop an institution of their own.

“One of the most extraordinary educational opportunities available to individuals working in the judiciary is the National Center for State Courts’ Institute for Court Management,” says Anthony Simones, manager of Judicial Education and Programming, Court Business Services of the State of Missouri.

Throughout 2012 and 2013, Missouri sent more than two dozen individuals, including judges, court managers, circuit clerks, and experts within the Office of State Courts Administrator, to NCSC headquarters in Williamsburg, Virginia.

Members of the court staff were trained as faculty to teach court management courses back in Missouri. Because Missouri court staff used the faculty and

the materials developed by ICM, they were able to create the Missouri Court Management Institute. Simones praises ICM for its support. “The administrators and faculty of ICM were indispensable in their support of our program and helping us through the growing pains of our first year of the program.” He continues, “With the assistance of ICM, the first year of the Missouri Court Management Institute was exceptionally successful, and we have now embarked upon our second year.”

More than 400 court employees took part in online or in-person court management classes offered by NCSC’s Institute for Court Management (ICM) and 23 students became ICM Fellows in 2013.
EVALUATE. REORGANIZE. MODERNIZE: COURT CONSULTING HELPS COURTS GET IT DONE

In 2012, the York County (Pennsylvania) court was facing a challenge. Two of its main administrators were retiring and nothing had been done to improve its administration in years. The court not only needed to hire replacements, it also needed to be modernized and reorganized across-the-board. President Judge Stephen Linebaugh contacted the National Center for State Courts to achieve this goal. “NCSC did an impressive evaluation for Lancaster County. I wanted to have a well-respected, independent evaluation of our York County Court Administration and NCSC met that requirement,” he said. Since NCSC’s evaluation, the county’s court administration has been completely reorganized. The staff knows their job duties and to whom they report. Annual performance evaluations and mandated annual training have been put into action. The court was also able to get a new deputy court administrator, per a recommendation in NCSC’s report. Additionally, the court is now using the state’s IT system.

Judge Linebaugh maintains the evaluation was a complete success. “The evaluation gave us an excellent outline and specific recommendations that we were able to use as a guide in the complete reorganization and restructuring of our court administration. The evaluation was also extremely helpful to us when we made presentations to our county commissioners, who provided the funding for the courts.”

NCSC offers state and local courts fresh ideas and emerging practices to improve their services and the quality of justice. NCSC serves as a national voice to identify and champion best practices from across the country as part of a broad strategy to improve court performance and service to the public.

- Judges, law enforcement officers, and court administrators from six courts that had experienced acts of violence met in Denver in August 2013 to discuss two important questions related to court security: “What are the important ‘lessons’ learned from these incidents?” and “As a result of the lessons learned, what are the most important things that every presiding judge, court administrator, and law enforcement officer should keep in mind to possibly prevent, prepare for, mitigate, and manage the impact of an act of serious violence in a courthouse?” NCSC compiled their answers and recommendations into Courthouse Violence in 2010-2012: Lessons Learned, a valuable guide for improving court security. This project was conducted under a grant from the State Justice Institute.

- More than 1,100 national and international court leaders converged on Baltimore, Maryland, September 17-19, for CTC 2013, which unveiled a new educational format. CTC sessions were separated into six topic areas, allowing participants to focus on one area of interest or attend sessions on a variety of topics. Conference highlights included the opening keynote’s message that we are in a new 21st century in which the current leadership model is flatter, not top down; that self-represented litigation is on the rise and courts need to be prepared; that video has surfaced as the solution to many court challenges; and that jobs for qualified IT specialists are growing at a rapid pace, with an estimated 30 million IT jobs unfilled in 2025. Presentations and videos can be found online at ctc2013.com.

- NCSC’s Justice Case Files, a series of graphic novels that promote the important role of the courts in a democratic society, are being used in an increasing number of schools nationwide. Schools use these graphic novels to show students how our justice system actually works and to stress the students’ role as participating citizens in our democracy. There are four titles in the series, and topics include identity theft and jury service.
"Our goal is to bring existing studies and new research together in one place, evaluate that material, and make recommendations to courts and their stakeholders about effective ways to improve the civil justice system."

– Thomas Balmer
Chief Justice
Oregon Supreme Court
A CIVIL JUSTICE INITIATIVE

To improve the efficiency and to reduce the cost of civil litigation, the Conference of Chief Justices (CCJ) has established a Civil Justice Initiative to examine various efforts state courts are taking to improve the civil justice system. NCSC is working closely with CCJ on the initiative, which is chaired by Oregon Chief Justice Thomas Balmer.

“Over the past 20 to 30 years, CCJ, along with lawyers, judges and the public, have become increasingly concerned about cost and delay in civil litigation,” he said. The main complaints focus on unnecessarily extensive discovery, uncertainty about jury verdicts and judicial decision making, and crowded dockets. “One of the consequences is that civil trials—particularly jury trials—have declined, with more disputes being settled out of court or decided through arbitration or mediation.”

As a result, many courts have established pilot projects or made rule or case management changes to reduce cost and improve the timeliness of the civil justice system. This initiative will examine those programs and evaluations, and start new empirical research about civil litigation in a sample group of state trial courts. “Based on this work, we hope to provide courts around the country with guidelines, model rules, and procedures that have been proven effective in reducing the cost and delays too often associated with civil litigation,” Chief Justice Balmer said.

The Civil Justice Initiative is made up of a diverse group of committee members, who reflect the range of civil litigation that comes before state courts. “We wanted members who are familiar with all different types of civil cases, because we may conclude that some procedural changes are appropriate for certain categories of cases, but not others. Experience shows that civil justice reforms are more likely to be adopted if they have support from those who ordinarily represent plaintiffs (injured persons, consumers) and those who more often represent defendants (insurance companies, businesses).

“Our members range from trial lawyers who represent either plaintiffs or defendants in small-dollar, high-volume tort and contract cases, to those who handle large toxic-tort and class-action litigation. We are fortunate to have lawyers who supervise hundreds of legal aid cases, as well as present or former general counsel for Fortune 100 corporations and national insurance companies. From the ‘court’ side, we have experienced trial court judges and trial court administrators and several chief justices and state court administrators. We will also draw on the expertise of several law professors who have done research and writing about the civil litigation process.”

The initiative presents the opportunity not only to evaluate some of the civil justice reform efforts and pilot projects underway, but also to conduct original empirical research on civil cases in ten counties from around the country.

NCSC examines and analyzes civil litigation in state courts across the country to gather an in-depth look at civil trials, which allows researchers and policy makers to analyze trends and improve access to justice.

- The Center for Jury Studies worked with the Minnesota courts to develop technology standards for jury automation. The project has captured the attention of the COSCA-NACM Joint Technology Committee, which is now in the process of vetting them for national standards. It would be the first time the Joint Tech Committee has used its “Next Generation” approach on a practical level.

- The Center on Court Access to Justice for All helps judges and courts advance access to justice, especially for poor and low-income individuals, by offering resources on 15 strategies and technical assistance. In 2013, the group hosted two webinars—“Ensuring the Right to Be Heard for Self-Represented Litigants: Judicial Curriculum” and “90-minute Forms Development.”

- NCSC and the Conference of Chief Justices collaborated on State Supreme Courts, a book published in July 2013 to showcase the buildings and the stories of America’s courts of last resort. A digital version of the book, which can be downloaded on an iPad, was released in November 2013.
improving courts around the world

Strengthening the rule of law in Serbia is central to the country’s ability to become a member of the European Union. Now in its third year, the objectives of Serbia JRGA are also to strengthen the independence of the judiciary, and the administration of justice; to increase public awareness of reforms in the judicial sector; and to strengthen the ability of key Serbian government agencies to detect and prevent corruption and fraud in the public and private sectors.

The project also is implementing a grants program to strengthen civil society’s role in the reform process. Through grant initiatives, non-governmental organizations are able to advocate more effectively for rule-of-law reform, serve as government watchdogs, and raise awareness in the fight against corruption.

As the chief of party, Laurence Vetter advises USAID and other donors on program progress, results, and impact. Vetter and his team work with counterpart Serbian institutions and professionals on institutional and systemic reforms. Over the course of three years, they have gained the trust and respect of the Serbian institutions to help them improve their performance and the delivery of government services to the public.

“For a project this large and in a country gearing up for a complex process of accession to the European Union, it is a challenging and delicate undertaking to implement reforms in the judiciary and the executive branch agencies,” Vetter said. “Our primary counterparts have undergone substantial change in recent years. The misdemeanor courts joined the judicial system in 2010. The independent regulatory agencies are equally new and still finding their way in terms of ensuring government transparency and accountability. We have been fortunate that our Serbian counterparts have embraced project assistance and reform initiatives.”

JRGA met its second-year implementation goals, including securing USAID approval of the annual work plan, monitoring and evaluating results and impact, and sequencing program assistance and services in a planned manner. As part of the project, NCSC installed more than $700,000 of IT equipment in the Appellate Misdemeanor Court and 44 Misdemeanor Courts, as a foundation for automating the entire misdemeanor court system. Currently, Serbia JRGA is developing a case management software system, which will be tested and implemented in the misdemeanor court system over the next two years. Court automation is also supported by a multiyear training program of judges and court staff to strengthen the capacity of the courts to modernize court practices.

Facility improvements, capacity building through continuous training, and court automation go hand-in-hand with changes to the legislative and regulatory framework, most notably the new Law on Misdemeanors, which JRGA was instrumental in drafting and recently went into effect. JRGA is also working to strengthen their capabilities for oversight and reporting on corruption, misuse of public funds, violations related to political party financing, freedom of information, and personal data protection. USAID, in its annual review, rated NCSC’s performance in implementing Serbia JRGA as exceptional.

NCSC is a global leader in court management and administration services, working with justice systems worldwide to modernize court operations to help courts function more efficiently and transparently, to offer quality services that increase access to justice, and to respond effectively to community needs.

- NCSC has implemented business reengineering pilot court programs in countries located in Africa, Central America, Eastern Europe, and the Middle East.
- NCSC has designed and implemented case management, case tracking, and case reporting systems in courts in Bosnia and Herzegovina, Honduras, and Indonesia.
- NCSC has overseen the design, renovation, and installation of modern records management and IT/communications technology in judicial institutes and courts in Kosovo, Lebanon, Mongolia, and Serbia.
NCSC online community

The resources available at ncsc.org often provide the initial point of contact between NCSC and the state courts. Our website is a doorway that allows an online community of court practitioners, consultants, and researchers to work together.

In addition, NCSC has established a thriving social media network — nationally and internationally — of court professionals and members of the public interested in the everyday workings of our nation’s justice system.

NCSC.org launched the Social Media and the Courts Network, which compiles information on how courts are currently using social media and provides resources for courts just getting started. The network provides information on the impact of social media on the courts, including the impact on juries, judicial ethics issues, and HR and policy issues.

ENEWSLETTERS

@ the Center is a monthly publication highlighting research, projects, and news from NCSC.

Connected follows the impact of new media on the courts. This newsletter is a joint project between NCSC and the Conference of Court Public Information Officers.

Gavel to Gavel is a blog and database that tracks state-by-state legislative activity that relates to the courts. Gavel to Gavel was named by the ABA as a Top 100 Law Blog.

Federal Funding Report is issued monthly with information about funding opportunities for the state courts.

Jur-E-Bulletin is published weekly with jury news from state courts around the country.

Judging Traffic provides information on emerging topics, specialized traffic issues, and other information to help courts that specifically handle traffic cases.

Justice Everywhere provides information for the international courts community.

State Courts and the Economy is an occasional enewsletter with information about state court budgets and resources.

Washington Update provides information on legislative activity that affects courts.
Every November, the National Center for State Courts hosts judicial excellence events in Washington, D.C. to honor and to recognize court professionals who have demonstrated outstanding achievements in judicial excellence and to extend its appreciation to those who have supported NCSC through contributions, volunteer work, and services. The 2013 events included the William H. Rehnquist Award for Judicial Excellence, the Annual Justice Roundtable; Conversations with the Chief Justices; NCSC’s Recognition Luncheon; and the induction of new members to the Warren E. Burger Society.

**WILLIAM H. REHNQUIST AWARD FOR JUDICIAL EXCELLENCE**

Judge Jimmie Edwards of the 22nd Judicial Circuit in St. Louis, Missouri, received the NCSC’s 2013 William H. Rehnquist Award for Judicial Excellence. One of the nation’s highest judicial honors, the Rehnquist Award is presented annually to a state court judge who exemplifies the highest level of judicial excellence, integrity, fairness, and professional ethics. Chief Justice of the United States John G. Roberts, Jr. hosted the dinner in the Great Hall of the Supreme Court and presented the award to Judge Edwards.

Among Judge Edwards’ many professional accomplishments, the one he’s most recognized for is founding the Innovative Concept Academy (ICA), a school dedicated to changing the lives of juveniles in the justice system. Founded in 2009, ICA is the first community partnership school in the country overseen by a judge. The academy has received national recognition from the Wall Street Journal, NBC’s Today Show, NPR, and the CBS Early Show. People Magazine named Judge Edwards one of its 2011 Heroes of the Year.

“Judge Edwards has dedicated his career to keeping students in school and out of the courtroom,” said NCSC President Mary McQueen. “His compassion, commitment, and determination are making an overwhelmingly positive impact on the justice system — and in the lives of hundreds of families.”

In his remarks to the more than 250 attending the dinner ceremony, Judge Edwards said he was humbled by the award but grateful for the attention it brings to the importance education plays in the lives of juveniles who have entered the justice system.

“Chief Justice William Rehnquist, the 16th Chief Justice of the United States, often spoke about the need to choose wisely, doing your job well, and service to community. His words have given me strength and prideful resolve to continue my quest of hard work, fairness, judicial excellence and keeping children in school and out of court,” Judge Edwards said.

“I know that with no education or job skills children will likely face a life of cycling through courtrooms and jail cells. Our school, the Innovative Concept Academy, offers a chance to break that cycle … I’m not a professional educator, but I do know this: Without an enduring and relentless commitment to teaching America’s children the things they need to know to succeed, all of our futures will be blighted.”
NCSC INTRODUCES CONVERSATIONS WITH THE CHIEF JUSTICES

For 2013’s Judicial Excellence Events, NCSC created a new format — Conversations with the Chief Justices — which allowed general counsel from America’s leading corporations and lawyers from major law firms to exchange with state chief justices views on the issues facing the state courts. State chief justices assembled to engage in discussion and to answer questions posed by attorneys and general counsel.

JUSTICE ROUNDTABLE
NEW MEDIA: THE IMPACT ON JURISDICTION, SERVICE, DISCOVERY, AND TRIALS

2013’s Justice Roundtable brought together the state chief justices, members of the General Counsel Committee, and Lawyers Committee for an interactive discussion on New Media: The Impact on Jurisdiction, Service, Discovery, and Trials.

To expand the national discussion of the impact of new media, the Justice Roundtable provided an interactive, moderated discussion using real-world problems. From jurisdiction to service of process to discovery to the actual trial, as litigants seek to use this information and these platforms, courts are being forced to deal with many novel issues. Judges and litigators must become more proficient to understand the constantly evolving social media technology. Litigators must do so just to meet the ethical requirements to clients and to manage those whom they work with in collecting and producing social media. While exercising the affirmative duty of zealous representation of clients, they must, at the same time, avoid the ethical pitfalls of reaching too far to obtain new media.

This session focused on raising awareness and informing state chief justices, who oversee the rule-making authority in each state, and the leadership of the bar of the impact of new media on every phase of the trial process.
2013 General Counsel Committee

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Senior Executive Vice President & General Counsel
AT&T Inc.

W. Wayne Withers
Emerson Electric Company (Retired)
Bryan Cave
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<table>
<thead>
<tr>
<th>Gifts of $25,000+</th>
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<tbody>
<tr>
<td>American International Group*</td>
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<tr>
<td>Eli Lilly Company*</td>
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<td>Exxon Mobil Corporation**</td>
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<td>PepsiCo, Inc.*</td>
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<th>Gifts of $10,000 – $24,000</th>
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<td>AT&amp;T *</td>
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<td>Caterpillar Inc.</td>
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<td>Chevron Corporation **</td>
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<th>Gifts Up to $10,000</th>
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<td>ConocoPhillips</td>
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<td>Marsh &amp; McLennan Companies</td>
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<td>Procter &amp; Gamble Company **</td>
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<td>Reynolds American, Inc.</td>
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## Law Firm Contributors

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<th>President’s Circle $25,000+</th>
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<tr>
<td>Gibson Dunn &amp; Crutcher</td>
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<td>Paul Hastings</td>
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<td>Wachtele Lipton Rosen &amp; Katz*</td>
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<th>Up To $3,000</th>
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<td>Barrett &amp; Gilman</td>
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<td>Center for Constitutional Litigation</td>
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<td>Christian &amp; Barton*</td>
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<td>Dickie McCamey &amp; Chilcote*</td>
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<td>Kelley Drye &amp; Warren</td>
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The NCSC gratefully acknowledges the following gifts made in honor and memoriam in 2013.

- In honor of Marcia Black and John White
- In memory of Katherine T. Wilke

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- Casey Family Programs
- John D. and Catherine T. MacArthur Foundation
- Open Society Foundation
- The Pew Charitable Trusts
- Public Welfare Foundation
- The Retirement Research Foundation

Other
- MidEast Educational & Training Services
- American Probation and Parole Association
- The Bureau of National Affairs, Inc
- LexisNexis
- National Drug Court Institute
- State Justice Institute

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**20-Year Donor**

**30-Year Donor**

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JAMES E. McMillan Award Established

Matthew McMillan, son of NCSC technology guru and 24-year-employee, James “Jim” McMillan, announced at CTC 2013 a generous $25,000 gift to NCSC in honor of his father that permanently endows the James E. McMillan Award.

Honoraria and Memorials

The NCSC gratefully acknowledges the following gifts made in honor and memoriam in 2013.

- In honor of Marcia Black and John White
- Steven D. Canterbury
- In honor of James E. McMillan
- Matthew A. McMillan
- In memory of Katherine T. Wilke
- Linda R. Caviness
- Thomas Z. Wilke
- Michael A. Zamperini and W. Clay Burchell
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Bruce R. Parker
Venable
EDWARD W. MULLINS, JR. RECEIVES JOHN PICKERING AWARD

In honor of John H. Pickering and his dedication to the mission of NCSC, an award was created to recognize a Lawyers Committee member who has professionally and personally contributed to the Center in a significant way. It’s not an annual award, but rather only presented when there’s an overwhelmingly deserving recipient. Edward W. Mullins, Jr., counsel for Nelson Mullins Riley & Scarborough in Columbia, South Carolina, is such a recipient. A member of the National Center for State Courts’ (NCSC) Lawyers Committee since 2005, Mullins has made such an impact during this time that the Lawyers Committee has grown significantly — in part by his recruiting efforts — and established its first-ever national project.

Mullins’ relentless support of the NCSC started when he became a member of the NCSC Board of Directors, where he witnessed the positive impact that NCSC assistance has on state courts, which in turn can directly affect law firms.

“NCSC provides best practices in court administration and gives courts the opportunity to learn successes from other state courts,” Mullins said. “If courts don’t progress, it affects a law firm’s practice.” In South Carolina, for example, NCSC provided guidance and best practice advice at the beginning of the state’s technology initiative. “Thanks to NCSC, and the help of the Lawyers Committee, South Carolina courts are one of the leaders in court technology,” he explains.

Mullins also embraced an issue the Lawyers Committee cares deeply about — civics education — and turned it into a nationwide effort. Mobilizing Lawyers Committee members from several states, Mullins was able to disseminate NCSC’s educational graphic novels, Justice Case Files, to public schools around the country. The project was first rolled out in his home state of South Carolina. “We became the template that many other states now have and still use in schools for civics education,” Mullins mentions proudly.

Throughout the course of his membership with the Lawyers Committee, Mullins suggested that his firm turn to NCSC as a resource. “NCSC gave members of our firm insight on major issues South Carolina courts were dealing with.” He adds, “The Lawyers Committee provides my colleagues with the opportunity to network with leaders in the court community.”
The Young Lawyers section of the Lawyers Committee provides an opportunity for attorneys who are 40 or younger or who have 10 years or less of practice to participate on behalf of their firm in furthering the mission of the National Center for State Courts.

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Warren E. Burger Society

More than 130 state court judges, chief justices, attorneys, and general counsel attended NCSC’s Annual Recognition Luncheon in which NCSC honored those who have supported its mission of improving the administration of justice. As part of the luncheon, new members are inducted into the Warren E. Burger Society.

2013 WARREN E. BURGER SOCIETY INDUCTEES

We are pleased to welcome our 2013 Warren E. Burger Society inductees. These individuals were honored for volunteering their time, talent, and support to NCSC in an exceptional manner at the NCSC’s Annual Recognition Luncheon. They join a distinguished group of more than 100 society members.

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Eli Lilly & Company (Retired)
McLean, Virginia

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Houston, Texas

Sheila L. Birnbaum
Quinn Emanuel Urquhart & Sullivan
New York, New York

Linda R. Caviness
National Center for State Courts (Retired)
Williamsburg, Virginia

Nancy S. Marder
Chicago-Kent College of Law
Chicago, Illinois

SANDRA DAY O’CONNOR AWARD

Margaret E. Fisher, court program analyst with the Washington State Administrative Office of the Courts and Distinguished Practitioner in Residence at the Seattle University School of Law, was named the 2012-2013 recipient of NCSC’s Sandra Day O’Connor Award for the Advancement of Civics Education. The award honors an organization, court, or individual who has promoted, inspired, improved, or led an innovation or accomplishment in the field of civics education related to the justice system.

WARREN E. BURGER AWARD

David K. Byers, director of the Administrative Office of the Arizona Supreme Court, was named the 2013 recipient of the Warren E. Burger Award for excellence in court administration, one of the highest awards presented by NCSC. As Director of the Administrative Office of the Courts, Byers manages and administers a court system that employs 10,000 people and operates in more than 200 locations.

G. THOMAS MUNSTERMAN AWARD

The National Center for State Courts selected Michael Garrahan, plans and programs specialist for the New Jersey Administrative Office of the Courts, as the recipient of the 2013 G. Thomas Munsterman Award for Jury Innovation. The Munsterman Award recognizes states, local courts, organizations, or individuals that have made significant improvements or innovations in jury procedures, operations and practices. Garrahan played a critical role in redeveloping New Jersey’s jury system for almost 20 years.
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Elizabeth J. Cabraser
Russell C. Deyo
George S. Frazza
Richard C. Godfrey
Simon M. Lorne
Donna M. Melby
Theodore B. Olson
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$1,000 – $2,499
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$50 – $999
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Suzanne H. Stinson
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The mission of the National Center for State Courts is to IMPROVE THE ADMINISTRATION OF JUSTICE through LEADERSHIP and SERVICE to state courts, and courts around the world.

Each year, the NCSC presents awards that recognize employee excellence.

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