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## **Current Position**

Director, Research Services  
National Center for State Courts  
300 Newport Avenue  
Williamsburg, VA 23185

## **Education**

ABD, Sociology  
Johns Hopkins University, 1995

M.A., Sociology  
Johns Hopkins University, 1991

B.A., Criminology  
School of Criminology, University of California at Berkeley, 1976  
*Magna cum laude*, Phi Beta Kappa

## **Previous Positions**

Assistant Director, Executive Office Programs Division  
California Administrative Office of the Courts, San Francisco, California  
2003

Manager, Center for Court Research, Innovation, and Planning  
California Administrative Office of the Courts, San Francisco, California  
1999 - 2003

Principal Investigator, Gladding & Michel, Burlingame, California  
1995 - 1998

## **Representative Projects**

### **Court Management**

- The Provision of Court Interpreter Services in Civil Cases in California (2007)
- Organizer, NCSC *Court Solutions Conference* (2007, 2008)
- The Role of the Presiding Judge (2006)
- The Impact of Trial Court Unification—California (1999-2000)

## Workload Studies

- North Carolina Prosecutor Workload Study (2008)
- Virginia Public Defender Workload Study (2007-2008)
- North Carolina Magistrates, Clerks, and District Judges Workload Study (2007)
- Staffing Standards for Trial Courts, California (1999-2004)
- Court Interpreter Workload Study, California (2001-2003)
- Courtroom Support Staffing Study, California (2002)
- Central Clerk Staffing Study, California (2002)

## Court Statistics

- Editorial staff director, *Examining the Work of State Courts*, NCSC
- Editorial staff director, *State Court Guide to Statistical Reporting*, NCSC
- Editorial staff director, *Caseload Highlights*, NCSC
- Staff, COSCA Court Statistics Project Advisory Committee (ongoing)

## Court Performance Measurement

- *CourTools* Pilot Project, California (2006-2008)
- NCSC Representative to *International Framework for Court Excellence* project (Singapore, Washington, D.C., 2007-2008)
- NCSC Representative to *Ibero-American Ministries of Justice* meeting, Madrid, Spain (2007)
- Series Editor, *CourTools* Trial Court Performance Measures (2003-2004)

## Recent Publications

2009 “Strengthening Caseflow Management,” (with Brian Ostrom), *Court Express*, Vol. 10 No. 3, Winter 2009. National Association for Court Management.

2009 “Measuring Court Performance: Access and Fairness in State Courts,” (with Matthew Kleiman) in *The Book of the States*, Vol. 41. Council of State Governments, Lexington, KY.

2008 “The Need for Improved Adult Guardianship Data,” (with Brenda Uekert), *Caseload Highlights*, Vol. 15, No. 2.

2008 “A Unifying Framework for Court Performance Measurement,” (with T. Clarke, B. Ostrom, C. Ostrom, and R. Hanson) NCSC monograph.

## **Recent Publications** *(continued)*

- 2008 “Performance Measurement in the State Courts,” in *The Book of the States*, Vol. 40. Council of State Governments, Lexington, KY.
- 2007 “Judicial Accountability in the US state courts: Measuring Court Performance,” *Utrecht Law Review*, 3(1), 112-118.
- 2007 “The Provision of Court Interpreter Services in Civil Cases in California: An Exploratory Study,” report to the California AOC.
- 2007 “Measuring Court Performance in State Courts,” *Public Safety IT*, September 2007.
- 2006 “Key Elements of an Effective Rule of Court on the Role of the Presiding Judge in the Trial Courts,” NCSC monograph.
- 2004 “California Drug Courts: A Methodology for Determining Costs and Avoided Costs,” *Journal of Psychoactive Drugs*, May 2004 (with Francine Byrne, Lisa Lightman, Michael Finigan, and Shannon Carey)

## **Professional Associations**

Law and Society

National Association for Court Management

## **Languages**

German

Spanish