Challenge and Opportunity
A Year in Review

2003 Annual Report
Improving the Administration of Justice through Leadership and Service to Courts
2003-2004

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Cover Photos (clockwise from top left): NCSC President Roger K. Warren and Chief Justice of the United States William H. Rehnquist participate in a panel discussion on the Dual Enforcement of Constitutional Norms; NCSC’s International Programs Division provides assistance to members of the Mongolian judiciary; NCSC’s information, education, and consulting services are available to judges and courts at all levels; Arizona Chief Justice Charles E. Jones, Montana Chief Justice Karla M. Gray, and Indiana Chief Justice Randall T. Shepard participate in NCSC’s Annual Justice Roundtable, which brings together more than 75 state chief justices, attorneys, and business leaders to discuss justice system improvements.
“Since its founding more than 30 years ago, the National Center for State Courts (NCSC) has advanced court reform through its work with judicial leaders to improve the administration of justice in the state courts. Because of NCSC’s unparalleled knowledge and expertise in the field and unique partnership with those who lead the nation’s state court systems, the court community looks to NCSC for authoritative and up-to-date research, information, educational programs, technical assistance, and consulting services. Today, in light of its substantial international work, NCSC serves not only as the national leader, but also as the global leader, in the field of judicial administration.”

Roger K. Warren
President
National Center for State Courts
President’s Message

The state courts currently face their biggest financial challenges since World War II. Like them, the National Center for State Courts has sought to reduce costs while at the same time preserving, and even enhancing, the level and quality of its services.

In 2003 NCSC provided more services to the state courts and justice systems around the world than ever before, and received all or most of the scheduled annual assessments from its supporting state court systems.

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In addition, more than 2,000 participants from 48 states and 28 countries attended NCSC’s highly successful Eighth Court Technology Conference, which featured the largest exhibition of court technology ever.

Through its award-winning Web site and new e-learning programs, NCSC has disseminated information and facilitated learning about judicial administration at lower cost. For example, information about state court budgets and federal funding opportunities was regularly posted on the NCSC Web site, distributed to state court budget officers by listserv, included in NCSC’s e-newsletters, and discussed by court managers in e-learning courses.

In 2003, NCSC reached out to new partners in the federal government and in the private sector for financial support of its programs and services. The National Highway Traffic Safety Administration, for example, funded development of a curriculum to reduce the incidence of impaired driving, while private sector support allowed NCSC to kick off a national program of technical assistance to promote jury innovations and develop educational programs on the discovery of electronic evidence. In the past year, NCSC received the most private sector support in its history.

“In 2003 NCSC provided more services to the state courts and justice systems around the world than ever before, and received all or most of the scheduled annual assessments from its supporting state court systems.”

As described in the pages of this Annual Report, NCSC also continued to build an ever-broader constituency of support for the state courts themselves – in the corporate community and practicing bar, among the federal judiciary, and in the academic community.

NCSC is proud once again to produce this Annual Report in celebration of its accomplishments and to recognize some of those individuals – court leaders, NCSC staff, volunteers, and contributors – who have made its work possible.

Sincerely,

Roger K. Warren
President
Chair’s Remarks

As president of the Conference of Chief Justices (CCJ) and chair of the board of the National Center for State Courts, it is my pleasure to work with the National Center to provide timely and comprehensive information to state courts.

Founded in 1971, the National Center has become the state courts’ primary resource for education, consulting, research, data collection, and expert advice. Services provided by NCSC rest on the notion that the experience and innovative practices of one court enhance the ability of all courts to provide fair and impartial justice.

With 98 percent of judicial proceedings handled by state courts, which are serving an ever-increasing and more diverse population, court dockets have become overburdened. At the same time, courts’ financial resources have been stretched to their limits. To help meet this challenge of diminished resources and increasing responsibilities, the National Center continues to enhance both its services and its online presence so courts can take advantage of all available information about effective judicial and management strategies. Extensive, practical guidance can be found at the Customer Service Desk and CourTopics portions of the NCSC Web site. In addition, NCSC’s innovative Best Practices Institute identifies and provides information about effective systems and processes that can serve as models.

The National Center also researches trends in the justice system likely to become shared areas of concern for all courts. In 2003, for example, NCSC collected information about the burgeoning use of personal technology (such as cellular phones with cameras) and its impact on access to the courts. This issue is certain to raise broader questions about balancing the rights of a free press with the rights of parties to a fair trial.

The National Center works closely with CCJ and the Conference of State Court Administrators (COSCA) to study issues of importance to the future success of the courts.

It convenes conferences and seminars on topics such as judicial elections, racial and ethnic bias, and public confidence in the courts so court leaders may come together to debate and to learn from each other. These meetings often lead to plans that have a national perspective.

Making courts more aware of the National Center’s work is one of my highest priorities. The court community is fortunate to have the opportunity to improve court operations by tapping into NCSC’s research and experience. Yet many courts – particularly at the local level – are not familiar with what the Center can do for them. With this in mind, NCSC has launched aggressive efforts to better reach its existing constituents and to connect with new ones. I urge all state court leaders to use the invaluable resources of the National Center and to inform their local courts by spreading the word in their states.

The National Center has had a very dynamic and prolific year. I thank the Center and its very able staff for their excellent work and ongoing efforts toward enhancing the public’s trust and confidence in the courts.

Sincerely,

Ronald M. George
Chief Justice of the State of California
State courts throughout the country continued to grapple with the effects of budget cuts in 2003. Many courts cut hours, some experienced layoffs, and others reduced services. The National Center immediately responded, making the budget crisis its top priority. NCSC organized a team of experts to work directly with the courts to gather and assess data in order to share information among states about effective strategies. The team created a listserv, which provides court leaders with a forum to discuss budget concerns and solutions. NCSC also made its considerable base of information available through its knowledgeable staff and extensive Web site. New educational program delivery methods were developed, allowing more cost-effective participation.

The states’ budget crisis was the number-one issue at the fifth annual Assembly of Court Associations, hosted by NCSC’s Court Association Services staff in Arlington, Virginia. Representatives from 21 court associations, including the American Judges Association (AJA) and the National Association for Court Management (NACM), discussed the challenges and opportunities presented by budget cuts. Leaders from CCJ and COSCA encouraged the group to use the crisis as incentive to make changes — to analyze successful strategies, share information, and promote efficiency — that will serve the courts long after the budget crisis has subsided.

Meeting the State Budget Challenge

Each day, in courthouses across the country, citizens are affected by the work of the National Center for State Courts. Whether it’s NCSC’s landmark work in the areas of domestic violence, pro se litigation, and court interpretation, or assistance in improving caseflow management, courthouse security, and the use of technology, NCSC’s commitment to improving the administration of justice touches the lives of millions.

We accomplish this largely through the generous support of our donors and through voluntary assessments from the states. Support to the National Center allows each division — Research, the Institute for Court Management, Knowledge and Information Services, Consulting Services, Government Relations, and International Programs — to immediately respond to constituents’ needs. NCSC’s goals are set and its work directed by state court leaders, which include the Conference of Chief Justices and the Conference of State Court Administrators.

The 2003 Annual Report serves primarily as a report to constituents — those whose business is the delivery and provision of justice in the state courts and those who use the courts and rely upon the rule of law in civil society. It includes a review of many of the National Center for State Courts’ accomplishments in fulfillment of its mission: to improve the administration of justice through leadership and service to courts.

NCSC is grateful for the contributions of our volunteers and donors. Their regard and support for the judicial branch and its critical role in resolving disputes enhances the ability of NCSC to conduct research, develop performance standards and models, collaborate with the courts, and offer information and instructional tools that courts and judges need.

Left: District Judge Steve Leben of Kansas discusses therapeutic jurisprudence at the 2003 annual conference of the American Judges Association. AJA contracts NCSC’s Association Services staff to handle their conference arrangements and membership services more cost-effectively.

Right: Daniel Becker, state court administrator, Supreme Court of Utah; Patricia Tobias, administrative director of the courts, Idaho; and AJA president Michael McAdam, judge, Kansas City (Missouri) Municipal Court, discuss budget crisis responses at the fifth annual Assembly of Court Associations.
The National Center continued to fine tune the management services provided to 11 associations of court leaders, including CCJ, COSCA, AJA, and NACM. Beyond saving money by working with NCSC’s court-focused managers to plan, produce, and staff meetings, the associations benefit from collaboration with like-minded professionals and early access to leadership information, programs, and materials.

Courts and court association members also benefit from relationships built by NCSC’s Government Relations Office staff, who act as their liaisons with other government organizations and federal agencies. In 2003, NCSC staff monitored proposed legislation in a wide variety of areas, including international affairs, child and family justice, federalism, homeland security, and mass torts. The appropriation for the State Justice Institute (SJI) was of key concern again this year, as its funding continued to be threatened.

In 2003, Court Consulting Services introduced an innovative way to let potential clients try their services before signing a contract. “The Doc is In” traveled to conferences of court leaders where they could schedule time to talk with NCSC consultants about specific concerns in their court. Those who participated appreciated the thoughtful comments of Dan Hall and his staff; some contracted for further services.

NCSC’s Court Consulting Services conducted 135 consulting and technical assistance projects in 46 states and territories, assisting courts at all levels with a range of issues: case management, facilities, human resources, technology, process improvement, and performance evaluation. NCSC recently received a large two-year grant from the State Justice Institute (SJI), named the Solutions Project, to provide a wide variety of technical assistance services to courts in priority issue areas.

NCSC’s focus on direct help to the courts was applauded by the Solutions Project funders as a practical and immediate means for helping budget-challenged courts.

NCSC’s Institute for Court Management served the educational needs of more than 1,000 learners through the use of new e-learning platforms in 2003. ICM improved its training methods for Internet-based and electronic presentation, which cuts travel costs for attendees and allows flexible scheduling. Other technology tools, including teleconferencing and videoconferencing, also helped bring participants together who may not have been able to connect otherwise. Traditional, two-to-three-day seminars remained popular in major cities nationwide and reached hundreds more learners. Course topics in greatest demand were caseflow management, performance standards, financial management, human resources management, and emerging trends affecting the courts. In addition, ICM entered into a partnership with states and municipalities to build customized classes for groups in locations nearer to their courts, maximizing the number of people able to attend for the money spent.
Partnering with Court Leaders

Serving as staff to the Conference of Chief Justices, Conference of State Court Administrators, and other groups of court leaders, NCSC has dramatically advanced support to children and families in need of court services. Key activities in 2003 included a conference in Chicago on child support enforcement and securing legislation that provides states with discretion to determine their own policies and practices related to public access to court hearings in child abuse and neglect cases.

CCJ, COSCA, and NCSC are leading a national movement to integrate the therapeutic, problem-solving approach throughout the court system. The Robert Wood Johnson Foundation is providing valuable funding to support the problem-solving movement. The International Centre for Healing and the Law of the Fetzer Institute has also provided valuable facilities and resources.

COSCA and NACM advisory groups continue to collaborate with NCSC researchers charged with developing a new “user-friendly” set of uniform court performance measures. New standards focus on consolidating and refining NCSC’s earlier pioneering work in this field into a new set of focused and accessible measurement tools that will improve the day-to-day work of the courts.

A new publication on Emergency Management for Courts brings together information on best and promising practices. It was vetted by court leadership members of NCSC’s Best Practices Institute. The booklet provides the textual information core for a new Webinar, or Web-based seminar, currently under development by NCSC’s Institute for Court Management.

NCSC researchers David Rottman and Pamela Casey studied problem-solving courts in response to a CCJ and COSCA resolution. They delivered their conclusions on principles, methods, challenges, and benefits at an international interdisciplinary conference and in a short booklet.

Above: Chief Justice of the United States William H. Rehnquist was the keynote speaker at a one-day conference in Williamsburg sponsored by the National Center, The Institute of Bill of Rights Law at William & Mary’s School of Law, and the Conference of Chief Justices. The November conference focused on the differences between state and federal constitutional law. Chief Justice of Virginia Leroy Hassell introduced Chief Justice Rehnquist, who joined a panel discussion following his remarks. From left, retired Oregon Supreme Court Justice Hans Linde, Wisconsin Chief Justice Shirley S. Abrahamson, NCSC President Roger K. Warren, Chief Justice Rehnquist, Indiana Chief Justice Randall T. Shepard, and Judge Roger Wollman of the U.S. Court of Appeals for the Eighth Circuit. Rehnquist’s speech and the panel discussion were taped by C-Span and aired as part of its America and the Courts series.

Right: Chief Justice Shirley Abrahamson proposes an educational session on electronic discovery for the Conference of Chief Justices.
A multidisciplinary team meets regularly to review progress toward the goal of civil justice reform. In 2003, to respond to a call from the chief justices, NCSC formed a national mass torts clearinghouse to exhibit model rules and promote cooperative standards between state and federal courts. The State Justice Institute is providing funding to NCSC to convene an inaugural mass torts forum of state and federal judges and update an online benchbook at www.ncsconline.org.

In 2003, other Civil Justice Reform Initiative (CJRI) projects included:

- **An empirical study of the California Centers for Complex Litigation.** This first-of-its-kind study found that the complex litigation centers reduce delay, expense, and litigant dissatisfaction.

- **Promotion of judicial campaign-conduct committees.** NCSC, through its national committee on judicial campaign conduct (www.judicialcampaignconduct.org), one of the two national committees established to advise the nation’s chief justices, is developing “how to” tools and methods to help specific states and localities prepare for the upcoming judicial election season.

- **A third installment of the 2001 Civil Justice Survey of State Courts for the U.S. Department of Justice.** NCSC is the nation’s primary source for comprehensive case-level civil data through this decade-long series of studies.

- **A national program to increase citizen participation in jury service.** Support from leading law firms will set in motion citizen outreach and education to promote public understanding and enhance structural improvements inside and outside the courtroom. Technical assistance by NCSC’s Center for Jury Studies will support implementation of one day/one trial, employment and salary protections, and improved juror communications.

Each fall, NCSC hosts its annual Justice Roundtable, bringing together members of the judiciary with business and bar leaders for insightful dialogue on a significant civil justice topic. At the 2003 Roundtable, Chief Justice Ronald George of California led a distinguished panel in consideration of civil discovery reforms.

**National Program to Increase Citizen Participation in Jury Service Through Jury Innovations**

**Lead support:**
- Kirkland & Ellis
- Robins, Kaplan, Miller & Ciresi
- Reed Smith LLP
- Susman Godfrey L.L.P.

**Contributing support:**
- Gregory P. Joseph Law Office LLC
- Kirkpatrick & Lockhart
- Levin Papantonio Thomas Mitchell Echsner & Proctor P.A.
- Jack H. Olender & Associates, PC

*“Essential to all our reforms in civil and criminal justice is an up-to-date jury system, vital not only to our system of deciding cases but also to public attitudes about us.”*

**Judith S. Kaye**
Chief Judge of New York

The annual Justice Roundtable brings together members of the legal community, including from left, Deborah Russell of McGuire Woods LLP, member of NCSC’s Lawyers Committee, Thomas Gottschalk, executive vice-president and general counsel of General Motors Corporation and co-chair of NCSC’s General Counsel Committee, and William Lytton of Tyco International Ltd., member of the General Counsel Committee.
Building a Constituency for State Courts

Two committees of the National Center for State Courts, the General Counsel Committee and the Lawyers Committee, are well recognized for the volunteer service and support they provide to NCSC and its Board of Directors. Committee members serve in a leadership role on behalf of the business and legal communities with a commitment to build public understanding of the need for a strong and independent judiciary, support the mission and work of NCSC, participate actively in dialogue with state court leaders, and encourage financial support for NCSC’s programs and initiatives.

At committee meetings in 2003, members discussed the state budget challenge and the impact of under-funding of the judiciary, a problem made worse by the lack of a constituency for the courts. Partnering with leaders of the state courts and state bars, NCSC and its two leadership committees will work together to build a constituency of support for the courts and for improving the administration of justice. Committee members in New York, Arizona, and California are leading state models to be replicated on a nationwide basis.

General Counsel Committee

Thomas Y. Allman
BASF Corporation

Henry Z. Horbaczewski
Reed Elsevier Inc.

William P. Barr
Verizon Communications, Inc.

R. William Ide III
Monsanto Company (Retired)

Joseph W. Bauer
The Lubrizol Corporation

James F. Kelley
Georgia-Pacific Corporation

Robert J. Berdan
Northwestern Mutual Life

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Morgan Stanley

Peter D. Bewley
The Clorox Company, Inc.

Jeffrey B. Kindler
Pfizer

Kim M. Brunner
State Farm Insurance Companies

William B. Lytton
Tyco International Ltd.

Charles W. Burson
Monsanto Company

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Dow Chemical Company

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PPG Industries, Inc.

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Logan G. Robinson
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William J. Guzick
Michelin North America, Inc.

Jeffrey B. Kindler
Pfizer

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Altria Group, Inc.

A special thank you to Charles Schader and American International Group for hosting the spring 2003 meeting of the General Counsel Committee at AIG headquarters in New York City.

“The National Center wants all components of society and the business and legal communities to consider themselves stakeholders in the justice system. The Lawyers Committee and the General Counsel Committee can provide the ideal platform to build a real constituency to accomplish this.”

Chief Justice of California and Chair of the NCSC Board
Ronald M. George speaking to the NCSC’s Lawyers Committee

Lawyers Committee

Ronald L. Olson, of Munger, Tolles & Olson of Los Angeles, assumed the position of Chair of the Lawyers Committee in 2003. Mr. Olson joins a distinguished lineage of leaders over the Committee’s 25-year history, including Paul Reardon, Haliburton Fales, John Pickering, Nicholas deB. Katzenbach, William H. Gates, Byron Attridge, and, most recently, Henry L. King.

Richard W. Duesenberg
St. Louis, Missouri

James C. Duff
Baker Donelson Bearman & Caldwell

David B. Fawcett, Jr.
Dickle, McCormack & Chilcote

Andrew M. Federhar
Fennemore Craig

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Patterson Belknap, Webb & Tyler

Leonard H. Gilbert
Holland & Knight LLP

Dennis E. Glazer
Davis Polk & Wardwell

Richard C. Godfrey
Kirkland & Ellis

William H. Graham
Connelley Foley LLP

Robert L. Haig
Kelley, Drye & Warren, LLP

Patricia M. Hynes
Milberg Weiss Bershad Hynes Lerach

Robert D. Joffe
Crawath, Swaine & Moore LLP

Nicholas deB. Katzenbach
Princeton, New Jersey

Henry L. King
Davis Polk & Wardwell

David C. Landin
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L. Joseph Loveland, Jr.
King & Spalding

Edward W. Madeira, Jr.
Pepper Hamilton

Robert B. McCaw
Wilmer, Cutler & Pickering

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McLane, Graf, Raulerson & Middleton

Theodore N. Mirvis
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Stephen A. Northup
Troutman Sanders

Charles M. Noteboom
Noteboom – The Law Firm

D. Dudley Oldham
Fulbright & Jaworski

William G. Paul
Crowe & Dunlevy

Robert S. Peck
Center for Constitutional Litigation, PC

John H. Pickering
Wilmer, Cutler & Pickering

Deborah M. Russell
McGuireWoods LLP

Kelli L. Sager
Davis Wright Tremaine LLP

John L. Strauch
Jones Day Reavis & Pogue

John Tollefson
Goins, Underkofler, Crawford & Langdon

C. C. Torbert, Jr.
Maynard, Cooper & Gale

Sylvia H. Walbolt
Carlton Fields

Daniel E. Wathen
Pierce Atwood

Henry L. King of Davis Polk & Wardwell receives the Crystal Award for his outstanding contributions to the National Center. In presenting Mr. King the award, NCSC president Roger K. Warren said the Crystal Award, given only five times in the National Center’s 30-year history, exemplifies Mr. King’s outstanding commitment and support.

Ronald L. Olson of Munger, Tolles & Olson, Los Angeles, assumed the position of Chair of the Lawyers Committee in 2003.

Seven new members joined the Lawyers Committee in 2003: Paul Barrett, Peter Beshar, Benjamin Civiletti, Ann Covington, William Graham, David Landin, and Dudley Oldham.
William H. Rehnquist Award for Judicial Excellence

Chief Judge Kevin S. Burke  
Hennepin County, Minnesota

The most respected and prestigious judicial honor in the country, the Rehnquist Award is presented annually to a state court judge who exemplifies the highest level of judicial excellence, integrity, fairness, and professional ethics. Judge Burke was cited for his innovations and indefatigable pursuit of judicial reform. He is the eighth judge to receive the award since its creation in 1996. Minnesota Supreme Court Chief Justice Kathleen A. Blatz and State Court Administrator Sue K. Dosal nominated Burke.

“In Minnesota, Judge Burke’s imprint is everywhere,” they wrote in their nominating letter. “We have encountered no judge who has made a bigger single impact on a state judicial system or has worked more tirelessly...for the betterment of the administration of justice.”

Paul C. Reardon Award

Chief Justice Gerald W. VandeWalle, North Dakota

Named for the late Massachusetts Supreme Court justice who was the first president of the National Center for State Courts’ Board of Directors, it is presented annually to a person who has made outstanding contributions to the improvement of the justice system and who has supported the mission of the National Center.

Warren E. Burger Award

Justice Robert French Utter of the Washington State Supreme Court, retired

The award honoring the late chief justice of the United States, who was instrumental in founding the National Center for State Courts and the Institute for Court Management, is presented to an individual who has made a significant contribution to the field of court administration, management, education, training, research, or consulting.
NCSC’s International Programs Division (IPD) staff and expert consultants provided valuable technical assistance and opportunities for collaboration with justice system counterparts worldwide. In 2003, the National Center’s IPD staffed offices in Bosnia, Croatia, Kosovo, Nigeria, Mexico, Mongolia, and Serbia, providing expert services ranging from assistance in the strategic planning for redesign of the entire justice system, to drafting and implementation of new laws, to guidance in the development of automated case management and other systems.

Despite travel difficulties springing from the War on Terrorism, officials from 63 countries studied U.S. court operations as part of NCSC’s International Visitors Program, including representatives of the Supreme Court of Korea and judges from Taiwan and China’s Supreme People’s Court.

Top, from left: Charles Ferrell, court administration specialist for the Mongolia Judicial Reform Project; Chief Justice of Mongolia Ganbat; and Heike Gramckow, NCSC International Programs Division deputy director. NCSC staff received medals of honor for their work in Mongolia.

Bottom: NCSC, under the auspices of USAID, the World Bank, and the European Union, started work on an integrated court case management system for the judiciary of Croatia and arranged for study tours for Croatian justice officials to learn new case management techniques.

NCSC president Roger Warren assisted the Shanghai courts in their civil justice reform efforts, and the National Center hosted three subsequent study tours by Shanghai judges and representatives from China’s National Judges College and Supreme People’s Court.

Above: NCSC works to improve the rule of law in Nigeria by providing technical assistance in many areas, including alternative dispute resolution, caseflow management, and technology. The NCSC also contributed to the development of a Code of Conduct for Court Employees in Nigeria.

Above, left: Serbia needed a high-tech, high-security courtroom for the Special Court for Organized Crimes and War Crimes in Belgrade. NCSC assessed the court’s technical needs and provided a two-day seminar for judges, law clerks, prosecutors, and security staff on managing notorious trials.
Using Technology Tools

Despite budget setbacks, state courts recognize the need to plan for the future – especially in the area of technology. COSCA members affirmed this in response to an NCSC survey, where they indicated investment in automation and improvement in the use of electronic communications would improve court efficiency and cut costs.

“Technology in the courtroom should be as much of a fixture as the American flag.”

Jean Hoefer Toal
Chief Justice of South Carolina

In 2003, NCSC advanced the development of functional standards for domestic cases, criminal cases, and electronic filing (e-filing) with the COSCA and NACM Joint Technology Committee. Standards are also in the works for traffic cases – funded under a grant from the National Highway Traffic Safety Administration. Standards for XML (extensible markup language) will allow courts to report automated statistics and performance data in a uniform manner.

NCSC took its court technology expertise abroad to install a high-security courtroom in Serbia for the trials of war criminals and to develop an automated case management system in Croatia.

Technology tools enhance the ability of NCSC’s Court Statistics Project (CSP) to collect and analyze state court statistics nationwide. In 2003, CSP developed a new State Court Guide to Statistical Reporting, which provides clear and uniform reporting standards for the 16,000 state and local courts across the country.

As a result of these and other projects endorsed by state court leaders, NCSC has expanded its capacity and role as the national thought leader in information sharing within the justice community.
“The National Center for State Courts was the key to helping South Carolina develop a statewide concept of how case management could work. Their technical staff came to South Carolina numerous times. I struggled to pay my dues from South Carolina to the National Center for State Courts. But I got value dollar for dollar – and then some – and the marvelous technical support this staff provided this small state in developing our case management plan.”

Jean Hoefer Toal
Chief Justice of South Carolina
State of the Judiciary
Address to the South Carolina General Assembly

The Eighth Court Technology Conference, held in Kansas City, Missouri, provided a focused audience with knowledge about the latest processes and tools they need to make the most of technology. More than 2,300 judges, court administrators, and technology specialists attended CTC8, the largest and most highly regarded court technology conference and exhibition in the world. The three-day conference featured education sessions, keynote speakers, and vendors showcasing the latest innovations in court technology. Participants came from 48 states and 28 countries.
National scope research projects, funded by federal government agency grants and private foundations, allow NCSC’s Research staff to get inside the courts, collect data, and collaborate with subject area experts, and then offer comparative data, establish standards, and suggest solutions to the greater court community.

More than 30 projects were conducted in 2003 that resulted in recommendations to grant funders. Research results benefit all court constituents who use NCSC’s Web site or call one of NCSC’s knowledge management analysts.

Research projects in 2003 included workload assessments to determine adequate and equitable statewide staffing allocations, best practices identification in high-priority areas, methodology development to examine criminal sentencing disparities, expansion of a project to ensure that common data elements are collected on all state protection order cover sheets, and policy development for domestic violence in the workplace.

NCSC researchers publish information in e-newsletters, including the Family Violence Forum, and in monographs and reports on topics such as hung juries, self-represented litigation, juvenile sentencing, and the impact of the Prisoner Litigation Reform Act and Anti-Terrorism and Effective Death Penalty Act. Publications are available for reference and download from NCSC’s Web site or, in some cases, by contacting the National Center for a printed copy.

Above: NCSC answers more than 1,500 court constituent calls in 2003. Court constituents who call (800) 616-6164 for court information often speak with Peggy Rogers, knowledge and information services specialist at the Customer Service Desk, who answers questions and directs callers to information on the NCSC Web site or to an NCSC expert.

Left: NCSC researchers staff the Court Interpreter Consortium, a 30-state initiative to ensure equal access to justice through high-quality interpreter testing and standard certification. The consortium was a finalist for the prestigious Innovations in American Government Award from the Kennedy School of Government and was awarded a contract by the federal court system to administer tests for the Spanish Language Certification Program.

A group of NCSC researchers, educators, analysts, and consultants meet regularly as a Jury Community of Practice (CoP). The projects of this CoP include an e-newsletter, Jur-E Bulletin, and a new publication, The Promise and Challenges of Jury System Technology. The publication was used by participants in an e-learning course taught by Tom Munsterman and Paula Hannaford-Agor. A national program of technical assistance to study and implement jury innovations will soon be under way thanks to financial support from a growing list of national law firms from both the plaintiff and defense bars.
During 2003, NCSC’s Knowledge and Information Services staff made major strides in completing and updating the CourTopics information database at www.ncsconline.org with useful judicial administration information.

CourTopics can be searched by major subject area or by viewing an alphabetical list.

CourTopics reflects the information needs of court leaders who have been contacting NCSC for more than 30 years. Information analysts refine topic categories from time to time based on user feedback.

CourTopics is organized for easy scanning and in-depth research. Inside each CourTopics subject area, users find:

- Resource Guides – NCSC analysts continually file references to white papers, Web sites, and books as they survey the universe of useful information.

- NCSC Documents – This hyperlink takes users to a list of everything the NCSC researchers, educators, and consultants have published on the Web in a topic area.

- FAQs – Many judges, administrators, and managers need answers to questions frequently asked. Visitors to CourTopics can view the FAQs first to see if the answer to their question has already been researched.

- Overviews – Experts in judicial administration have written overviews on each topic. This link is used most often by media contacts and students.

Thank you to LexisNexis for providing online services in support of NCSC’s research and information services; to Microsoft Corporation for in-kind software donations to NCSC; and to West Group for in-kind services to publish the Justice System Journal.
NCSC acknowledges outstanding and generous support from corporate, law firm, and individual donors at an annual recognition luncheon. The 2003 event, held in Washington D.C. in November, allowed the officers and Board of Directors of NCSC to honor contributors and volunteers who brought annual private support to its highest level in NCSC history. Chief Justice William H. Rehnquist was the featured speaker and presided over the Warren E. Burger Society induction ceremony.

Charles T. Richardson, right, partner with Baker & Daniels, receives the 20 Years of Recognition Award for his firm from Curtis H. Barnette.

Barnette, member of NCSC’s Board of Directors, presents a Resolution of Appreciation to William McDavid, general counsel of J.P. Morgan Chase and Company, for his company’s 20 years of support to the National Center.

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In Memoriam: Chesterfield Smith, 1917 to 2003

Chesterfield Smith, a partner with Holland & Knight and often called “America’s Lawyer,” was a longtime and active supporter of the National Center for State Courts. “Chesterfield believed in the mission of the National Center and supported us in immeasurable ways, both personally and professionally,” said Roger K. Warren, NCSC president. In 1996, Mr. Smith became one of the first inductees to the Warren E. Burger Society, in honor of his commitment and personal financial support.

Pictured at the 2001 Justice Roundtable
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The National Center for State Courts extends a special thank you to Dr. Ronald J. Stupak, who has recently made another significant statement of support to the NCSC through the Ronald J. Stupak Charitable Remainder Unitrust. Named as one of the beneficiaries of the trust, NCSC is recognized for sharing the commitment to the values and ideals of the Stupak family, including a commitment to the fundamentals of the American democratic system and the concept of life and liberty. Dr. Stupak’s donation is currently valued at over $165,000. The National Center deeply values Dr. Stupak’s continuing friendship and support.
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Please bring any errors or omissions to our attention by calling the NCSC Development Office at (800) 616-6110 or e-mailing us at development@ncsc.dni.us.
Summary of Income and Expense

The National Center for State Courts received 47 percent of its support in 2003 from federal grants and contracts. Funds from state assessments and consulting services provided another 40 percent. Remaining funds came from conference and tuition fees, private support, and association service fees. Total income from operations in 2003 was $25,946,806. Program expenses include the cost of providing services to the state courts through consulting, research, education, information sharing, government relations, association management, and international programs.

The accounting firm of Deloitte & Touche LLP audits NCSC’s financial statements. A copy of the 2003 audited financial statements and auditors’ reports may be obtained from NCSC’s chief financial officer.

2003 Income ($ in millions)

| Source                        | Amount
|-------------------------------|--------
| Federal Grants & Contracts    | 12.3 million |
| State Assessments & Consulting| 10.4 million |
| Conference & Tuition Fees, Private Support, Association Service Fees | 3.2 million |

2003 Program Expense ($ in millions)

| Source                              | Amount
|-------------------------------------|--------
| International Programs Services     | 10.4 million |
| Consulting & Research Services      | 7.6 million |
| Education & Information Services    | 3.3 million |
| Government Relations & Association Services | 3.0 million |
| Program Support Services            | 1.3 million |

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2003 National Center Distinguished Service Awards

Each year the National Center Board of Directors presents Distinguished Service Awards to individuals who have made outstanding contributions to the field of judicial administration or the work of the National Center for State Courts.

**State Appellate Court Judge**
- Chief Justice Ronald T.Y. Moon, Supreme Court of Hawaii

**State Trial Judge**
- Judge Judith D. Ford, retired, Alameda County Superior Court, California
- Judge Steven Leben, Johnson County District Court, Kansas

**State-Level Court Administrator**
- James D. Thomas, former vice president, Court Services Division, National Center for State Courts
- John T. Olivier, clerk of court, Louisiana Supreme Court

**Trial-Level Court Administrator**
- Robert Wessels, court manager, Harris County Criminal Courts at Law, Texas

**Attorney or Other Individual Not Employed by the Courts**
- Roy Schotland, law professor, Georgetown University School of Law

In 2003, the National Center for State Courts recognized members of its staff for excellent work and exemplary service.

**Staff Excellence Award**
- Kay Farley, government relations director

**Jeanne A. Ito Award**
- Anne E. Skove, knowledge management analyst

**Florence Leonard McConnell Award**
- Carolyn Whitten, administrative manager

**Katherine Wilke Memorial Scholarship Award**
- Mary T. Sammon, senior court management consultant

In January 2003, Chief Justice William Richardson and his wife, Polly, visited NCSC’s recently renovated headquarters building, where the William S. Richardson Board Room was enhanced with state-of-the-art audiovisual components and connectivity to NCSC’s Education and Technology Center. The William S. Richardson Fund of the Hawaii Community Foundation provides ongoing support to maintain the Board Room in honor of the former chief justice of Hawaii, a founding director and NCSC Board member from 1971 to 1982.

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NCSC’s staff includes former judges and attorneys, educators, social scientists, public policy analysts, business managers, and computer specialists who collaborate with today’s court leaders to define, study, and implement practices that improve the efficiency and effectiveness of judicial administration and the quality of justice.

Founded by court leaders at the urging of Chief Justice Warren E. Burger of the United States Supreme Court, the National Center for State Courts is governed by a diverse board of directors elected by state chief justices and state court administrators.

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