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Robert N. Baldwin, Executive Vice President & General Counsel
Jeff Apperson, Vice President NCSC International
Thomas M. Clarke, Vice President Research & Technology
Daniel J. Hall, Vice President Court Consulting Services
John R. Meeks, Vice President Institute for Court Management
Jesse Rutledge, Vice President External Affairs
Gwen W. Williams, Chief Financial Officer & Vice President Finance and Administration

TRUSTED LEADERSHIP
NCSC plays a key role in the court community by working with national court organizations, which represent all levels of court staff. We help these groups to organize and run their educational conferences and meetings, facilitate communication between them, and give them a voice on Capitol Hill for their concerns about court-related issues.

PROVEN SOLUTIONS.
NCSC acts as a “proving ground” for potential solutions to court issues and ideas to improve court efficiency. We develop standards for courts at all levels to improve their operations, collect statistics that provide a national view of case management, and respond to requests for information from courts, the media, and the public on many court topics.

BETTER COURTS.
NCSC has the expertise courts need to improve their service to the public. We provide direct technical assistance to improve court operations in many areas, conduct workshops and national conferences to help current and new generations of court leadership improve their performance, and work to improve the rule of law both here and abroad.

COVER CAPTION
The cover features two state courthouses — one modern and one historic — that are featured in NCSC’s Retrospective of Courthouse Design 2001–2010, published in November 2010. The top two photos show the John Adams Courthouse in Boston, which received recognition for the restoration work on the 100-year-old building; The Clark County Regional Justice Center in Las Vegas, shown at the bottom of the page, received recognition for the design and space use of this new facility. The Retrospective is the only publication dedicated exclusively to courthouse architecture and chronicles the major courthouse design trends between 2001 and 2010. The publication serves both the judiciary and design community as a comprehensive reference for future development efforts and illustrates the architectural innovations and solutions sought to address the evolving judicial work environment.

CURRENT OR FORMER STATE APPELLATE JUDGE
THE HONORABLE HARRETT O’NEILL
Retired Justice, Supreme Court of Texas

CURRENT OR FORMER STATE TRIAL JUDGE
THE HONORABLE AMY M. DAVENPORT
Chief Administrative Judge, Montpelier, Vermont

STATE-LEVEL COURT ADMINISTRATOR OR EMPLOYEE
MICHAEL J. ROGGERO
Director, Missouri Courts Division of Information Technology

2010 DISTINGUISHED SERVICE AWARDS
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.

TRIAL-LEVEL COURT ADMINISTRATOR OR EMPLOYEE
MICHAEL L. BRIDENBACK
Court Administrator, 13th Judicial Circuit of Florida

ATTORNEY OR OTHER INDIVIDUAL NOT EMPLOYED BY THE COURTS
DAVISON M. DOUGLAS
Dean of William and Mary Law School

CURRENT OR FORMER INTERNATIONAL JUDGE OR COURT EXECUTIVE
THE HONORABLE HOO SHEAU PENG
Senior District Judge, Corporate and Court Services Division, and Registrar, Singapore Subordinate Courts

2010 NCSC STAFF AWARDS
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 the National Center’s mission and enhanced the organization’s reputation through demonstrated expertise, professionalism, and commitment.
BEVERLY P. GOODMAN
Accounting Manager

JEANNE A. ITO AWARD
Recognizes an employee who embodies the standards set by the late Jeanne Ito, who in only five years with the National Center developed a reputation for innovation, initiative, enthusiasm, and the highest standards of ethical behavior.
JACQUELINE M. MULLEN
Senior Administrative Specialist

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.
GREGORY S. HURLEY
Senior Knowledge and Information Services Analyst

DALE A. SIPES MEMORIAL PRESIDENT’S AWARD
Recognizes an individual or team responsible for an extraordinary project or activity that improved service to the state courts and enhanced the reputation of the National Center.
TIMOTHY P. FAUTSKO
Principal Court Management Consultant

ROBERT W. TOBIN ACHIEVEMENT AWARD
Recognizes an individual or team responsible for the best National Center product developed during the past year.
NCSC Website Team

PAMELA S. BURTON
Web Content Manager/Editor

C. GRAYSON TOPPING
Web Architect/Applications Developer

H. DIANA MSCPADDER
Information Technology Development Manager

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.
WILLIAM E. RAFTERY
Knowledge and Information Services Research Specialist
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BARBARA R. MUNDELL
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Superior Court, Maricopa County, Arizona

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Gibson, Dunn & Crutcher LLP
Washington, D.C.

ROBERT S. PECK
President
Center for Constitutional Litigation, P.C.
Washington, D.C.

PEGGY A. QUINCE
Justice
Supreme Court of Florida

RONALD B. ROBIE
Associate Justice, Court of Appeal
Third Appellate District, Sacramento, California

MYRON T. STEELE
Chief Justice
Supreme Court of Delaware

SUZANNE H. STINSON
Court Administrator
26th Judicial District Court
Benton, Louisiana

LARRY D. THOMPSON
Senior Vice President & General Counsel
PepsiCo, Inc.
Purchase, New York

Front row from left: Larry D. Thompson, Donna D. Melby, Edward W. Mullins, Jr., Judge Eileen A. Kato, Chief Justice Wallace B. Jefferson, Lilia G. Judson, Mary C. McQueen, and Justice Peggy A. Quince
Third row from left: Judge Rufus G. King III, Charles W. Matthews, Jr., Donald D. Goodnow, George S. Frazza, Richard C. Godfrey, Judge Dale R. Koch, Theodore B. Olson, and Judge Barbara R. Mundell
Not pictured: Chief Judge Eric T. Washington, Rosalyn Frier son, W. Mark Lanier, and Chief Justice Myron T. Steele
President & Chair’s Message

Message from the President and the Chair of the Board of Directors of the National Center for State Courts

Justice-system leaders from all over the country came together in Williamsburg, Virginia, to discuss principles of court governance at the Fourth National Symposium on Court Management in October 2010. It is the privilege and honor of the National Center for State Courts (NCSC) to organize and host this important event every ten years. NCSC was founded in 1971 following a similar gathering of court leadership: The National Conference of the Judiciary was held in Williamsburg, which is now our headquarters.

But as important as these symposia are, they are not an end unto themselves. Rather, they are an example of the key leadership role NCSC plays in improving the administration of justice by bringing together our nation’s court leaders for a constructive dialogue on how courts can improve themselves and their service to the public.

Since its founding as an “information clearinghouse” for the state courts nearly 40 years ago, NCSC has worked hard to secure a position of trust and leadership among the state courts. While NCSC continues to provide essential court-related information on a variety of topics, including our annual Future Trends in State Courts series, our mission has evolved to include a wide array of services to improve the administration of justice. Below are some of those services and a sample of NCSC projects that carry them out:

- Conducting original research and data collection on the work of the courts through the Court Statistics Project, CourTools, and the High Performance Court Framework
- Providing direct technical assistance to improve court operations both here and abroad through reengineering courts in more than 10 states, and the International Framework for Court Excellence
- Educating and training court leaders to improve the administration of justice through the Court Executive Development Program, Court Management Program, and webinars to provide training
- Developing standards courts can use to evaluate and improve their performances including standards for appellate courts and mental-health courts
- Exploring and expanding ways courts can use technology to improve the administration of justice through e-Courts, and the Court Technology Conference
- Providing a voice for the judiciary on court-related issues of national importance including the Court Fee Intercept Bill, court interpreter legislation, and state court access to federal funding streams

Trusted leadership. Proven solutions. Better courts. This is what NCSC is all about. We hope you enjoy NCSC’s 2010 Annual Report. It provides a look at not only what we have accomplished in 2010, but also a glimpse at our future.
With the downturn in the economy, the NCSC has worked with ten states to help them reengineer their justice systems by finding more efficient and effective ways of managing courts and improving court operations: Alabama, Florida, Iowa, Michigan, Minnesota, Nebraska, New Hampshire, Rhode Island, Utah, and Vermont. For example, Vermont's Commission on Judicial Operation, with NCSC's help, adopted a plan to restructure their state’s judicial branch. This plan includes unification of the judicial system and “paperless courts.” NCSC also worked with New Hampshire's Judicial Branch Innovation Commission to identify changes needed to meet increasing demands for court services during fiscally difficult times.

NCSC has developed the High Performance Court Framework, and a new curriculum on High Performance Courts, to help courts improve business practices and access to justice during this time of dwindling resources. The Framework is a performance management system that allows courts to institutionalize best practices through a repeatable process for solving court business problems. NCSC developed a comprehensive self-assessment tool that allows courts to evaluate where they are in their improvement efforts. Courts in Scottsdale, Arizona have implemented the HPC Framework, and five other courts are planning to in the coming year.

NCSC also has expanded on its work developing standards for court performance with the new Mental Health Court Performance Measures (www.ncsc.org/mhepcm) and Appellate Court Performance Measures, which build upon NCSC’s existing CourTools Performance Measurement System — ten standards for trial courts to evaluate their effectiveness and efficiency. Measuring key factors of performance regularly provides timely and meaningful information about how effectively a court is achieving its objectives. CourTools has proven so successful that NCSC developed the Appellate CourTools to guide judges and administrators with a practical set of measures that focus on intermediate appellate courts and courts of last resort. To date, the Appellate CourTools serves as the foundation for appellate performance measurement systems in the Oregon Court of Appeals; the Montana Supreme Court; Division 1 and 2 of the Arizona Court of Appeals; and the Arizona Supreme Court.

An NCSC security project in Maryland has fostered access to justice and improved interagency cooperation between the Maryland courts, county officials, and law-enforcement providers. From August 2009 to March 2010, NCSC conducted security assessments of 46 court buildings in Maryland, as well as several personal-safety and courtroom-security training programs for judges.
and court staff. The NCSC security assessment reports emphasized “three fundamental” recommendations for effective court security: 1) the need for an interagency court security committee; 2) the need for a comprehensive and cohesive set of policies and procedures on courthouse security; and 3) the need for a command-and-control center to monitor security equipment and protect personnel within a courthouse. The security reports also included recommendations in the following areas: entryway screening; perimeter protection; access control; courtrooms/chambers; public areas inside the courthouse; and emergency equipment and procedures.

NCSC expanded its Budget Resource Center, which provides a comprehensive look at court budgets across the country. In 2010 NCSC added maps showing what financial measures are being taken by states (e.g., furloughs and court closings). The BRC also provides up-to-date news stories on state and court budgets and a narrative for about how each is faring with budget cuts.

The NCSC also produces a monthly State Courts and the Economy, monthly e-newsletter to inform court leaders about what’s happening with state court budgets around the country.

NCSC developed the Jury Managers’ Toolbox, an online diagnostic tool to help state court administrators and jury managers evaluate and improve jury management operations and procedures. Court administrators, clerks of court, jury managers, and other administrative staff of state and local courts in the United States can register to use this resource at jurytoolbox.org.

NCSC assisted the Kentucky Supreme Court and Administrative Office of the Courts to develop a process to receive reimbursements for the costs the courts incur in Title IV D cases (child custody).
The National Center for State Courts proudly supports 16 court-related professional associations. Through conference services, membership support, publication production, secretariat services, and government relations work, NCSC staff serve those who serve the courts. The NCSC’s association work allows the various associations to collaborate on projects, share best practices, identify trends, and communicate with each other in ways that wouldn’t be possible without the umbrella of the NCSC.

Each association is committed to improving the administration of justice and every year their work and projects reflect that. The following is a snapshot of a few projects some of the associations have dedicated resources to in 2010:

As part of their continued efforts in support of due process and access to justice for limited-English-proficient (LEP) individuals, the Conference of Chief Justices and the Conference of State Court Administrators adopted a resolution in support of the Consortia for Language Access in the Courts at their combined annual meeting in 2010 this summer. The two organizations also endorsed passage of S. 1329, “State Court Interpreter Grant Program” (the Kohl Bill), or similar legislation to provide funding for state court interpreter services. Going further, their resolution urged all state courts that receive funding through the Kohl Bill or similar legislation to commit a portion of that funding to support the work of the Consortia. CCJ and COSCA also have increased efforts to improve the public’s access to justice.

The National Association for Court Management marked its 25th year by taking a purposeful look at its future. In 2010 NACM published its national agenda for 2010–15, identifying its six priorities, including “Sustaining Excellence in Difficult Budget Times” and “Preparing for and Responding to Trends.”
Budgets were on the minds of the Council of Chief Judges of the State Courts of Appeal as they gathered in California for their annual conference in fall 2010. The Council chose the theme “The Chief Judge’s Toolbox: Getting What You Need When You Can’t Get What You Want,” and securing funding, particularly by developing better relationships with funding sources, was a key point of discussion. Speakers such as George Mason Law School professor Gary Marchant spoke on the importance of a judicial lobbying effort for funding, and members shared budget-saving ideas in educational sessions and through informal networking.

After a yearlong national collaborative research project, the Conference of Court Public Information Officers (CCPIO) published a seminal report about New Media and the Courts: The Current Status and a Look at the Future. The National Center and the E.W. Scripps School of Journalism at Ohio University partnered with the CCPIO on the project. This first-of-its-kind survey showed that state judges and court staff recognize the potential impact of social media on the administration of justice and are taking a close look at both the ramifications and opportunities. The complete report and an executive summary are available at www.ccpio.org.

The American Judges Association built upon their motto the “Voice of the Judiciary” by promoting judicial education, examining judicial selection, and recognizing excellence in journalism about the courts. They made their valuable education programs available to more judges, more cost-effectively by partnering with judges in Colorado for their annual conference in Denver. Their annual White Paper took up “The Debate over the Selection and Retention of Judges,” which has been a key focus for AJA over the years. They also presented the first American Gavel Awards for Distinguished Reporting About the Judiciary to Ari Shapiro of National Public Radio and Howard Pankratz of the Denver Post.
The 4th National Symposium on Court Management was hosted by NCSC in Williamsburg, Virginia, October 27–28, 2010. “State Court Governance and Organization in 2020” was the theme of the meeting, and court professionals from across the country came representing courts and court organizations. Long-time court improvement champion Ron Stupak moderated the two-day event, which began with a look at the work of the three previous national symposia.

Turning to the topic of “Principles of Court Governance and One Unified Perspective,” Utah’s Chief Justice Christine M. Durham and State Court Administrator Daniel Becker shared insights from their paper “A Case for Court Governance Principles,” and local responses were offered by judges and court administrators. The discussion continued into the afternoon as breakout groups discussed governance issues and needed reforms then returned to the assembly to share their thoughts.

Day two featured speakers on several critical court topics: “Trends Shaping State Courts,” “Principles of Court Administration,” and “Reengineering the Courts.” In his discussion of trends, John Martin of the Center for Public Policy Studies stressed, “We must shape a better future. If current trends play out, we won’t be happy with the future we’re looking at now.” Speakers such as Chief Administrative Judge Amy Davenport of Montpelier, Vermont, offered examples of reengineering in state courts that make the future look promising.
Chief Administrative Judge Amy Davenport of Montpelier, VT, addresses the assembly of court leaders to talk about her state’s successful reengineering efforts.

Presiding Judge Christopher Starck of Waukegan, IL, serves as a panelist to discuss the principles of court governance.

John Martin, director for Immigration and the State Courts Initiative, Center for Public Policy Studies, presents a keynote speech, “Addressing Trending Shaping the State Courts, 2000–2020.”

Russell R. Brown III, court administrator for the Cleveland Municipal Court, facilitates one of the Symposium’s working groups.

“We must shape a better future. If current trends play out, we won’t be happy with the future we’re looking at now.”

— John Martin, Center for Public Policy Studies

The Symposium’s work continues. A report that summarizes each working group’s discussions is being compiled and will be released in 2011. To review the agenda and videos of the presentations go to http://www.ncsc.org/Conferences-and-Events/4th-Symposium/Agenda.aspxo.
NCSC Reaches Out Through Social Media and Other Innovative Communication Efforts

The NCSC Backgrounder is a new e-publication dedicated to providing the media with important NCSC research and statistics on topics of current interest. A recent Backgrounder tied into the retirement of Justice John Paul Stevens with statistics on the mandatory retirement ages for, gender diversity of, and prior judicial experience on the country’s state courts of last resort.

Up-to-the-minute information on NCSC projects, conferences, and publications is available via NCSC’s new Facebook page and Twitter feed. A new “Social Media and the Courts” web module also provides courts with the information they need to use social media, such as Facebook and Twitter, effectively to communicate with the public. The module includes articles on the implications of jurors, attorneys, and judges using social media and on social-media policy recommendations for courts.

Court leaders around the country were interested in the November 2010 elections, in which numerous judgeships and court-related initiatives were on ballots. The NCSC developed a special election night website with minute-to-minute results that allowed court leaders to track court-related election results in other states.

The NCSC launched a YouTube channel featuring online ads, debates, speeches, and news stories related to judicial campaigns. The channel, which does not endorse any position or candidate, currently features more than 200 videos collected from around the Internet and was established to highlight the use of the Internet as a judicial-campaign tool.

The Election Law Program — a joint venture of William and Mary Law School and NCSC — recently added three new videos to its online lecture series dedicated to election-law issues. The videos, which cover the ins and outs of redistricting litigation, feature John Hardin Young, an attorney with the Washington, D.C. firm of Sandler, Reiff, and Young and an adjunct professor at William and Mary Law School, interviewing three noted election-law experts.

NCSC’s Justice Case Files graphic novel series continues to serve as an innovative education approach to help students learn how courts work. Schools in several states — West Virginia, South Carolina, New Hampshire, California, Texas, and others — are using the graphic novels to teach civics education. In 2010, several law firms got involved by donating the books to schools in their communities.

NCSC’s updated website remains popular — it received nearly 2 million requests for information in 2010. Another 6,000 requests came directly into NCSC.
In 2010, NCSC began a series of complementary projects focused on civil justice reform. The first involved a collaboration with the Institute for the Advancement of the American Legal System (IAALS) to develop and publish a monograph detailing the approach courts can use to evaluate the effectiveness of civil-rules reform to improve timeliness, reduce costs, and increase access to civil justice: The report, *21st Century Civil Justice System: A Roadmap for Reform, Measuring Innovation*.

The NCSC obtained funding from the Bureau of Justice Assistance (BJA) to evaluate the impact of civil justice reform efforts in four jurisdictions.

- In October 2010, New Hampshire implemented rules of civil procedure on a pilot basis in two counties. The new rules, which are designed to expedite the pleading and discovery phases, require fact pleading and automatic disclosure of information during discovery.
- Utah trial courts are expected to implement revised rules of civil procedure on a statewide basis in July 2011. The rules are designed to incorporate the concept of proportionality into the discovery process.
- In Oregon, NCSC is evaluating the impact of the Expedited Civil Jury Trial (ECJT) program, which provides a trial date within four months of filing for civil litigants who agree to limited discovery. The ECJT, which has been implemented in six counties, is voluntary, but permits litigants to bypass otherwise mandatory arbitration and other ADR requirements.
- Minnesota is just beginning its civil justice reform efforts, so the substance of the NCSC evaluation will be determined once the newly appointed Minnesota Civil Justice Reform Task Force makes its recommendations.

All NCSC evaluation efforts will document case outcomes, timing, and pretrial management for all civil cases filed under the new rules for at least two years following implementation of the reforms. Evaluation results will inform other jurisdictions about whether these types of reform efforts actually achieve their anticipated results, as well as what unanticipated results may also occur.

In conjunction with the civil justice reform evaluations, NCSC is developing and pilot testing a *litigation-cost model* to provide courts with a means of estimating the costs of litigation based on a variety of court-based factors, including the scope of discovery and the number and types of pretrial hearings. The litigation-cost model employs a Delphi methodology to estimate the range of typical litigation costs incurred for specific tasks and events that tend to occur in all types of civil cases, such as client screening and document compilation, drafting and responding to interrogatories, and preparing for and conducting deposition of expert witnesses. When completed, the model will permit court policymakers to estimate the potential savings to litigants that are likely to result from civil justice reform efforts.
NCSC’s reach extends across the country and around the globe

**SELECTED COUNTRIES, STATES, AND CITIES IN WHICH NCSC LEADERSHIP TRAVELED AND WORKED IN 2010**

- **Beirut, Lebanon**
  - Opening of the Judicial Training Institute and Executions Model Court
- **Boca Raton, Florida**
  - Outreach to local law firms and attorneys
- **Boston, Massachusetts**
  - Harvard Kennedy School’s Executive Session for State Court Leaders in the 21st Century
- **Brasilia, Brazil**
  - Conselho Nacional de Justiça Judiciary in Numbers 2010 Conference
- **Lahaina, Hawaii**
  - 2010 Ninth Circuit Judicial Conference
- **Los Angeles, California**
  - Loyola Law School’s Journalist Law School
- **Port of Spain, Trinidad and Tobago**
  - International Association for Court Administration International Western Hemispheric Conference
- **San Francisco, California**
  - American Bar Association Annual Meeting
- **Seattle, Washington**
  - National Association of Women Judge District 13 Regional Meeting and Conference
- **Washington, D.C.**
  - Court Executive Development Program Graduation Ceremony

**Selected countries, states, and cities in which NCSC leadership traveled and worked in 2010:**

- Atlanta, Georgia
- Austin, Texas
- Chicago, Illinois
- Columbus, Ohio
- Dallas, Texas
- Denver, Colorado
- Florence, Italy
- Honolulu, Hawaii
- Iowa City, Iowa
- Las Vegas, Nevada
- New Orleans, Louisiana
- New York, New York
- Orlando, Florida
- Salt Lake City, Utah
- Tucson, Arizona
- Vail, Colorado
fifty-four states and U.S. territories and five countries. This is where the work of the National Center for State Courts left its mark in 2010. NCSC’s leadership and staff travel throughout the United States and the world to help court systems provide better and more efficient services to the public.

Whether the need is for workload assessments, technical assistance, court interpreter training, or reengineering services, justice systems around the globe look to the NCSC for its expertise.

NCSC leadership traveled across the country and internationally making presentations, attending judicial meetings, and working with court leaders to advance NCSC’s mission of improving the administration of justice by providing leadership and service to courts at home and abroad.
CSC International was awarded three contracts — one each in South Africa, Iraq, and Honduras — for a combined total of $7.3 million. The 22-month South Africa project involves providing technical assistance to three key justice-sector institutions. The two-year Iraq project is to assist the Ministry of Justice and other judicial and government sectors to plan and build a modern program that helps ensure justice is carried out fairly. In Honduras, the NCSC will help to provide for a high-impact, 15-month training, research, and outreach program to help the courts manage narcotics and transnational cases.

The Kosovo Assembly has passed four critical justice-sector laws that will bring substantial structural improvements to the operations of that country’s courts. NCSC staff and several attorneys from the DLA Piper law firm in Washington, D.C. were the principal advisors on and drafters of the legislation, which will bring simplicity and greater accountability to the Kosovo courts and address the low wages of Kosovar judges and prosecutors. The laws were developed over several years under the United States Agency for International Development’s Kosovo Justice Support Program, which was administered by NCSC from 2007–10.

The U.S. Agency for International Development’s Justice Support Program, which is administered by NCSC International, launched a civic education initiative to help teach second-grade students about good citizenship and the justice system. Plans call for distributing 5,000 coloring books on the theme Let’s Learn About Law to teachers throughout Kosovo. The books were written by Justice Support Program staff, using artwork provided by Kosovo university art students.

NCSC International introduced a new website this year. Improvements include easier site navigation and a new, easier-to-use registry of consultants who are available to help improve court operations worldwide.
NCSC conducts national conferences and workshops on topics essential to court operations. In 2010, for the first time ever, NCSC held two of its popular e-Courts conferences. Both conferences featured similar agendas on such topics as electronic document redaction, videoconferencing solutions for courts, and cool and edgy technology trends. The e-Courts East conference in Tampa, Florida, hosted 225 court professionals, and 250 participated in e-Courts West in Las Vegas, Nevada.

NCSC also worked with the Office on Violence Against Women (OVW) to hold the National Leadership Summit on State Court Responses to Domestic Violence in New Orleans. The summit provided an opportunity for states to improve their response to domestic violence, sexual assault, and stalking by learning innovative ways to use OVW’s STOP Program funds. Thirty-seven states participated, and project staff are providing technical assistance to state administrative offices of the courts to implement action plans.

Twenty-two court professionals from 14 states and the Republic of Trinidad and Tobago became Fellows of the Institute for Court Management at a ceremony held at the U.S. Supreme Court. This ceremony is the culmination of ICM’s rigorous, three-phase Court Executive Development Program (CEDP).

The NCSC received three grants totaling more than $2 million from the Bureau of Justice Statistics. This funding will be used to compile a database of criminal appeals, perform a comprehensive census of problem-solving courts, and continue the work of the Court Statistics Project, which provides a national view of state court caseloads.

The focus of the 2010 edition of Future Trends in State Courts was “Reengineering.” Retired U.S. Supreme Court Justice Sandra Day O’Connor wrote the keynote article about the importance of civics education. Other articles tackled issues courts are currently facing, such as reengineering court processes, the importance of understanding court culture, the role of specialty courts, appellate e-filing, and the International Framework for Court Excellence.

NCSC published two issues of the Survey of Judicial Salaries. One provided data as of January 1, 2010 and the second included data for July 1, 2010, which included a special section on mandatory judicial retirement. Judge Barbara Quinn, the chief court administrator in Connecticut, used the salary survey to encourage a legislative advisory panel to create a Compensation Commission for Elected State Officers and Judges. The panel unanimously endorsed the proposal.

LOOKING AHEAD

- NCSC will hold its next Court Technology Conference October 4–6 in Long Beach, California. CTC 2011 will bring together 1,500 court technology professionals from around the world for three days of learning, training, and networking.
- A new web resource that aims to increase public understanding of state supreme courts will be launched in 2011. Modeled on the popular “SCOTUSBlog,” this new site will provide the media and the public with news, information, and opinion on high-profile cases originating at the state level. CCJ, COSCA, NACM, and others have adopted resolutions in support of the effort, which is being funded by NCSC and the State Justice Institute.
- NCSC is working to get Congress to approve the Court Fee Intercept Bill (HR 1956). This bill would allow for the interception of tax refunds for unpaid court debt. Approval of this bill would help alleviate the tough fiscal situation in states and local governments. The House bill has 39 congressional cosponsors that have committed to support the bill on the floor of the House of Representatives.
Recognizing Court Leaders

The National Center for State Courts hosts its special event programs 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 in meeting its mission through contributions, volunteer work, and services.

Justice Jane Bland of the First Court of Appeals of Texas was the recipient of the 2010 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 Bland at a ceremony in the Great Hall of the U.S. Supreme Court in Washington, D.C.

Chief Justice Roberts recognized Justice Bland for her thorough understanding of the complexities of a large state justice system that is diverse both geographically and in the type of cases it handles.

NCSC President Mary McQueen said “she is making a difference in the Texas justice system for her innovative approach to complex legal matters. Justice Bland is known for her outstanding skill as a state trial and appellate judge and for her commitment to giving back to the community through bar and volunteer work.”

Justice Bland serves on the Rules Advisory Committee for the dissemination of administrative rules for the judicial branch and procedural rules for the civil justice system. She also serves on the Texas Pattern Jury Charge Committee and has served by appointment on the statewide Multi-District Litigation Panel and a Special Court of Review for an appeal from the Texas State Commission on Judicial Conduct.
The 2010 Annual Justice Roundtable took a Fred Friendly approach in 2010 to tackle the topic, “White, Caperton, Citizens United: The Role of Judicial Disqualification.” Professor Charles G. Geyh, associate dean of Research and the John F. Kimberling professor of law at the Indiana University Maurer School of Law, served as moderator.

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More than 100 state court chief justices, judges, general counsel, and attorneys gathered in Washington, D.C. in 2010 to discuss disqualification rules and practices around the country and to identify problems that arise under existing practices. The group discussed and debated approaches and a process of resolving disqualification motions that would engender greater public trust and confidence in the courts.

Each year the NCSC holds its Recognition Luncheon to honor those who have made significant contributions to improving the justice system. More than 125 court and business leaders attended the 2010 luncheon at the Mandarin Oriental Hotel in Washington, D.C. to support and celebrate those being recognized.

Lyle Denniston, legal journalist, professor, and author, who has reported on the Supreme Court of the United States for 51 years, addressed the audience discussing the media and the courts. Denniston writes for SCOTUSblog, an online blog featuring news and analysis of the Supreme Court. Previously he wrote for the Wall Street Journal, the Boston Globe and the Baltimore Sun among others.

Attorney Donna Melby, chair of NCSC’s Development Committee, with Russell Deyo, vice president and general counsel for Johnson & Johnson, which has provided 30-years of support to the NCSC. Melby recognized law firms and corporations who have provided 20- and 30-years of support to the National Center.

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Three corporations and three law firms were recognized for their 30 years of support to the National Center for State Courts and two law firms were recognized for 20 years of support:

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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.

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HARRY L. CARRICO AWARD FOR JUDICIAL INNOVATION

Hawaii Chief Justice Ronald T. Y. Moon was the recipient of the Harry L. Carrico Award for Judicial Innovation. The award honors a state chief justice who has inspired, sponsored, promoted, or led an innovation or accomplishment of national significance in the field of judicial administration.

“Chief Justice Moon’s focus on elevating public trust and confidence in the justice system, passion for preserving judicial independence, and emphasis on education and professional development have served as a model for judges across his state as well as across the country,” said Mary C. McQueen, NCSC president.

Chief Justice Moon retired at the end of August 2010 after serving as chief justice for 17 years. He was appointed to the Supreme Court of Hawaii in 1990 by then-Gov. John D. Waihee III and elevated to chief justice in 1993.

WARREN E. BURGER AWARD FOR EXCELLENCE

Zygmont A. Pines, court administrator of Pennsylvania, was the recipient of the 2010 Warren E. Burger Award for Excellence in Court Administration, which honors an individual who has made significant contributions to the improvement of court operations and whose work has application to courts nationwide.

“Zig Pines’ creative and innovative leadership, especially during this time of financial uncertainty for state courts, and his commitment to preserving the integrity of the court system have earned him the respect of the Pennsylvania judiciary,” said NCSC President Mary C. McQueen.

Pines has devoted the majority of his career to Pennsylvania’s judicial system. He was appointed court administrator of Pennsylvania in 2000, following nine years of service as chief legal counsel for the Administrative Office of Pennsylvania Courts.

NCSC ESTABLISHES HERMAN E. GOTTFRIED LEGACY FUND

In 1993, NCSC friend, Herman Gottfried, designated the National Center as a beneficiary of a charitable remainder trust he and his wife, Margaret, established to continue their philanthropy into the future. Mr. and Mrs. Gottfried stipulated that the gift be held in perpetuity with the income used to establish fairness and to abolish discrimination in the courts. In April 2010, Mr. Gottfried passed away at the age of 99. He was predeceased by Margaret in 2002.

Including NCSC in your estate plans is a wonderful way to provide long-term support and help ensure the organization’s future. Remembering NCSC in your will is easy to carry out and can provide significant federal tax savings.
The National Center works in partnership with the volunteer leaders of the General Counsel and Lawyers Committees to heighten the visibility of 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.
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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 Court’s work and programs. Your contribution enables the National Center to provide quality training and education, critical research, and to promote awareness of issues surrounding the administration of justice. In addition, these unrestricted funds provide vital support for the National Center’s most essential operations. Thank you!

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Continues on next page
The National Center for State Courts received 49 percent of its support in 2010 from federal grants and contracts. Funds from state assessments and consulting services provided another 41 percent. Remaining funds came from conference and tuition fees, private support, and association service fees. Total income from operations in 2010 was $32,421,000.

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 2010 audited financial statements and auditors’ reports may be obtained from NCSC’s chief financial officer.

SUMMARY OF INCOME AND EXPENSES
TRUSTED LEADERSHIP
NCSC plays a key role in the court community by working with national court organizations, which represent all levels of court staff. We help these groups to organize and run their educational conferences and meetings, facilitate communication between them, and give them a voice on Capitol Hill for their concerns about court-related issues.

PROVEN SOLUTIONS.
NCSC acts as a “proving ground” for potential solutions to court issues and ideas to improve court efficiency. We develop standards for courts at all levels to improve their operations, collect statistics that provide a national view of case management, and respond to requests for information from courts, the media, and the public on many court topics.

BETTER COURTS.
NCSC has the expertise courts need to improve their service to the public. We provide direct technical assistance to improve court operations in many areas, conduct workshops and national conferences to help current and new generations of court leadership improve their performance, and work to improve the rule of law both here and abroad.

COVER CAPTION
The cover features two state courthouses — one modern and one historic — that are featured in NCSC’s Retrospective of Courthouse Design 2001–2010, published in November 2010. The top two photos show the John Adams Courthouse in Boston, which received recognition for the restoration work on the 100-year-old building; The Clark County Regional Justice Center in Las Vegas, shown at the bottom of the page, received recognition for the design and space use of this new facility. The Retrospective is the only publication dedicated exclusively to courthouse architecture and chronicles the major courthouse design trends between 2001 and 2010. The publication serves both the judiciary and design community as a comprehensive reference for future development efforts and illustrates the architectural innovations and solutions sought to address the evolving judicial work environment.

2010 DISTINGUISHED SERVICE AWARDS
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
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2010 NCSC STAFF AWARDS
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 the National Center’s mission and enhanced the organization’s reputation through demonstrated expertise, professionalism, and commitment.
BEVERLY P. GOODMAN
Accounting Manager

JEANNE A. ITO AWARD
Recognizes an employee who embodies the standards set by the late Jeanne Ito, who in only five years with the National Center developed a reputation for innovation, initiative, enthusiasm, and the highest standards of ethical behavior.
JACQUELINE M. MULLEN
Senior Administrative Specialist

DALE A. SIPES MEMORIAL PRESIDENT’S AWARD
Recognizes an individual or team responsible for an extraordinary project or activity that improved service to the state courts and enhanced the reputation of the National Center.
TIMOTHY F. FAUTSKO
Principal Court Management Consultant

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

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ROBERT W. TOBIN ACHIEVEMENT AWARD
Recognizes an individual or team responsible for the best National Center product developed during the past year.
NCSC Website Team

ROBERT W. TOBIN ACHIEVEMENT AWARD
Recognizes an individual or team responsible for the best National Center product developed during the past year.
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Recognizes an individual or team responsible for the best National Center product developed during the past year.
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Recognizes an individual or team responsible for an extraordinary project or activity that improved service to the state courts and enhanced the reputation of the National Center.
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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.
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