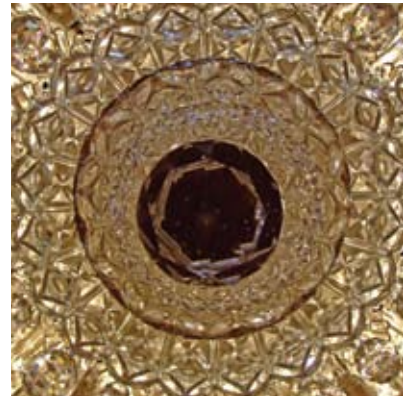
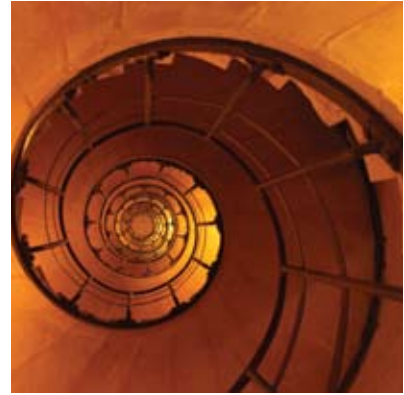


AT THE CENTER



 **OF THE COURT COMMUNITY**
NATIONAL CENTER FOR STATE COURTS
ANNUAL REPORT 2007



A **center** is...

An entity that is most important or **pivotal** in relation to an indicated activity.

A **SOURCE** from which many ideas originate.

An object of attention, action, force or **influence**.

The commitment and expertise of NCSC's staff of some 130 researchers, educators, legal experts, social scientists, consultants, and information analysts are what help make the National Center the "hub" of the court community. The NCSC staff understands the courts' operations, keeps abreast of important national and global trends, and helps courts face the challenges posed by technological and societal changes.



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The mission of the National Center for State Courts is to improve the administration of justice through leadership and service to state courts and courts around the world.

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Second row, from left: Stephanie Cole, Judge Barbara Mundell, Edward Mullins, Steven Hollon, Chief Justice Christine Durham.
Third row: Judge Ronald Robie, Ruben Carrerou, Howard “Skip” Chesshire, James D. Gingerich, Thomas Gottschalk.
Back row: Judge Dale Koch, Chief Judge Robert Bell, George Frazza, Charles Matthews.
Not pictured: Chief Judge Rufus King, Chief Justice Margaret Marshall, Manuel Medrano, E. Leo Milonas, Robert Peck, and Charles Renfrew.

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MESSAGE FROM THE CHAIR OF THE BOARD OF DIRECTORS AND THE PRESIDENT OF THE NATIONAL CENTER FOR STATE COURTS



Since 1971, when Chief Justice of the United States Warren E. Burger called for the establishment of a central clearinghouse of information for our nation's state courts, the National Center for State Courts (NCSC) has not only provided courts with statistics and in-depth research, but also improved court operations and trained new generations of court leadership. Courts around the country use the data and performance measures developed by NCSC; request information from our Web site and analysts; improve their staffs' performance by sending them to our continuing-education courses; use the expertise of our consultants to improve their operations; and participate in our national conferences. National court organizations depend on NCSC to provide them with a voice in the halls of government and to assist them with annual educational programs and meetings. NCSC also works to improve courts around the world in countries as diverse as Kosovo, Mongolia, Haiti, and Lebanon.



Jean Hoefler Toal
CHIEF JUSTICE
SUPREME COURT OF SOUTH CAROLINA
CHAIR
NATIONAL CENTER FOR STATE COURTS
BOARD OF DIRECTORS

NCSC's work is always evolving to better serve the needs of the courts. For example, our pioneering *Trial Court Performance Standards* led to our *CourTools* performance measurement system, now used by more than 20 states. Our biannual *Survey of Judicial Salaries* led to our online Judicial Salary Resource Center, which gives states immediate access to the latest salary information. Our Court Statistics Project, the national database for state court information, provides not only printed annual reports, but also a new online resource that allows courts to download the specific information they need. And our Court Technology Conferences have grown steadily through the years to become the largest, and most anticipated, gatherings of court technology professionals in the world.




Mary Campbell McQueen
PRESIDENT
NATIONAL CENTER FOR STATE COURTS

We're also doing more to help courts reach out to the public to improve trust and confidence in the justice system. Our new Speakers Bureau provides materials that courts can use to educate the public about the importance of fair and impartial courts. Our "Free to Be Fair" poster series demonstrates how courts protect the public. And our new series of graphic novels, *Justice Case Files*, presents a detailed, yet easy-to-digest introduction for both young people and adults about how our justice system actually works.

You can learn about these projects and more in this review of our work in 2007.

Of course, none of this would be possible without the support of the state courts, federal and state governments, public and private organizations, and numerous individuals who provide the time, expertise, and financial resources to ensure the improvement of our justice system. We thank you for your generosity—and renew our commitment to providing leadership and service to the state courts.

ISSUES



The public depends on our judicial system to solve disputes impartially, interpret the law, and ensure that all litigants receive their “day in court.” However, the media and the public are also looking more closely at how courts perform these “traditional” duties. Many issues related to court operations, such as judicial selection and ethics, court security, and customer service, are receiving ever-increasing scrutiny. In 2007 NCSC provided courts with the tools and information they need to confront issues that affect the delivery of justice and public trust and confidence in the judicial system.

Judicial Independence, Selection, and Ethics

The decisions of judges and justices are not always popular. A judge must have both the independence to render even unpopular decisions and the ability to campaign effectively when confronted with a strong challenge in an election.

- In the wake of the decision in *Republican Party of Minnesota v. White*, candidates in judicial elections are often asked to respond to questionnaires about their views on various issues that they may face on the bench, such as abortion and the death penalty. In response to this challenge, NCSC sponsored the **Ad Hoc National Advisory Committee on Judicial Campaign Oversight**. This committee helps states establish effective campaign-oversight committees and provides advice to judicial candidates on how to consider questionnaires from special-interest groups.
- NCSC, with funding from the Deer Creek Foundation, worked with the College of William & Mary Law School to create an education resource on the subject of **Election Law**. This program will assist state court judges who confront election-related litigation and give them resources to help their decision-making process. Presentations from distinguished law professors were combined with a resource guide, publications, Web links, and PowerPoint slides to create an online resource. NCSC’s Institute for Court Management provided video production, graphics development, and Web site design. The Web site (www.electionlawissues.org/) and a DVD of the educational materials are available free of charge.
- NCSC cosponsored a conference on **The State of Judicial Elections and State Court Judicial Elections**, which explored what must be done to keep state courts fair and independent. This conference was held at the Georgetown University Law Center on October 17, 2007, and was part of the university’s Sandra Day O’Connor Project on the State of the Judiciary.
- A special issue of NCSC’s *Justice System Journal* (vol. 28, no. 3) brought together federal and state judges, law professors, lawyers, social-science researchers, and consultants to discuss many aspects of judicial conduct and ethics. Topics included not only the effects of the *White* decision, but also the 2007 ABA *Model Code of Judicial Conduct* and education in judicial ethics.

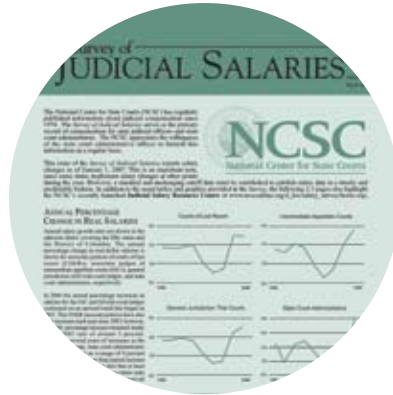
Judicial Compensation

Our courts need to attract the best, most qualified people to the bench to meet the public’s high standards for judicial administration. Adequate compensation is essential to ensuring that our best legal minds pursue the judiciary as a career.

- NCSC has tracked the progress of judicial salaries and benefits for years through its *Survey of Judicial Salaries*. This biannual newsletter, which also places judicial salaries in the context of each state’s cost of living, serves as an important tool in making the case for increasing the pay of judges to state legislatures.



- o The online **Judicial Salary Resource Center** at www.ncsconline.org allows up-to-date access to the latest data on judicial compensation all year long. Users can search for the salary data they want by state, region, position, and reporting period. State court administrators can also update their states' salary information as soon as it becomes known.



FACT In 2007 NCSC's *Survey of Judicial Salaries* (vol. 32, no. 2) reported that 22 states use judicial compensation commissions to set judicial salaries. Other states set judicial salaries through legislative action driven by statute.

- o NCSC conducted a study of judicial compensation for New York State in 2007, which recommended establishing a permanent judicial compensation commission in that state for the regular adjustment of judicial salaries—a recommendation endorsed by the American Judges Association and the Conference of Chief Justices.

Self-Represented Litigants

The increasing number of self-represented litigants presents judges and court staff with a number of challenging questions: Is providing the self-represented with extra assistance unfair to other litigants? Can court staff help self-represented litigants with court procedures and avoid the pitfalls of giving “legal advice”? What can courts do to help litigants help themselves?

- o **SelfHelpSupport.org**, an online community of professionals dedicated to improving access to justice, provides assistance to courts, legal aid programs, bar associations, educational institutions, researchers, and governmental and nonprofit associations. Resources include an extensive library, current news, conferences, and listservs for exchanging the latest information about how to help the self-represented. SelfHelpSupport.org received the 2007 “Top Ten Award” from JusticeServed.com—the second time this Web site has been so honored. NCSC cosponsors this site, along with the American Association of Law Libraries, American Judicature Society, Chicago-Kent College of Law, Justice Management Institute, Legal Services Corporation, Pro Bono Net, State Justice Institute, and Zorza Associates.
- o NCSC cosponsored the **National Judicial Conference on Leadership, Education, and Courtroom Best Practices in Self-Represented Litigant Cases**, which took place November 1-3, 2007, at Harvard Law School. This conference launched a model curriculum focused on three areas: courtroom practices, judicial education, and judicial leadership regarding programs for self-represented litigants. The material from this conference, including a “National Bench Guide,” can be found at **SelfHelpSupport.org**. Other conference cosponsors were the American Judicature Society, the Harvard Law School Bellow-Sacks Access to Civil Legal Services Project, and the National Judicial College.

“Self Help Support is a virtual treasure trove of over 1,800 items, checklists, resources and program descriptions from exceptional self help operations worldwide ...[Their] list of helpful websites for the self represented [is] a great reference tool.”

**“Top Ten Court Websites Award”
from JusticeServed.com**



ISSUES

FACT There are no national statistics on the number of self-represented litigants, but several states and jurisdictions keep such numbers. For example, according to Utah's Committee on Resources for Self-Represented Parties (2006), 49 percent of petitioners and 81 percent of responders in divorce cases in the state are self-represented. In 2004 California reported having 4.3 million self-represented court users. ("Self-Representation FAQs," CourTopics database, www.ncsconline.org.)

Court Security and Emergency Preparedness

In recent years, courthouse violence and natural disasters such as Hurricane Katrina have focused attention on two important questions: How can courts maintain security while enhancing public access to justice? What must courts do to prepare for when disaster strikes? NCSC is an important clearinghouse of information and assistance on all facets of court security and emergency preparedness and recovery.

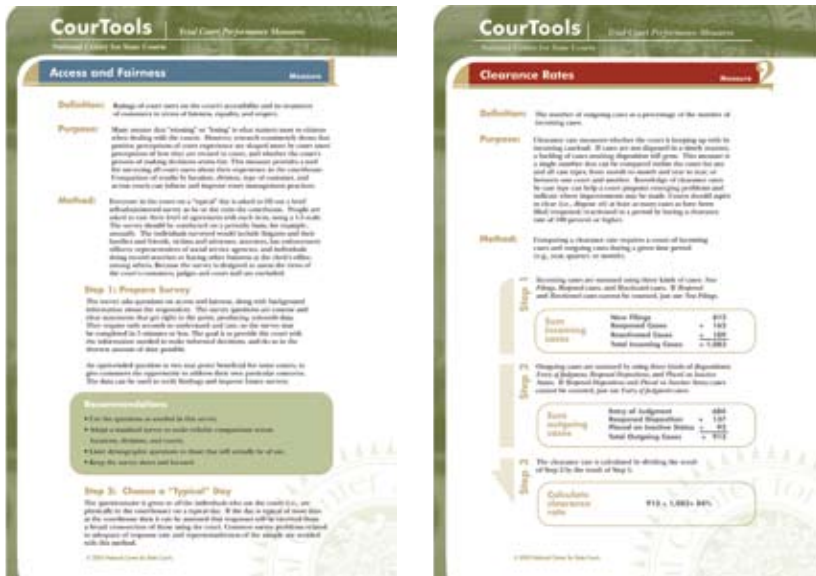
- The online **Court Security Forum** (www.ncsconline.org/d_kis/courtsecurity/) provides the latest security-related news and information, as well as networking opportunities for the courts and law enforcement.
- The **Continuity of Court Operations Web Site** (www.ncsconline.org/D_Research/coop/) offers courts a comprehensive guide for planning for when disaster strikes. The site, which was developed with support from the Bureau of Justice Assistance, features an online guide and worksheets to help courts develop their own plans and was prepared with the assistance of a national coalition of leaders from all sectors involved in business-continuity planning for the courts.
- NCSC's Institute for Court Management collaborated with the U.S. Marshals Service on a **distance learning project** to help prevent attacks on judges and the judiciary. ICM filmed a sequence of presentations on such topics as "Attacks on the Judiciary," "Planning to Prevent Attacks," and "Protecting Your Family and Home." These presentations, accompanying PowerPoint slides, and additional documents and Web links were converted and recorded on a DVD, which will be available free of charge to interested judges and court security personnel.
- A special "**Mini-Symposium on Court Security**" in NCSC's *Justice System Journal* (vol. 28, no. 1) brought together court practitioners for a first-of-its-kind discussion about definitions of "court security." Other topics included judicial leadership in courthouse security and trends in emergency management in courts following Hurricane Katrina.



Performance Measurement

Courts need a gauge to determine whether they are fulfilling their mission, that of dispensing justice, efficiently and fairly. An important part of NCSC's work is helping courts measure their performance.

- o More than 20 states have implemented the **CourTools Performance Measures** in their trial courts, making an impact with targeted technical assistance. The NCSC is responding to the need for performance measurement tools in appellate and specialized courts by developing measures for them, as well.



CourTools helps courts measure performance in ten vital areas and can be found online at www.ncsonline.org/D_Research/CourTools/tcmp_courttools.htm.

- o NCSC researchers are conducting an expanded version of the comprehensive **Civil Justice Survey** to investigate how small and medium-sized courts manage civil cases and the composition of the civil caseload in those courts.
- o NCSC is using a **court-culture assessment** to better understand the impact that organizational culture has on court management.

Each day our courts make decisions that influence not only the lives of individuals, but society as a whole. The National Center for State Courts provides key tools and information to help the judiciary meet numerous challenges, such as performance management, societal problems, and improvement of jury service. In 2007 our researchers, consultants, and information analysts helped courts positively impact their communities through these projects and initiatives.

FACT NCSC technical assistance consultants provided their expertise to 61 projects to improve court operations in 2007.

IMPACT

FACT As of 2004, there were over 2,500 problem-solving courts or court programs, dealing with such societal problems as drug abuse, mental-health issues, and domestic violence, in operation in the United States. (Victor E. Flango, “Problem-Solving Courts Under a Different Lens,” *Future Trends in State Courts* 2007, www.ncsonline.org.)

FACT Between 1997 and 2007, 38 states and the District of Columbia initiated some form of statewide jury improvement, and more than half of local courts embarked on such efforts. (Gregory Mize, Paula Hannaford-Agor, and Nicole L. Waters, *State-of-the-States Survey of Jury Improvement Efforts*, April 2007.)



The NCSC's Kosovo Staff

Societal Problems

The public is calling on the courts to help solve numerous societal problems, such as domestic violence, drug and alcohol abuse, and issues related to mentally ill defendants. NCSC provides courts the tools they need to make problem solving part of their operations.

- Courts can go online to get the **Problem-Solving Toolkit** developed by NCSC. The toolkit offers a valuable blueprint courts can use to assess and develop a problem-solving approach for cases that involve recurring contacts with the justice system due to underlying medical and social problems.
- NCSC widened the protective umbrella for domestic-violence victims by extending **Project Passport**, which ensures that protection orders are enforced across different jurisdictions, and by examining how courts conduct cases involving battered women with limited-English-language skills.
- NCSC technical assistance consultants used strategic mapping and logic modeling to help develop a long-range plan for the development and sustainability of Georgia's drug-court program. This process brought together the state's judiciary and drug-court stakeholders, resulting in a list of 58 objectives needed to attain their goal.

International Rule of Law

Many countries, particularly developing nations, look to the courts of the United States as examples of how justice should be administered in their countries. NCSC provides technical assistance to promote judicial administration, the rule of law, and modernization in the courts of other nations—and shows how much U.S. courts can learn from their international counterparts.

- NCSC was awarded a three-year, \$19.5 million contract to continue its work in Kosovo. **The Kosovo Justice Strengthening Project (JSP)** is funded by the U.S. Agency for International Development (USAID) and provides assistance to the Kosovo Judicial Council—established by NCSC in 2006—by developing training curricula for the Kosovo Justice Institute and training judges, prosecutors, and court staff; working with pilot courts on the foundation for court administration and case management; creating the Kosovo Prosecutorial Council; and establishing judicial inspection and audit functions. NCSC also hosted a roundtable discussion in Kosovo about Judicial Independence and Accountability for a delegation of U.S. judges and the new Judicial Council.
- NCSC has automated the prosecutor's offices in **Mongolia** and is supporting their management functions to ensure that they can support court innovation.
- NCSC is working with a number of international court organizations to develop an **International Framework for Court Excellence** that courts around the world can use to assess the quality of their judicial services.



Jury System Improvement

The courts' treatment of jurors has a big impact on public confidence in the justice system. NCSC provides the information and technical assistance courts need to improve their jury systems and make it easier for citizens to perform their difficult, complex duties as jurors.

- The *State-of-the-States Survey of Jury Improvement Efforts*, the most comprehensive study of jury policies, operations, and practices ever conducted, was released by the NCSC's Center for Jury Studies in April 2007. This survey, which contains jury information from all 50 states, plus Washington, D.C., allows states to compare key jury measures with those of their in-state peers and with other states and provides, for the first time, comparative information about key measures of jury performance, including jury yield, term of service, juror compensation, and jury automation capabilities. The study also sheds light on voir dire practices, such as whether the judge or trial attorneys primarily question prospective jurors, and on trial practices, such as whether jurors are permitted to take notes. Learn more at www.ncsonline.org/D_Research/cjs/state-survey.html.
- Under the umbrella of its **National Jury Program**, NCSC's Center for Jury Studies continues to help state courts fine tune their jury trial systems. On-site technical assistance was provided to trial courts in Colorado; Imperial County and Los Angeles, California; Louisiana; Maricopa County, Arizona; Maryland; Massachusetts; Virginia; and Wayne County, Michigan. CJS also provided staff support to the ABA's Commission on the American Jury Project.
- NCSC's weekly *Jur-E Bulletin* continues informing its subscribers about the latest jury news from courts across the globe. CJS's team of experts also made numerous contributions to sundry legal journals and respected periodicals and discussed the results of the "State of the States Survey" at conferences of judges or court administrators in California, Ohio, and Pennsylvania.

FACT The Council of State Court Representatives, which consists of the membership of the Conference of Chief Justices and the Conference of State Court Administrators, elects the NCSC Board of Directors and provides important guidance for the organization's mission.

NCSC also provides executive secretariat services to 12 other national court associations:

- American Judges Association
- Conference of Court Public Information Officers
- Council of Chief Judges of the State Courts of Appeal
- Court Information Technology Officers Consortium
- Judicial Family Institute
- National Association for Court Management
- National Association of State Judicial Educators
- National Association of Women Judges
- National College of Probate Judges
- National Conference of Appellate Court Clerks
- National Conference of Metropolitan Courts
- National Consortium on Racial and Ethnic Fairness in the Courts

Jury innovations come from the courts, and they result in juries better able to perform their judicial role. At the NCSC's Center for Jury Studies we have always tried to recognize these innovative courts, and with the establishment of "The Munsterman Award for Jury Innovation" we can provide even more recognition. I am so pleased that the NCSC Board's action will help us continue this tradition and so proud that my name is a part of that recognition.

G. Thomas Munsterman
 Director (ret.) of NCSC's Center for Jury Studies



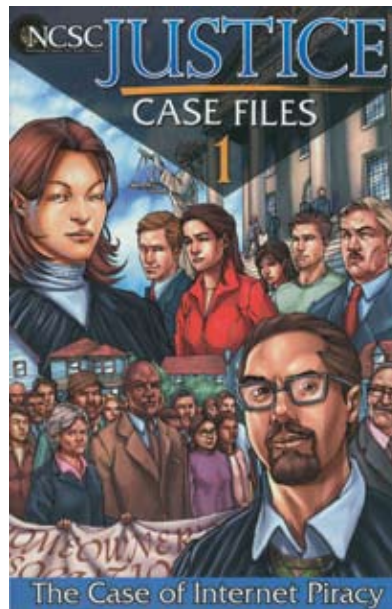
EDUCATION

The National Center develops and delivers innovative, rigorous, and forward-thinking educational programs and professional development conferences that equip court professionals with the knowledge and skills they need to provide quality services and to improve the administration of justice. NCSC educators, researchers, consultants, and information analysts are dedicated to understanding the courts' operations and trends and are committed to helping them stay in step with technological and societal changes. Our Web site serves as a meeting place where an online community of court practitioners, consultants, and researchers can work together.

Public Education

Often the general public has only a hazy idea as to how courts operate and what role courts play in society. To help the public better understand how their courts work, NCSC embarked on a multi-layered public education campaign.

- o A new graphic-novel series educates everyone from jurors to middle- and high-school students about how judges make decisions and how cases work through the justice system. The first of the series, ***Justice Case Files: The Case of Internet Piracy***, explains the courts through the story of Megan, a college freshman charged with theft for downloading music, and her grandmother, Ellen, who has received notice that the city plans to take her house through eminent domain. Middle- and high-school districts across the country are using the graphic novels as teaching tools in their government and civics classes. Courts are making them available in jury rooms, using them in community-outreach programs, and supplying them to students who tour the courthouse.

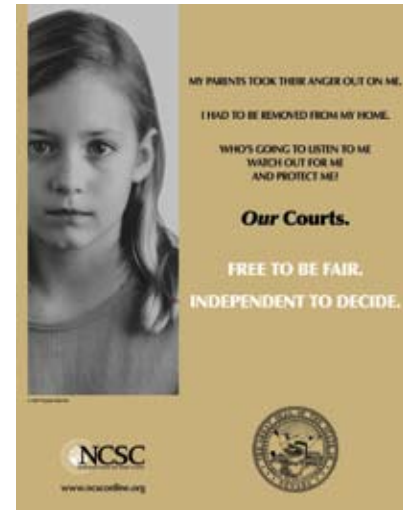


The first of NCSC's graphic-novel series, *Justice Case Files: The Case of Internet Piracy*, has been covered on the *Wired Magazine* Web site and distributed by middle and high schools and courts across the country.

- o NCSC's online **Speakers Bureau** provides courts with prepared speeches, material, and information for judges and court administrators to use when addressing school or civic groups. Three speeches in the NCSC's Speakers Bureau incorporate the graphic novel's story line to allow judges to use *Justice Case Files* when addressing community groups.



The “Free to Be Fair” poster series.



- o A new poster series illustrates how courts protect all citizens and promotes the understanding that courts need to maintain their independence from political influence, which allows them to be “Free to Be Fair.”

Court Information

An important part of NCSC’s mission is to serve as an “information clearinghouse” for courts. Much of the data and information NCSC collects is available online and through its various publications, both print and online.

- o The **NCSC’s Library** has converted more than 3,000 documents and reports into PDF format. These resources, which include reports from NCSC’s Research Division, the *Survey of Judicial Salaries*, *Future Trends in State Courts*, and the *NCSC Annual Reports*, date back to 1971 and cover all areas of judicial administration. The Digital Archive database is searchable by author, title, and subject. For access to the NCSC Library’s card catalog (more than 40,000 titles) go to the NCSC Library Catalog link at www.ncsconline.org/D_KIS/index.html.
- o NCSC created a weekly online newsletter, ***Gavel to Gavel***, to identify state legislative trends related to courts in seven areas, including judicial selection and rule-making authority. *Gavel to Gavel* is available through NCSC’s Web site, www.ncsconline.org.
- o The information online in NCSC’s **CourTopics** database was made easier to locate by organizing the 130 topics into 20 Information Centers. Each center features a Resource Guide, Overview, Frequently Asked Questions, State Links, and more. CourTopics provides the latest information on such topics as cameras in the court, identity theft, human-resources management, ADR funding, court security, and pro se at www.ncsconline.org/WC/CourTopics/topiclisting.asp.

FACT Knowledge and Information Services responded to more than 10,000 requests from courts, the media, and government agencies in 2007. The top five subject areas were pro se, personnel administration, juries, judicial compensation, and financial issues.

FACT NCSC’s CourTopics database received 1.5 million hits in 2007.

EDUCATION

FACT The Institute for Court Management enters into partnerships with the states for many of its national programs and the Court Management Program. Thirty-two partnership programs were held for 1,427 participants in 2007. Twenty-three partnership programs have been confirmed for 2008.

- o Information provided in the **state profiles** on NCSC's Web site continues to be some of the most sought after. Users can access each state's court structure chart, court statistics, court Web sites, judicial salaries, database, and court topic information. This tool unites all the information NCSC has collected on each state.
- o NCSC's annual ***Future Trends in State Courts*** series gives the courts a look around, and ahead, at societal trends that affect court operations. The 2007 edition began with a stimulating panel discussion among futurists and court professionals about how courts look at "the future." Follow-up articles examined many issues, such as public access to court records vs. privacy in a digital age, court responses to elder abuse, and judicial retention elections and evaluations.



The *Future Trends in State Courts* series will mark its 20th anniversary in 2008 by taking a look back at notable trends from the past two decades and analyzing their impact on the courts.



The Court Executive Development Program takes court administrators to a new level and helps add credibility to the profession. Completing the program is one of the greatest feelings of accomplishment I have ever experienced in my professional career.

**Suzanne Harper Stinson, Court Administrator
26th Judicial District, Benton, La.**

EDUCATION



Court Education

Judges, court administrators, and court staff need to keep abreast of the latest developments in numerous areas, such as caseload management and technology. In 2007 NCSC provided the educational opportunities courts needed for improvement of their operations and for their staffs' personal development.

- Tampa, Florida, hosted the **10th Court Technology Conference (CTC10)** in October 2007. CTC10 brought together 2,300 court professionals from all 50 states, the U.S. territories, and 27 countries. Over the years, CTC has continued to expand and strengthen its education program to provide the most up-to-date and applicable information available to court professionals. CTC10 participants learned about electronic information exchange, virtual traffic citations, privacy in a technology-driven world, and the “CSI-effect” on jury trials. More than 130 exhibitors—representing all aspects of court technology, from integrated case management systems to fiber-optic training to software systems for imaging, character analysis, and data identification—participated in the world’s largest exhibit show on court technology.
- Eighteen court professionals became **Fellows of the Institute for Court Management (ICM)**, graduating from the rigorous Court Executive Development Program (CEDP) in May 2007. These graduates join more than 1,000 other ICM Fellows. Forty-five court professionals graduated from ICM’s Court Management Program (CMP) in November.

FACT The 2007 annual educational conference of the American Judges Association, held September 25–30 in Vancouver, British Columbia, was the largest gathering of judges ever held in North America. This joint conference of AJA, the Canadian Association of Provincial Court Judges, and the British Columbia Provincial Court Judges Association carried the theme “Judicial Excellence—L’Excellence Judiciaire.”



Above: Legal analyst and Court TV anchor Jack Ford addresses more than 2,300 attendees at the opening session for CTC10 in Tampa, Florida.
Left: The CTC10 vendor exhibition.



The General Counsel Committee and Lawyers Committee continue to participate actively in the development and implementation of the National Center's programs and initiatives, such as its Civil Justice Reform Initiative. For example, the General Counsel Committee adopted a Statement of Principles aimed at promoting jury service in this country. The statement suggests policies that both businesses and courts can adopt that would facilitate jury service, which is a critical component of the American justice system. This Statement of Principles was distributed to courts and business associations around the country. The Lawyers Committee has proposed a Young Lawyers Subcommittee to encourage the young attorneys in this country to become involved in the work of the National Center for State Courts.

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NCSC RECOGNITION EVENTS

The National Center for State Courts hosts special 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 National Center in meeting its mission through contributions, volunteer work, and services. The 2007 events included a reception at the U.S. Supreme Court for the first women judges in Egypt; a meeting of the International Consortium for Court Excellence; the William H. Rehnquist Award for Judicial Excellence reception, dinner, and ceremony; the Annual Justice Roundtable; and the National Center's Recognition Luncheon, with the induction ceremony for new members of the Warren E. Burger Society.



Justice of the U.S. Supreme Court Ruth Bader Ginsburg introduces the recipient of the 2007 William H. Rehnquist Award for Judicial Excellence at the awards dinner, held at the U.S. Supreme Court.



Chief Justice of the United States John G. Roberts and the 2007 recipient of the William H. Rehnquist Award, Chief Justice of Utah Christine Durham.

2007 William H. Rehnquist Award for Judicial Excellence

The William H. Rehnquist Award is presented to a state court judge who exemplifies the highest level of judicial excellence, integrity, fairness, professional ethics, and sound judgment. More than 250 judicial, business, and bar leaders from across the United States attended the 2007 Rehnquist Award dinner and ceremony at the U.S. Supreme Court.

The 2007 recipient was Utah Chief Justice Christine Durham. Justice Ruth Bader Ginsberg introduced Chief Justice Durham, and Chief Justice of the United States John G. Roberts, Jr., presented her with the award. "Chief Justice Durham has demonstrated her commitment to public service, judicial education, and the cause of justice throughout her 25 years on the Utah Supreme Court. She reflects those qualities that Chief Justice Rehnquist valued during his distinguished career," Chief Justice Roberts said.

Chief Justice Durham was selected because of her "innovative leadership style and her contributions to advancing judicial branch education not only in Utah, but nationally," said NCSC President Mary McQueen. Chief Justice Durham is noted for developing interactive education programs in content areas that until then did not have curriculum, such as domestic violence, child-witness testimony, and scientific evidence.

RECIPIENTS OF THE WILLIAM H. REHNQUIST AWARD

2007	Chief Justice Christine Durham (Utah)
2006	Judge Edward R. Brunner (Wisconsin)
2005	Judge Louraine C. Arkfeld (Arizona)
2004	Judge Leonard Perry Edwards II (California)
2003	Judge Kevin S. Burke (Minnesota)
2002	Chief Justice Ronald M. George (California)
2001	Judge Thelma Wyatt Cummings Moore (Georgia)
2000	Judge Thomas W. Ross (North Carolina)
1999	Chief Judge Judith S. Kaye (New York)
1998	Judge Veronica S. McBeth (California)
1997	Judge B. Michael Dann (Arizona)
1996	Judge Vincent J. Poppiti (Delaware)

NCSC RECOGNITION EVENTS



2007 Justice Roundtable

The Justice Roundtable is convened annually by the National Center for State Courts to provide an opportunity for the business and legal communities to discuss issues of common concern with the state court leadership. Discussions at the Roundtable often lead to research or educational projects for NCSC. Participants include more than 75 state chief justices, members of the NCSC Board of Directors, and members of NCSC's General Counsel Committee and Lawyers Committee.



Roundtable participants include, from left, Glenn Englemann of AstraZeneca Pharmaceuticals, NCSC Board member George Frazza, of Patterson Belknap Webb & Tyler LLP, and Benjamin R. Civiletti of Venable LLP.

The topic of the 2007 Justice Roundtable was "Jury Damage Awards: In Search of Consistency and Predictability." The panel of experts represented various perspectives and discussed the existing system for awarding noneconomic (pain-and-suffering) damages. The panelists reviewed the objectives of the tort system, problems with the existing approach to awarding pain-and-suffering damages, the reasons predictability and consistency are needed, reasons for variance in jury awards, and some of the proposed alternative structured systems.

Annual Recognition Luncheon

NCSC honors many longtime supporters at the Annual Recognition Luncheon held at the Willard Intercontinental Hotel in Washington, D.C. Five corporations and law firms were recognized as 20-year contributors to NCSC at the 2007 luncheon on November 16. Joining the more than 40 leading American companies and law firms that have achieved this special distinction are CIGNA Corporation, Northwestern Mutual Life Foundation, Baker & Daniels, Christian & Barton LLP, and Bingham & McCutcheon LLP. South Carolina Chief Justice Jean Hoefer Toal, president of the Conference of Chief Justices and chair of the NCSC Board of Directors, presented resolutions in honor of these law firms and companies.

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Life Foundation, Inc.



Frank Swain and Joseph Carney accept the 20-year contributor resolution on behalf of their firm, Baker & Daniels. From left, Frank Swain, George Frazza, Joseph Carney, and Chief Justice Jean Toal.

NCSC RECOGNITION EVENTS

WARREN E. BURGER SOCIETY 2007 INDUCTEES

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A Founding Partner of Lieff,
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& Bernstein

Robert D.G. and Jacqueline Lewis
Chief Justice Randall T. Shepard,
Indiana Supreme Court

Stephen D. Susman, founding
partner of Susman Godfrey



Inductees to, and supporters of, the Warren E. Burger Society, from left, Stephen Susman; Chief Justice Jean H. Toal; David Byers; Leonora Burger, Chief Justice Burger's daughter-in-law; Robert Lewis; Jacqueline Lewis; Chuck Noteboom; and Elizabeth Cabraser.

Warren E. Burger Society

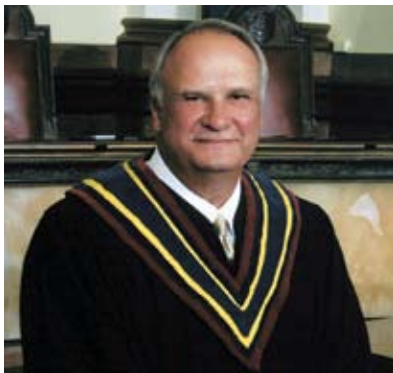
Chief Justice Toal also inducted six new members into NCSC's Warren E. Burger Society, which honors individuals who have volunteered their time, talent, and support to NCSC in an exceptional manner.

Membership into the society is commemorated by a presentation of a limited-edition print of the final portrait of the late Chief Justice Warren E. Burger, who helped found NCSC in 1971. Each print is signed and numbered by artist Fran Di Giacomo. The portraits are a gift from Texas attorney Charles M. Noteboom, who commissioned the original portrait that hangs in NCSC's headquarters in Williamsburg, Virginia.

Harry L. Carrico Award for Judicial Innovation

Chief Justice Ralph J. Cappy of the Supreme Court of Pennsylvania received NCSC's 2007 Harry L. Carrico Award for Judicial Innovation. Chief Justice Cappy was presented the award, established in recognition of retired Chief Justice of Virginia Harry L. Carrico, in Philadelphia during the annual conference of the National Association of Women Judges.

Chief Justice Cappy was honored for his efforts to improve the fairness, efficiency, and security of Pennsylvania's state courts and to increase their transparency and accountability to the public. NCSC established the award to honor a sitting state court chief justice or justice who has inspired, sponsored, promoted, or led an innovation of national significance in the field of judicial administration.



Chief Justice Ralph J. Cappy

NCSC RECOGNITION EVENTS



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G. Thomas Munsterman Award for Jury Innovation

During the 2007 fall events in Washington, D.C., NCSC President Mary McQueen announced the formation of the G. Thomas Munsterman Award for Jury Innovation. The award will recognize states, local courts, individuals, or other organizations that have made significant improvements or innovations in jury procedures, operations, or practices. The first award will be presented at the National Conference on Pattern Jury Instructions in Columbus, Ohio, in April 2008. The award is named for G. Thomas Munsterman, the founder and former director of NCSC's Center for Jury Studies and an internationally renowned innovator in jury systems and research. The new award will recognize achievements in one or more of the following categories:

- o state or local statutes, rules, or other formal changes
- o jury management or technology
- o in-court improvements
- o other improvements or innovations



G. Thomas Munsterman

THE YEAR IN REVIEW: ADDITIONAL HIGHLIGHTS

The NCSC Government Relations Office worked with the Office on Violence Against Women to secure a grant for the Conference of State Court Administrators to implement recommendations from its 2004 White Paper "Safety and Accountability: State Courts and Domestic Violence."



The NCSC Government Relations Office publishes a monthly e-newsletter, *Federal Funding Report*, to advise state courts of the availability of public and private grants. Currently, there are more than 1,800 subscribers to this e-newsletter.

The e-newsletter *Continuing Upward from the Summit* follows up on the National Judicial Leadership Summit for the Protection of Children: Changing Lives by Changing Systems by reporting what states are doing to improve their handling of cases involving children.

In coordination with Senator Herb Kohl (D-WI), the NCSC Government Relations Office hosted a congressional staff briefing on September 7, 2007, regarding court interpreter services in the state courts: "Equality Before the Law: Court Interpretation Is an Access to Justice Issue." Congressional staff heard from an expert panel who discussed the myriad issues courts face in providing court interpreter services, including the costs of programs and services, due-process concerns, and the leadership required to implement an effective program.

NCSC entered into a contract with the National Conference of Metropolitan Courts (NCMC) to provide support services. This marks the first time that NCSC, one of the oldest court reform groups in the country, has reached out to another organization for day-to-day operating and management assistance.

NCSC and Vanderbilt University collaborated on a study of the impact on habeas corpus petitions of the Anti-Terrorism and Effective Death Penalty Act of 1996 (AEDPA). Results from the study, which was funded by a grant from National Institute of Justice, showed that the act had "mixed effects."

NCSC was awarded special consultative status with the Economic and Social Council of the United Nations.

NCSC has worked with Minnesota and New York to assess the complexity of the caseloads in those states' intermediate courts of appeals.

Trial Courts as Organizations

Brian J. Ostrom
Charles W. Ostrom, Jr.
Roger A. Hanson
Matthew Kleiman



Trial Courts as Organizations, an examination of the role of culture in the operation of trial courts, was published by Temple University Press in 2007. This comprehensive framework to help diagnose and initiate change in court organizational culture was written by NCSC researchers Brian Ostrom and Matthew Kleiman and Professors Charles Ostrom, Jr., of Michigan State University and Roger Hanson of the University of Colorado.



A group of ten Egyptian women judges, the first in their country, and the assistant to Egypt's Minister of Justice visited the United States in November on an NCSC international tour. Their visit included a reception at the U.S. Supreme Court where they received a special behind-the-scenes tour and a visit with Justice Ruth Bader Ginsburg.



NCSC, with a grant from the Bureau of Justice Statistics, developed an online course for the FBI's use in training judges and law-enforcement personnel on the National Instant Criminal Background Check System. Using an FBI trainer and an experienced judge, a series of presentations were recorded in NCSC's Education and Technology Center to make judges and law-enforcement personnel aware of the provisions of the Brady Act of 1993 that require them to control the purchase of firearms and explosives by certain individuals. These online courses are available free of charge.

LOOKING AHEAD



NCSC will hold Court Solutions—Solving Court Business Problems in Baltimore, Maryland, September 8-10, 2008. This conference will

bring together court professionals and a roster of experts to discuss effective answers to a number of questions in three key areas of court management: Self-Represented Litigants, Delivering Court Interpreter Services, and High-Performance Courts. For more information, go online to www.courtconferences.org.

NCSC is redesigning its Web site. Look for the new site to be unveiled later in 2008.



www.ncsonline.org



NCSC will hold E-Courts 2008—Getting the Job Done in Las Vegas, Nevada, December 8-10. This conference will focus on

the real-life benefits that electronic documents, communications, and data systems provide to courts and show how courts can maintain their productivity, quality of justice, and customer service during challenging financial times. For more information, go online to www.courtconferences.org.

NCSC is developing a methodology that courts can use to examine their delivery of judicial services in an environment of budget cuts. This methodology is being tested in Minnesota.

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The National Center for State Courts and our Board of Directors express our deep appreciation for the generosity of resources that led to these gifts.

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Peggy W. Rogers
John L. Sandberg
Thomas E. Schulz
Stacey Smith
Thomas B. Stewart
Ronald & Katherine Stupak
Lee Suskin
Jean Hoefler Toal
Lawrence P. Webster
Mark A. Weinberg
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Gerald T. Wetherington
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Robert B. Yegge
Hiller B. Zobel

Gifts of up to \$99

Daniel Becker
JoAnn Bennett
Howard H. Berchtold, Jr.
Ephanie A. Blair
Ken Burke
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Pamela Casey
Victoria S. Cashman
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Ernie Lee Magaha
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Donald Shaw
Leo M. Spellacy
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Shauna M. Strickland
Charlotte K. Sugg
Jean A. Turnage
Diane Vincent
Mark Vining
Linda L. Walker
John P. Wenclawski
Robert A. Wenke
Vergie Went
Karen E. Whitehead
Chang-Ming Yeh



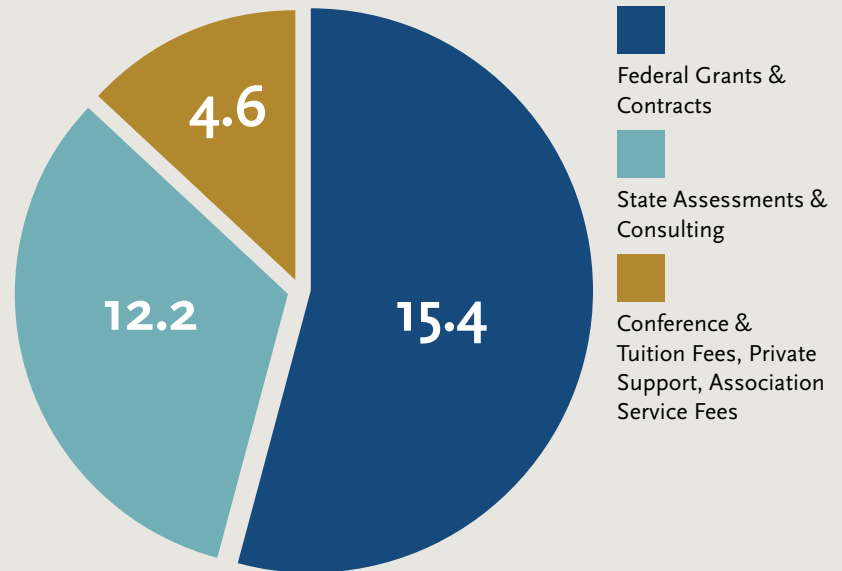
SUMMARY OF INCOME AND EXPENSES

The National Center for State Courts received 48 percent of its support in 2007 from federal grants and contracts. Funds from state assessments and consulting services provided another 38 percent. Remaining funds came from conference and tuition fees, private support, and association service fees. Total income from operations in 2007 was \$32,275,679.

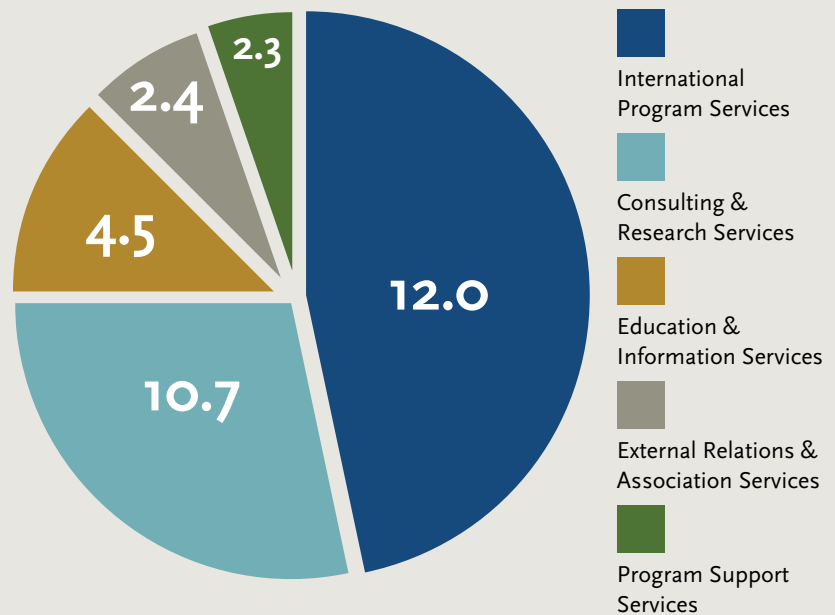
Program expenses include the cost of providing services to the state courts through consulting, research, education, information sharing, government relations, association services, and international programs.

The accounting firm of Raffa, P.C. audits NCSC's financial statements. A copy of the 2007 audited financial statements and auditors' reports may be obtained from NCSC's chief financial officer.

2007 Program Income (\$ in millions)



2007 Program Expenses (\$ in millions)



2007 NCSC STAFF AWARDS

Each year NCSC presents five awards in recognition of employee excellence.



STAFF EXCELLENCE AWARD

This award is presented annually to an employee whose work has significantly contributed to the fulfillment of the mission of NCSC and enhanced the organization's reputation through demonstrated expertise, professionalism, and commitment.

Dale Kasparek, Director of National Programs
for the Institute for Court Management

JEANNE A. ITO AWARD

This award was established to honor the late Jeanne A. Ito, who in only five years with NCSC developed a reputation for innovation, initiative, enthusiasm, and the highest standards of ethical behavior.

Violaine Autheman, Senior Research Assistant/
Enforcement of Judgments Specialist

FLORENCE MCCONNELL AWARD

This award is presented in the memory of Florence McConnell to an employee whose interaction with the courts and fellow employees creates an atmosphere of trust and respect.

Nicole Waters, Senior Court Research Associate

DALE A. SIPES MEMORIAL PRESIDENT'S AWARD

The Dale A. Sipes Memorial President's Award was created in 2005 by family and friends of Dale Sipes, a former NCSC staff member who passed away that year. This award recognizes an individual or a team who is responsible for an extraordinary project or activity that improved service to the state courts and enhanced the reputation of NCSC.

Heike Gramckow, Deputy Director, International Programs Division

ROBERT W. TOBIN ACHIEVEMENT AWARD

Upon Robert "Bob" Tobin's retirement, the National Center created this award to recognize the best product that NCSC has produced over the past year and is offered to an individual or a team who developed a product that represents the excellence of NCSC.

Lorri Montgomery, External Relations/Communications, for the development of the *Justice Case Files* graphic novel

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*“The time has come...
to...bring into being
some kind of national
clearinghouse or center
to serve all the states and
to cooperate with all
the agencies seeking
to improve justice
at every level.”*

Chief Justice of the United States
Warren E. Burger, in a speech
to the National Conference
on the Judiciary,
Williamsburg, Virginia (1971).