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

STAFF EXCELLENCE AWARD
Recognizes an employee whose work has significantly contributed to the fulfillment of NCSC’s mission and enhanced the organization’s reputation through demonstrated expertise, professionalism, and commitment.

**Marta Hernandez**
Project Assistant, International Programs

JEANNE A. ITO AWARD
Recognizes an employee who embodies the standards set by the late Jeanne Ito, who in only five years with NCSC developed a reputation for innovation, initiative, enthusiasm, and the highest standards of ethical behavior.

**Nora Sydow**
Senior Knowledge and Information Services Analyst

FLORENCE A. MCCONNELL AWARD
Recognizes an employee who, like the late Florence McConnell, interacts with the courts and fellow employees in a way that creates an atmosphere of trust and respect.

**Erika Friess**
Program Specialist, Court Services Division

KATHERINE T. WILKE MEMORIAL SCHOLARSHIP
Award presented to an employee who is pursuing higher or continuing education and who, like the late Katherine Wilke, demonstrates a constant effort to improve professionally.

**Lavolia Duncan**
Human Resources Assistant

Each year, the NCSC honors those people who have made longstanding contributions to improving the judicial system and have supported the National Center’s work.

CURRENT OR FORMER STATE APPELLATE JUDGE
The Honorable Dana A. Fabe
Supreme Court, Alaska

CURRENT OR FORMER STATE TRIAL JUDGE
The Honorable Patricia K. Costello
Essex County Superior Court, New Jersey

STATE-LEVEL COURT ADMINISTRATOR OR EMPLOYEE
Patricia W. Griffin
State Court Administrator, Delaware

TRIAL-LEVEL COURT ADMINISTRATOR OR EMPLOYEE
Rebecca M. Absey
Clerk of District Court, North Dakota

ATTORNEY OR OTHER INDIVIDUAL NOT EMPLOYED BY THE COURTS
Chris Crawford*
President and Founder, Justice Served

* Deceased

In 1971, Chief Justice of the United States Warren E. Burger met with jurists from across the country in Williamsburg, Virginia and announced his vision for a national center for state courts.

"The time has come … to make the initial decision and take steps to create a national clearinghouse — a national center for state courts — to serve all the states and to cooperate with all the agencies to improve justice at every level. The need is great, and the time is now."

Chief Justice Burger’s vision was realized.

Today, 40 years later, the NCSC has become the preeminent clearinghouse for state courts across the country and around the world. Since its inception four decades ago, the National Center has served as a pioneer and a trailblazer to improve the administration of justice.

Challenges facing the courts have evolved over the years, but the National Center’s mission of finding solutions remains as focused and strong as it was in 1971.

The NCSC accomplishes this largely through the tireless dedication and support from court leaders across the country, and the commitment of our donors. Their high regard for the rule of law enhances the NCSC’s ability to conduct research, develop performance measurements, and collaborate with the courts and business communities to improve the administration of justice through leadership and service to the courts.


FORTY YEARS OF BRINGING THE COURTS’ INTO FOCUS

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Chief Justice Myron Steele, Lilia Judson

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Chief Justice Michael Heavican, Elizabeth Hines,
Barbara Mundell, Larry Thompson, Justice Peggy Quince

THIRD ROW, FROM LEFT
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Donna Melby, Pamela Harris, Jack Balagia Jr.

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George Frazza, Donald Goodnow, Richard Godfrey

NOT PICTURED
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Court Administrator
26th Judicial District Court
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LARRY D. THOMPSON
John A. Sibley Professor in Corporate & Business Law
University of Georgia School of Law School
Athens, Georgia

W. WAYNE WITHERS
Bryan Cave LLP
St. Louis, Missouri
Forty years ago, Chief Justice of the United States Warren E. Burger said, “No state is without grave problems in the administration of justice.” He made those remarks in 1971 as he was working to establish the National Center for State Courts. How true his words were — and continue to be.

The National Center was founded that year, and the administration of justice has benefited greatly. A few of the NCSC’s many achievements:

• Developing a framework for High Performance Courts, which brings together performance standards, time standards and workload and evidence-based practices to provide courts the tools to assess and improve their effectiveness
• Developing Language Access Standards to improve access to courts for people with limited English proficiency
• Leading the way in professional development for court leaders and being the primary education source for court professionals to receive continuing education
• Responding immediately when a need arises in a state court, becoming the leader in court security and emergency preparedness
• Serving the court community as the premier organization that collects and disseminates futures information

Our work is not done. Challenges facing the courts have shifted over the years, but the National Center’s mission of finding solutions remains as focused today as it was in 1971.

Courts in virtually every state are facing debilitating budget reductions that have created hiring freezes, pay cuts, judicial furloughs, and staff layoffs, increased filing fees, reduced hours of operation and postponement of jury trials. These reductions come at a time when the demand for judicial resolve of economic claims have dramatically increased.

The NCSC is tracking how state courts are responding to the economic situation through a Budget Resource Center, and we are working with several states to reengineer their court systems to help them work more effectively and efficiently.

Helping the courts adapt to change and improve their operations and services to the public is critical to the work of the National Center for State Courts. This Annual Report provides a glimpse into the work we accomplished in 2011 and how the NCSC’s constant focus on solutions helps to improve the administration of justice.
QUICK TO RESPOND TO STATE COURT NEEDS

Full Court Press for Court Funding

In Morrow County, Ohio, a court announced that litigants must bring their own paper to court because there was no budget for basic office supplies. California justices have warned that it may take up to five years to resolve a civil case. Many Georgia courts are increasingly clogged, causing urgent and relatively simple matters like child-support hearings to require months of waiting.

“It has gotten to the point where it is difficult to say that we are delivering the constitutionally required judicial system,” said Carol Hunstein, Chief Justice of the Georgia Supreme Court, who testified before the ABA Task Force on the Preservation of the Justice System. Since its creation in 2010, the task force has documented the shrinking of court budgets and identified consequences that limit access to, and the timeliness of, justice. NCSC President Mary McQueen is the vice co-chair of the Task Force, which in 2011 held hearings and meetings in Atlanta, New Hampshire, Kentucky, and Toronto. Business leaders, judges, court staff, advocacy groups, and the public shared stories about how reduced court funding has impacted services.

When you’re starting with budgets that are maybe ½ of 1 percent of the state budget for the judiciary, when you cut even a little . . . you’re cutting through bone into the marrow.

TED OLSON
Co-Chair, ABA Task Force on the Preservation of the Justice System and NCSC board member

NCSC continues to expand its Budget Resource Center (BRC), which provides a comprehensive look at court budgets, complete with maps and explanations of financial measures being taken by states. The BRC also provides up-to-date news on state and court budgets and describes how each is faring with budget cuts.

http://www.ncsc.org/brc
Do We, Don’t We, Need a Judge?

NCSC researchers conducted statewide judicial workload assessments in California, Michigan, and North Carolina. Judicial workload assessment is used by more than 30 states to determine the number of judicial officers needed to handle caseloads effectively. Each study is designed to meet the specific needs of the state.

The Michigan study reflected changes resulting from unprecedented budget shortfalls, a declining population, and a drop in court filings. In California, the assessment determined the number of judicial officers needed in each county and helped determine the impact of new legislation and court policies on case workload. The North Carolina study of superior court judges was a first-time effort to provide the court system a resource model to establish how many judges are needed and where to allocate them.

REENGINEERING —
More than 25 states are working with the NCSC to reengineer their justice system — up from 10 states in 2009. Reengineering involves retooling all court operations from automation to centralization to standardization of processes. The goal is to significantly improve efficiency while maintaining or improving the court’s level of service to the public. One of the biggest challenges is that this process requires buy-in from all branches of government.

I told the legislature in my State of the Judiciary speech that for the first time in the 150-year history of Kansas, we could now accurately measure judicial branch workloads. These measurements were the result of a weighted caseload study performed under the supervision of the National Center for State Courts. Because the NCSC employs experts in court administration, its involvement gave our study credibility with the legislature and the public. The study’s results are a solid cornerstone for planning our long-needed improvements to the Kansas Judicial Branch.

LAWTON R. NUSS
Chief Justice, Supreme Court of Kansas
Courts Braced for Silver Tsunami

The first wave of baby boomers is turning 65, and courts are feeling the impact. By 2030, the number of people 65 or older is expected to climb from 40 million to more than 71 million. Last year, at least 11 percent of people aged 60 to 84 experienced at least one form of mistreatment; another 5 percent are being financially exploited by a family member, according to national estimates. Because of the aging population’s effect on the courts, the NCSC created the Center for Elders and the Courts (CEC) in 2008 to provide leadership and resources to the courts on issues affecting the elderly (www.eldersandcourts.org).

In 2011 the CEC published an elder abuse curriculum for state judicial educators. The curriculum can be modified to meet state statutes and local practices. NCSC is developing a distance-learning course on elder abuse and has drafted toolkits for courts and for prosecutors. In 2011, NCSC sponsored the Third National Guardianship Summit, which revised national guardianship standards. NCSC continues to work with the National College of Probate Judges to revise the National Probate Court Standards, which will be available in 2012.

Since 2009, more than 90 court opinions, including 28 in which the verdicts were overturned, addressed allegations of juror misconduct through use of social media. NCSC is conducting a first-of-its-kind survey of jurors, prospective jurors, judges, and attorneys to learn about juror use of new media during a trial. “Until we know how and why jurors use information, we can’t advise judges” about jury instructions or other strategies to address this issue, said Nicole Waters, NCSC senior court research associate. Judges presiding over jury trials in seven states — with the consent of attorneys and jurors — participated in the pilot phase of the survey. The findings are being published as part of a series resulting from the joint Kennedy School of Government/NCSC Executive Session on State Court Leadership in the 21st Century. NCSC is developing guidelines for state courts and seeking funding for a full, national study of juror use of new media.
A Time for Each Case

Over the past two years, NCSC developed a single set of time standards applicable to all types of cases heard by the state courts. *The Model Time Standards for State Trial Courts* have been approved by the Conference of Chief Justices, the Conference of State Court Administrators, the National Association for Court Management, and the American Bar Association. The time-to-disposition standards are intended to establish a reasonable set of expectations for the courts, lawyers, and the public. They reflect a review of current case disposition times in selected jurisdictions around the country, as well as consideration of the various time standards adopted by states, local jurisdictions, and national organizations.

The *Model Time Standards* are intended to unify the current sets of disparate national time standards as much as possible for both general- and limited-jurisdiction courts, regardless of their source of funding. For the courts, the state standards set forth achievable goals. For lawyers, state standards establish a time framework for conducting their fact-gathering, preparation, and advocacy activities. For the public, state standards define what can be expected of their courts. The final section of the document suggests a process a state judicial branch or local jurisdiction can use to implement the standards. It also shows how the time standards can help courts improve the timeliness of case disposition and service to litigants.

Self-Assessments Work Toward High-Performing Courts

The High Performance Court (HPC) Framework entered its second year with several major developments to help state courts succeed. The HPC is a comprehensive self-assessment tool that allows courts to evaluate their progress in improvement efforts — and alerts them to what areas need work. The assessments were developed in three phases:

- A self-assessment questionnaire helps courts review how well they are operating in relation to the Framework. The self-assessment was successfully tested in Scottsdale and Maricopa County Superior Court, Arizona.
- An HPC implementation workshop is being carried out in Ottawa County, Michigan and Montgomery County, Maryland.
- The Institute for Court Management and the NCSC Research Division created an HPC Team Workshop curriculum to help court leaders identify and implement strategies to solve problems more effectively and to improve court operations.

Over the next year, the goal is to continue to roll-out practical products and services to help courts make the best use of the HPC Framework.
NCSC’s Footprints Can Be Found

In Courts in All States and U.S. Territories

Court Associations Stay Course in Tough Economy

Shrinking budgets continued to be an issue among more than 6,144 members of the 13 court-related professional associations supported by the National Center for State Courts. Conference themes, workshops, and white papers gave evidence of a judiciary not only trying to be as lean as possible, but as effective as possible, no matter the circumstances.

Despite the economy, progress was made in all associations. In 2011 the Conference of Chief Justices and the Conference of State Court Administrators worked with the ABA to support and pass a Resolution on the Standards of Language Access in the Courts, which calls for: establishing a Consortium for Language Access in the Courts; proposing federal legislation to establish a grant program to assist state courts in expanding interpreter services; supporting the NCSC’s development of education programs for judges and court administrators; and encouraging the establishment of commissions to improve access to justice.

The National Association for Court Management and the National Association of State Judicial Educators jointly held their annual conferences in Las Vegas, tackling the topic of strengthening and supporting the administration of justice. Key elements discussed included working across systems, collaborating, and creating court teams. Justice Sandra Day O’Connor was NACM’s special guest and provided a class in iCivics to a group of local students.

The Council of Chief Judges of the State Courts of Appeal met in Miami, which gave the members an opportunity to have a moderated discussion regarding practical problems and issues chief judges of state courts of appeal encounter.

… state courts — and their equivalents overseas — are where the vast majority of citizens interface with the justice system. Vice President Joseph Biden said in his address to the Conference of Chief Justices.

Associations and Partners

Conference of Chief Justices

Conference of State Court Administrators

Council of Chief Judges of the State Courts of Appeal

National Association for Court Management

American Judges Association

Joint Technology Committee

National Conference of Appellate Court Clerks

National Conference of Metropolitan Courts

National College of Probate Judges

National Association of State Judicial Educators

National Association of Women Judges

Conference of Court Public Information Officers

Judicial Family Institute

National Consortium on Racial and Ethnic Fairness in the Courts

Court Information Technology Officers Consortium

Consortium for Language Access in the Courts

From left: NCSC President Mary C. McQueen, Vice President Joseph Biden, and CCJ President Eric T. Washington, Chief Judge of the D.C. Court of Appeals.

AJA President Kevin Burke of Hennepin County, Minnesota.

CCJSCA President Sherry Radack of Texas and Past President of the Conference of Chief Justices Wallace Jefferson, Chief Justice of Texas.

Massachusetts Chief Justice for Administration and Management Robert Mulligan and COSCA President Rosalyn Frierson, Director of South Carolina Court Administration.
NCSC has created a new **judicial performance survey** for Illinois judges designed for self-improvement. Participation in the project, contracted by the Illinois Supreme Court, is mandatory by supreme court rule. The survey of attorneys and court staff who have had personal experience in the judge’s courtroom is unique because it is specifically designed to reduce the potential influence of gender, racial, or ethnic bias. In developing the survey, NCSC worked with a review committee of judges and attorneys and the Administrative Office of the Illinois Courts.

The project also developed a system of mentor judges to help the evaluated judges interpret the results. During 2012, an additional group of judges will be evaluated, and a Web site will be developed to support the mentor judge program. The project also emphasizes reducing the costs of judicial performance evaluations. The surveys, mentoring program, and cost-reduction features are likely to be of interest to states currently conducting, or contemplating, survey-based judicial performance evaluations, whether for self-improvement or to inform voters in retention elections.

### Survey Says...

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### Sentencing Smarter, Not Always Harder

The NCSC’s **Center for Sentencing Initiatives**, continues to work with state courts to develop sentencing and corrections reforms that promote public safety, reduce reoffending, decrease prison populations, and use taxpayer dollars more effectively. NCSC delivered a model curriculum on evidence-based sentencing, presented at state and national judicial conferences, and provided expertise to state committees and task forces charged with improving sentencing and corrections. With the assistance of a National Working Group of representatives from across different sectors of the criminal justice system, NCSC also developed guiding principles to help jurisdictions incorporate risk-and-needs-assessment information into the sentencing process. The Conference of Chief Justices and the Conference of State Court Administrators endorsed the guiding principles at their 2011 annual meeting, and several states have already included the guiding principles in their judicial education programs.

### Passport to Protection

NCSC’s **Extending Project Passport** was recognized as one of 10 promising strategies nationwide for fostering tribal-state court relations. The strategies were identified as part of the Walking on Common Ground initiative funded by the U.S. Department of Justice (DOJ), Office of Justice Programs, and Bureau of Justice Assistance (BJA). Selected strategies were determined based on nine specific program criteria and two diversity-related criteria. The Promising Strategies report will be made available on www.WalkingonCommonGround.org and in limited print copies.

Project Passport was designed to strengthen full faith and credit for protection orders and to broaden the safety net for survivors of domestic violence across state and tribal jurisdictions. Passport began as a regional effort led by Kentucky with its seven bordering states. Alabama followed, introducing it to southeastern states and tribes. At least 35 states and tribes have implemented Passport. NCSC has led Extending Project Passport, an effort to get Passport into the remaining states and numerous tribes. The NCSC and its state, national, and tribal justice partners, including the National American Indian Court Judges Association (NAICJA), have provided technical assistance to states and tribes and encouraged tribal-state collaboration around implementing Passport, domestic violence, and related issues.
Bringing Court Education Home

The Institute for Court Management’s Court Management Program (CMP) Licensee Program certifies qualified court staff to teach ICM courses locally. To become certified, potential faculty travel to NCSC’s headquarters in Williamsburg, Va., for three days of classes, including courses on adult-teaching methods and team-teaching practicums. As courts continue to adjust to funding cuts, the licensee program was created to help educate and develop leaders within the courts.

• More than 100 court professionals are enrolled in ICM’s online classes.
• 25 students became Fellows of ICM’s Court Executive Development Program, CEDP.
• 24 students are currently working on the Court Project Phase of the CEDP.
• ICM conducted three CMP partnership programs in 2011, which involved 91 participants.

Learning Online

NCSC developed free online courses on a number of court-related topics, including:

• Two Webinars on NCSC’s Jury Managers’ Toolbox. The toolbox is an online diagnostic tool to help state court administrators and jury managers evaluate and improve jury management operations and procedures (www.jurytoolbox.org).
• An online overview of the National Crime Information Center database, the Brady Act, the National Criminal Background Check System, and other subjects. This was developed in collaboration with the FBI.
• Online video tutorials to help states and localities implement the National Information Exchange Model (NIEM).

More than 1,000 court leaders from around the world attended NCSC’s Court Technology Conference (CTC) 2011, which was held in Long Beach, California in October. In his keynote address, “Disruptive Tech: What’s New, What’s Next,” David Pogue, technology writer for the New York Times, discussed the latest developments in technology and their impact on society. The second keynoter, Judge Steven Leifman of Miami-Dade County, Fla., addressed conference attendees on how technology helped him reengineer his court. CTC provides three days of learning, training, and networking and the world’s largest court technology exhibit show. CTC 2013 is being held September 2013 in Baltimore, Maryland.

TOP: David Pogue    BOTTOM: Judge Steven Leifman
CCJ and COSCA are very concerned about the misunderstanding of the courts’ role in our democracy and are taking steps to fill this void. State court leaders across the country are investing their time and resources in developing, supporting, and delivering innovative civics education programs to both young people and adults in our communities.

Chief Judge Eric T. Washington
District of Columbia Court of Appeals
and Chair of NCSC’s Board of Directors

Civics Education

Students from the Boys and Girls Club of Greater Washington, D.C. are learning civics education through a program sponsored by Chief Judge Eric Washington of the D.C. Court of Appeals and with the help of NCSC’s Young Lawyers and Lawyers Committees. Students in the District learn more about the justice system by reading NCSC’s Justice Case Files graphic novel series and playing the interactive, Web-based iCivics program.

In 2011 more than 8,000 middle- and high-school students in South Carolina used the graphic novels to learn civics. The state of West Virginia provides the books to the more than 20,000 high-school juniors throughout the state. These programs are expanding in 2012, and NCSC is introducing a fourth book in the series geared for elementary school students called Justice Case Files: The Case of the Missing Controller.
IS THE PREMIER ORGANIZATION THAT COLLECTS AND DISSEMINATES COURT NEWS, STATISTICS, AND FUTURES INFORMATION

7,300 Number of requests for information NCSC’s Knowledge and Information Services responded to in 2011. The majority of these requests came from the state court community.

Future Trends

Instant communication and court culture do not naturally go together. *Future Trends in State Courts 2011* explored how courts can effectively use social media, such as Facebook and Twitter, to educate the public. How does a court control the release of news when everyone with a smartphone sees themselves as journalists? These and many other questions are addressed in *Future Trends 2011*.

[ncsc.org/trends](http://ncsc.org/trends)

Court Statistics Project

NCSC’s annual *Court Statistics Project* continues to evolve with each year’s edition. In 2011 CSP produced *Examining the Work of the State Courts: An Analysis of 2009 State Court Caseloads* in print and on the Web. In addition to reporting annual state court caseload statistics, the project highlights differences in caseload composition among states and recognizes states that have made significant improvements in their courts’ statistics through its annual Reporting Excellence Award.

[www.courtstatistics.org](http://www.courtstatistics.org)
Friending the Court Community —
and Other Social Media Moves

In 2011 NCSC launched six Twitter feeds. The main feed, @statecourts, provides everything from links to news articles to retweets from courts’ and justice organizations’ Twitter feeds. For those interested in news from the world’s leading collection of judicial administration titles, there’s @NCSCLibrary, and for those who want to know how courts are impacted by new media, there’s @NCSCNewMedia. The feed for the Institute for Court Management, @NCSC_ICM, focuses on NCSC’s educational division. International court-related updates are tweeted from @NCSCIIni, while those looking for a review of new legislation can follow @GaveltoGavel. NCSC is also on Facebook.

E-News

In partnership with the Conference of Court Public Information Officers, NCSC launched Connected, an e-newsletter that provides news, information, and resources on the impact of social media on the courts. The first five issues included profiles of the Kentucky Judicial Branch, which approved the use of Facebook and Twitter to improve public access to court information, and a Massachusetts trial court, which started live streaming of court proceedings. NCSC offers other e-newsletters, as well: @the Center, Jur-e-Bulletin, Gavel to Gavel, State Courts and the Economy and the Court Technology Bulletin.

Judicial Salary Tracker

NCSC launched an online Judicial Salary Tracker that makes it easier for users to find court salary data and provides the ability to create customized reports. The new interface allows users to get the latest data on judicial officers’ salaries and to draw on 10 years of data to compare actual and inflation-adjusted salaries by positions across states. The Tracker also allows users to build custom charts to compare salaries of general-jurisdiction judges in their states to other states (www.ncsc.org/salarytracker).
The International Framework for Court Excellence continued its progress in 2011, with its membership increasing to 20 and the Philippines implementing the Framework. In addition, it launched a newsletter to help keep the court community up-to-date with its progress (www.courtexcellence.com). The Framework is an international consortium of organizations, including NCSC, representing Europe, Asia, Australia, and the United States. The Framework serves as a resource to assess a court’s performance against seven detailed areas of excellence and provides guidance to courts working to improve their efficiency. The first issue provides a roundup of regional forums and available workshops, including a review of the 2010 Asia Pacific Court Conference held in Singapore.
Helping Judges Improve in Other Countries

NCSC continues to implement an international project in Honduras. NCSC, in collaboration with local working groups, completed a draft case management manual and a draft bench book on trying narcotics and transnational crime cases. To complement the manual and bench book, NCSC’s Court Management Project organized training programs in association with the Honduran Judicial Academy and the Supreme Court. Judge Carolyn Temin (Philadelphia) delivered a training program on the bench book for judges in Tegucigalpa and Comayagua. Court Administrator Jose Guillen (Sonoma County, California) trained Honduran judges and court staff on case management best practices.

Justice After War

NCSC began working in Iraq in 2011 to assess the conditions of criminal courts and correctional facilities. The project was awarded by the U.S. Department of State Bureau of International Narcotics and Law Enforcement. Despite the difficult security situation, 26 courts at all jurisdictional levels and six prisons were evaluated. NCSC has been assisting the justice sector institutions of the Government of Iraq with strategic planning, budgeting, and execution. Most recently, NCSC has worked with four agencies and ministries (the High Judicial Council, the Ministry of Justice, the Ministry of Labor and Social Affairs, and the Commission of Integrity) to develop new strategic plans and implement monitoring activities for each institution.

In Serbia

NCSC is working on a five-year project with three specific objectives: to strengthen the rule of law, 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 the Serbian government, independent agencies, and civil society to detect and prevent corruption. The project was awarded by the Judicial Reform and Government Accountability Project (JRGA) in Serbia and is a United States Agency for International Development (USAID) initiative.

International Visitors Program

NCSC also brought judges from other nations to the U.S. to learn from American courts. For example:

• In partnership with the Judicial Training Institute of the United Arab Emirates, NCSC hosted a delegation from the UAE for a two-week study tour in the Washington, D.C. area that focused on organized crime, cyber crime, money laundering, and court administration. The delegation comprised judges and prosecutors.

• In partnership with the Supreme Court of Korea, NCSC is implementing a “Teams” project where eight to ten Korean judges and court managers travel to the U.S. for one to two days of meetings and educational programming in state trial courts across the country. This year there will be approximately 100 Korean judicial officials and 12 state trial courts participating in the project.
The National Center for State Courts hosts special events in Washington, D.C. each year 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 the NCSC through contributions, volunteer work, and services. The 2011 events included the William H. Rehnquist Award for Judicial Excellence dinner, hosted by Chief Justice of the United States John G. Roberts, Jr. at the Supreme Court; the Annual Justice Roundtable; NCSC’s Recognition Luncheon; and the induction of new members to the Warren E. Burger Society.

**2011 William H. Rehnquist Award for Judicial Excellence**

Justice James F. McHugh of the Massachusetts Appeals Court received the 2011 William H. Rehnquist Award for Judicial Excellence. One of the most prestigious judicial honors 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. Chief Justice of the United States John G. Roberts, Jr. presented the award to Justice McHugh at a November 17 ceremony in the Great Hall of the U.S. Supreme Court in Washington, D.C.

Justice McHugh received a unanimous nomination for the Rehnquist Award from the justices of the Massachusetts Supreme Judicial Court, along with letters of support from chief justices and community leaders.

Justice McHugh’s accomplishments as a pioneer on issues of judicial administration are particularly noteworthy. He was an early adopter of best practices in case management, including the use of mediation in civil cases, to improve timeliness, fairness, and efficiency. He has worked to modernize and strengthen the management structure of the courts. As the chief justice’s special advisor on technology, Justice McHugh helped institute a new case management system, MassCourts, which replaced 14 different software systems that had been used in the state. This significantly improved efficiency and has been crucial in helping the state’s trial courts cope with severe budget cuts.

Justice McHugh has served on the Massachusetts Appeals Courts since 2001 and was an associate justice on the Massachusetts Superior Court from 1985 to 2001.

Justice McHugh has served as an innovator and court leader throughout his 26-year judicial career.

His tireless efforts have achieved positive results on issues ranging from information technology and caseflow management to judicial ethics in order to improve the court system for the public and for those who work in the courts.

**MARY C. MCQUEEN**
NCSC President
Justice Roundtable

Attorney Robert L. Haig moderated the 2011 Justice Roundtable discussion on **State and Federal Coordination of Multi-Jurisdiction Litigation**, in which more than 120 state court chief justices, state and federal judges, state court administrators, general counsel, and attorneys participated. Discussion centered on how globalization of the economy has spawned litigation in which many similar cases are filed in different jurisdictions. These cases can be filed in different courts within a state, in courts in different states, or in both state and federal courts.

FROM LEFT

Robert L. Haig, of Kelley Drye & Warren, moderates the Justice Roundtable, in which more than 120 state court chief justices, judges, general counsel, state court administrators, and attorneys attended.

Robert A. Armitage, senior vice president and general counsel of Eli Lilly and Company, participates in the Justice Roundtable.

Chief Justice of Delaware Myron T. Steele listens to discussion about state and federal coordination of multi-jurisdiction litigation.

Richard C. Godfrey, of Kirkland & Ellis, and S. Jack Balagia, Jr., vice president and general counsel of ExxonMobil Corporation, at the NCSC Justice Roundtable.

Sharon Ryan, general counsel of International Paper, and Curtis Hank Barnette, Skadden, Arps, Slate, Meagher & Flom, discuss issues presented at Roundtable.

Annual Recognition Luncheon

You are where the rubber hits the road. State court judges are the face of justice in America. . . . The state courts are where life-altering decisions are made.

U.S. Supreme Court Justice Elena Kagan told the crowd of state court leaders at NCSC’s Annual Recognition Luncheon in Washington, D.C., on November 18, 2011. More than 150 state court judges, chief justices, attorneys, and general counsel attended the luncheon.
NCSC Recognizes Corporate Contributors

Since shortly after its founding in 1971, the NCSC has had long-standing support from numerous corporations. These companies have maintained their commitment and support to the NCSC for more than 35 years — and are keeping it going. They continue to serve as a model of leadership and commitment to improving the justice system. In 2011, one corporation was recognized for 30 years and two corporations for 20 years. The NCSC thanks them and all corporate and law firm longtime supporters.

30 Year Corporate Contributor
NCSC Board member Donna Melby presents General Mills, represented by Jill Bollettieri, assistant general counsel, with the 30-year recognition.

20-Year Corporate Contributors
- AIG/Chartis. Chuck Schader, AIG/Chartis chief legal officer, represented the company to receive the recognition.
- Eli Lilly & Company. Robert Armitage, senior vice president and general counsel, represented the company to receive the recognition.

Corporate Contributors
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The Warren E. Burger Society

The Warren E. Burger Society was formed upon the celebration of the 25th anniversary of the National Center for State Courts to honor individuals who have volunteered their time, talent, and support to the National Center in an exceptional manner. Society membership is commemorated by the presentation of a limited-edition print of the final portrait of the late Chief Justice who founded the National Center for State Courts in 1971. Each print is signed and numbered by the artist, Fran DiGiacomo, and is donated by Texas attorney Charles M. Noteboom, chair of the Burger Society.

FROM LEFT: NCSC President Mary C. McQueen, Charles M. Noteboom, Jude Del Preore, Chief Justice Paul J. DeMuniz, Jan Aikman Dickson, Judge Mark D. Martin, Justice Elena Kagan, and Chief Judge Eric Washington.

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JAN AIKMAN DICKSON — Founder, Judicial Family Institute

HON. MARK D. MARTIN — Senior Associate Justice, Supreme Court of North Carolina

CHARLES W. MATTHEWS JR. — Executive Vice President & General Counsel (Retired), ExxonMobil Corporation

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The NCSC works in partnership with the volunteer leaders of the General Counsel and Lawyers Committees to heighten the visibility of the NCSC’s mission and to seek active participation in the development and implementation of NCSC’s programs. In addition to their financial support, each member of these committees provides important outreach through the justice, legal, and business communities.
Founded in 2008, the Young Lawyers Section of the Lawyers Committee provides an opportunity for attorneys with less than 10 years of practice to participate actively in furthering the mission of the National Center for State Courts.

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The Friends of the Court program provides an opportunity for the many individuals who care about the quality of justice to make a personal financial contribution in support of the National Center for State Courts’ work and programs. Your contribution enables the National Center to provide quality training, education and critical research, and to promote awareness of issues surrounding the administration of justice. In addition, these unrestricted funds provide vital support for the NCSC’s most essential operations. Thank you!

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G. Thomas Munsterman Award for Jury Innovation

NCSC recognized the achievement of the Massachusetts Office of the Jury Commissioner for the Commonwealth and Jury Management Advisory Committee with the 2011 G. Thomas Munsterman Award for Jury Innovation. This award, which is named for the founder of NCSC’s Center for Jury Studies, is presented to states, local courts, organizations, or individuals that have made significant improvements or innovations in jury procedures, operations, and practices. Massachusetts was honored in particular for their use of innovative technologies, such as their jury automation system, to support improvement efforts, which have improved juror yield and use, reduced the number of summonses, and saved the court system more than $1 million.

Sandra Day O’Connor Award for the Advancement of Civics Education

Chief Justice Jean Hoefer Toal of South Carolina was presented with NCSC’s first Sandra Day O’Connor Award for the Advancement of Civics Education during the 2011 National Association for Court Management annual conference in Las Vegas. Retired Associate Justice Sandra Day O’Connor presented the award, which honors a court, organization, or individual who has promoted, inspired, improved, or led an innovation in civics education. The award recognizes the progress that South Carolina has made on educating the public about the role of the courts in our society under Chief Justice Toal’s leadership by serving as the first pilot state for iCivics, Justice O’Connor’s Web-based, interactive program for middle-school students; using Justice Case Files, a graphic-novel series that teaches students how courts work; and starting the Class Action Program, which brings middle- and high-school students to the state supreme court to hear oral arguments, among other initiatives.

SUMMARY OF INCOME AND EXPENSES

The National Center for State Courts received 49 percent of its support in 2011 from federal grants and contracts. Funds from state assessments and consulting services provided another 39 percent. Remaining funds came from conference and tuition fees, private support, and association service fees. Total income from operations in 2011 was $33,199,000.

Program expenses include the cost of providing services to the state courts through consulting, research, education, information sharing, government relations, association services, and international programs.

The accounting firm of Raffa, P.C. audits NCSC’s financial statements. A copy of 2011 audited financial statements and auditors’ reports may be obtained from NCSC’s chief financial officer.
FORTY YEARS OF BRINGING THE COURTS’ INTO FOCUS

In 1971, Chief Justice of the United States Warren E. Burger met with jurists from across the country in Williamsburg, Virginia and announced his vision for a national center for state courts.

“The time has come … to make the initial decision and take steps to create a national clearinghouse — a national center for state courts — to serve all the states and to cooperate with all the agencies to improve justice at every level.”

Chief Justice Burger’s vision was realized.

Today, 40 years later, the NCSC has become the preeminent clearinghouse for state courts across the country and around the world. Since its inception four decades ago, the National Center has served as a pioneer and a trailblazer to improve the administration of justice.

Challenges facing the courts have evolved over the years, but the National Center’s mission of finding solutions remains as focused and strong as it was in 1971.

The NCSC accomplishes this largely through the tireless dedication and support from court leaders across the country, and the commitment of our donors. Their high regard for the rule of law enhances the NCSC’s ability to conduct research, develop performance measurements, and collaborate with the courts and business communities to improve the administration of justice through leadership and service to the courts.

Trusted Leadership.
Proven Solutions.
Better Courts.

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

STAFF EXCELLENCE AWARD
Recognizes an employee whose work has significantly contributed to the fulfillment of NCSC’s mission and enhanced the organization’s reputation through demonstrated expertise, professionalism, and commitment.

Marta Hernandez
Project Assistant, International Programs

JEANNE A. ITO AWARD
Recognizes an employee who embodies the standards set by the late Jeanne Ito, who in only five years with NCSC developed a reputation for innovation, initiative, enthusiasm, and the highest standards of ethical behavior.

Nora Sydow
Senior Knowledge and Information Services Analyst

FLORENCE A. MCCONNELL AWARD
Recognizes an employee who, like the late Florence McConnell, interacts with the courts and fellow employees in a way that creates an atmosphere of trust and respect.

Erika Friess
Program Specialist, Court Services Division

KATHERINE T. WILKE MEMORIAL SCHOLARSHIP
Award presented to an employee who is pursuing higher or continuing education and who, like the late Katherine Wilke, demonstrates a constant effort to improve professionally.

Lavolia Duncan
Human Resources Assistant

Each year, the NCSC honors those people who have made longstanding contributions to improving the judicial system and have supported the National Center’s work.

CURRENT OR FORMER STATE APPPELLATE JUDGE
The Honorable Dana A. Fabe
Supreme Court, Alaska

CURRENT OR FORMER STATE TRIAL JUDGE
The Honorable Patricia K. Costello
Essex County Superior Court, New Jersey

STATE-LEVEL COURT ADMINISTRATOR OR EMPLOYEE
Patricia W. Griffin
State Court Administrator, Delaware

TRIAL-LEVEL COURT ADMINISTRATOR OR EMPLOYEE
Rebecca M. Absey
Clerk of District Court, North Dakota

ATTORNEY OR OTHER INDIVIDUAL NOT EMPLOYED BY THE COURTS
Chris Crawford*
President and Founder, Justice Served

* Deceased