



Celebrating 30 Years of Improving the Administration of Justice in Our State Courts

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Y E A R S

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FOREWORD

In 1984, Congress created the State Justice Institute (SJI) to award grants to improve the quality of justice in our state courts. This mandate has been the guidepost in directing SJI's initiatives.

The purpose of the State Justice Institute shall be to further the development and adoption of improved judicial administration in State courts in the United States.*

Over the past three decades, through the efforts of its Board of Directors and staff, SJI has made strides toward achieving this goal. However, there have been constant challenges as state court needs increase, national judicial trends shift, and resources become more limited. SJI continues to adjust its strategies and initiatives to meet the current and future demands of providing access to justice in our state courts. In reviewing this report, you will observe how successful SJI has been in addressing the needs of the state courts.

In the next decade and beyond, SJI will continue to foster innovations in judicial administration that improve the quality of justice in the state courts.



A handwritten signature in blue ink that reads "Jim Hannah". The signature is fluid and cursive, with the first letters of "Jim" and "Hannah" being larger and more prominent.

Chief Justice James R. Hannah
Chair, SJI Board of Directors

*State Justice Institute Act of 1984, 42 U.S.C. § 10702(a) (1984).

MESSAGE FROM THE EXECUTIVE DIRECTOR

This 30th Anniversary Report provides a retrospective overview of SJI's achievements over the past three decades. SJI has supported a vast number of projects and initiatives that have improved the administration of justice in the state courts. This report highlights specific projects, by decade, that have supported the greatest areas of need within our state courts.

In developing this report, I have gained an even greater appreciation for the work of the various members of the SJI Board of Directors who have served since the beginning of SJI. They have provided the vision needed to ensure that SJI is successful in its mission, and SJI is more relevant today than ever before.

I wish to express my deep gratitude to the current and past members of the Board of Directors for their unwavering dedication to both SJI and the state courts.



A handwritten signature in blue ink, reading "Jonathan D. Mattiello". The signature is fluid and cursive.

Jonathan D. Mattiello
Executive Director, SJI

BACKGROUND AND HISTORY OF SJI



CREATION OF SJI: THE NEED AND THE VISIONARIES

For the past three decades, the State Justice Institute (SJI) has been dedicated to improving the quality of justice in our state courts. In 1984, Congress established SJI to award grants, charging it with the mission of “assuring each person access to a fair and effective system of justice.”

In the 1970s, the Conference of Chief Justices (CCJ) was the driving force behind the creation of SJI. CCJ recognized that there was a vital need to secure federal funding for the state courts. To further this effort, CCJ supported the reauthorization of the Law Enforcement Assistance Administration (LEAA) in 1976 to include funding for the state courts. However, two years later, frustrated with the lack of LEAA funding reaching the state courts, CCJ authorized a task force for a state court improvement bill.

The task force’s mission was to make recommendations on “problems of allocation of jurisdiction between state and federal courts [. . .and] methods by which federal funding of efforts to improve the administration of justice in the several states can be accomplished without sacrifice of the independence of state judicial systems.” In its final report to CCJ in 1979, the task force concluded that “the federal government and Congress in particular has a very direct interest in the quality of justice in state courts” for the following three reasons:

- Congress has imposed additional specific burdens on the state judiciaries, which must be addressed if important congressional policy objectives are to be achieved;
- There is a federal interest in the quality of justice as there is in the quality of other issues; and
- State courts share with federal courts, under the Constitution, the obligation to enforce the Constitution and federal laws.

The task force proposed that an independent agency, called the State Justice Institute, be created to administer a national discretionary grant program to support state courts.

In 1979, the task force was succeeded by the CCJ State Justice Institute Committee to work with Congress to create SJI. The Committee was headed by Chief Justice (ret.) Robert Utter from Washington State, who during a 7-year period flew over 100,000 miles as Chairman of the Committee to build support for the legislation. He was joined by other CCJ members and the Conference of State Court Administrators (COSCA), along with the National Center for State Courts (NCSC). Senator Howell Heflin, who was a former Chief Justice of the State of Alabama, held hearings and was an original sponsor of legislation to establish SJI.

After six years of efforts by the Committee, CCJ, COSCA, NCSC, state court judges, court administrators, and other key stakeholders, the State Justice Institute Act was signed into law in 1984 (42 U.S.C. 10701 et seq.). The Act created an 11-member Board appointed by the President with the advice and consent of the Senate. CCJ plays an important role in this process by preparing a nomination list for the President of the Board’s judicial positions and state court administrator position.

“SJI has been a wonderful gift to the state courts for the last 30 years. SJI grants have allowed state courts to educate judges and court staff about many important justice issues over those 30 years and have made all of our state court systems fairer and more accessible. Thank you and congratulations on your good work.”

— Chief Justice Michael G. Heavican,
Nebraska Supreme Court; President of the
Conference of Chief Justices (CCJ) (2013-2014).

MISSION AND AREAS OF FUNDING

SJI's mission is to improve the quality of justice in state courts and foster innovative, efficient solutions to common issues faced by all courts. To fulfill this mission, SJI awards grants that benefit the nation's judicial system and the public it serves. SJI's strategic innovation is unique because it includes both national level funding, and support at the state and local level. Only SJI has the authority to assist all state courts – criminal, civil, juvenile, family, and appellate – and the mandate to share the success of one state's innovations with every state court system.

In order to maximize the impact of available funding, SJI awards grants to promote state court problem-solving, which can then be replicated in other states. SJI also addresses court issues at a national impact level through larger grants that provide solutions for all state courts. SJI carries out its mission in a variety of innovative ways, including:

- Addressing national court issues as they occur, and developing solutions to those problems;
- Placing practical products in the hands of the judges and court staff who can most benefit from them;
- Ensuring that effective approaches in one state court are quickly and economically shared with other courts nationwide;
- Supporting national, regional, and in-state educational programs to speed the transfer of solutions to issues shared by courts across the nation; and
- Supporting national technical assistance targeted at specific issues in the courts.

SJI has awarded numerous grants to state courts and court-support organizations, which have supported projects that have provided assistance to improve access to justice; assisted the state courts in reengineering to improve efficiency and effectiveness; addressed the impact of human trafficking and immigration issues in the state courts; improved court security; and promoted fiscally-sound and data-driven policies and practices on sentencing. SJI has also supported many worthwhile projects that have enhanced state court performance and accountability.

“For 30 years, the State Justice Institute has been a steadfast partner to state courts and court associations throughout the nation. Through its grant programs, SJI has wisely allocated its limited funding to promote effective judicial administration in many important areas such as funding, problem-solving courts, court interpreters, strategic planning, guardianship and immigration. The judicial community is truly fortunate to have such a valuable and supportive ally.”

— Zigmont (“Zig”) A. Pines, State Court Administrator of Pennsylvania;
President of the Conference of State Court Administrators (COSCA) (2013 – 2014).



SJI currently awards six types of grants, detailed below:

Project Grants are the centerpiece of SJI's efforts to improve the administration of justice in state courts nationwide. Project Grants are intended to support innovative technical assistance, education and training, and demonstration projects that can improve the administration of justice in state courts.

Partner Grants allow SJI and federal, state, or local agencies or foundations, trusts, or other private entities to combine financial resources in pursuit of common interests.

Strategic Initiatives Grants (SIG) provide SJI the flexibility to address national court issues as they occur, and develop solutions to those problems. These grants are awarded at the discretion of the SJI Board of Directors.

Technical Assistance (TA) Grants are designed to provide state and local courts with funding to obtain expert assistance to diagnose a problem, develop a response to that problem, and initiate implementation of any needed changes.

Curriculum Adaptation and Training (CAT) Grants enable courts and regional or national court associations to modify and adapt model curricula or course modules to meet state or local jurisdiction educational needs; train instructors to present portions or all of the curricula; and pilot-test them to determine their appropriateness, quality, and effectiveness.

Education Support Program (ESP) awards enhance the skills, knowledge, and abilities of judges and court managers by supporting attendance at programs sponsored by national and state providers that they could not otherwise attend because of limited state, local, and personal budgets.

“Writing in *The Federalist* No. 17, Hamilton argued that nothing contributes more to the public’s respect and esteem for government than the effective administration of justice. For thirty years the State Justice Institute (SJI) has supported state courts’ efforts to effectively administer justice and through that effective administration of justice to secure the public’s trust and confidence in our state court system. Over 95% of litigation in the United States is resolved in the state courts. From Alaska to Florida, Nevada to Louisiana, and Minnesota to Arkansas – SJI has provided the essential support for innovation in state courts across our nation including major court reform such as the creation of problem solving courts, jury management, language access, human trafficking and elder and immigration issues. SJI has been essential in accomplishing the vision that our nation’s founders ascribed in our Constitution – to ensure justice for all.”

— **Mary McQueen**, President,
National Center for State Courts.

Each fiscal year, SJI designates Priority Investment Areas for grant funding. In 2014, the Priority Investment Areas were the following, listed below in no specific order:

Self-Represented Litigation – self-help centers, online services, training.

Language Access – interpretation service plans, remote interpretation (outside the courtroom), interpreter certification, courtroom services (plain language forms, websites, etc.).

Reengineering in Response to Budget Reductions – the process of reengineering, regionalization or centralization of services, structural changes, the electronic record.

Remote Technology – innovative use of technology to improve the business operations of courts and provide enhanced services outside the courtroom (videoconferencing, online access, educational services, remote court proceedings, the electronic record, centralization/regionalization of court services, etc.).

Human Trafficking and the State Courts – impact of federal and state immigration and human trafficking laws and policies, juvenile and family issues, training.

Immigration Issues and the State Courts – impact of federal and state immigration law and policies, juvenile and family issues, training.

Guardianship, Conservatorship, and Elder Issues – visitor programs, electronic reporting, court monitoring, training.



THREE DECADES OF SUPPORTING OUR STATE COURTS

Over the past 30 years, SJI has awarded grants to state courts in every state, the District of Columbia, and the U.S. territories. Throughout its existence, SJI has not only provided grant funding, but also the guidance and support necessary to effectively identify solutions and implement change in the state courts. In reviewing the grant projects that have been supported over the past three decades, it is clear that the state courts are facing some of the greatest challenges in the history of our nation. While the areas of need have broadened and become more complex, available resources to address these challenges are limited. As a result, SJI has adopted a more strategic and innovative approach to grant making, such as identifying areas that have national impact and granting awards through its Strategic Initiatives Grants program, supporting a well-known and respected national e-library of court resources, and promoting online training and education. In addition, SJI has strategically focused its appropriations on grant programs, with a very limited budget for administrative support.

This report highlights, by decade, the major areas covered with SJI grant funding. During the first decade (1984 to 1994), some of the pressing national issues that SJI addressed were family violence, drug abuse, juvenile justice, and alternative dispute resolution. In particular, SJI provided funding to assist state courts in dealing with family violence and drug abuse cases that were flooding court dockets. On a broader level, SJI supported projects that improved access to justice, addressed state-federal jurisdiction, and examined the future of the state courts.

In the second decade (1994 to 2004), sentencing reform, domestic violence, and sexual assault were major focus areas in state courts. For example, the wave of sentencing reforms in the 1990s imposed heightened punishments. In response, SJI provided assistance to evaluate the effectiveness of those reforms through a national symposium. Also, SJI assisted in improving jury systems and promoting public trust and confidence in the courts. Toward the end of this decade, the state courts were faced with new issues, including the terrorist attacks of September 11, 2001, the overwhelming destruction of Hurricane Katrina, and the alarming courthouse murders in Fulton County, Georgia. With SJI support, the state courts were able to implement programs to protect against, and prepare for, security threats and disasters.

In the third decade (2004 to 2014), there was dramatic change in both court administration and in SJI's approach to the grant process. During this time period, almost every state in the U.S. was facing budget shortfalls, which threatened the administration of justice and forced state courts to reexamine their structure and available resources. In response to this crisis, SJI supported court reengineering initiatives through its Technical Assistance grants and Strategic Initiatives Grants program. In addition, SJI supported projects that focused on improving performance measurement and court management, and reducing budgets while meeting service demands. Furthermore, during the last decade, issues once considered global became central to the state courts. For example, language access, immigration, and human trafficking introduced a new set of challenges. SJI supported a variety of projects that were geared towards helping state courts ensure access to justice for all litigants.

The First Decade | **A VISION MATERIALIZED**



1984-1994

ACCESS TO JUSTICE

Since its inception, SJI has supported a broad variety of projects designed to provide all Americans “ready access to a fair and effective system of justice,” which is one of SJI’s statutory mandates. Among the numerous access to justice projects that SJI has supported throughout the years, one of the most notable projects was the **Self Service Center** program in Arizona.

SJI funded the development and initial operation of the program to assist self-represented litigants in the Superior and Justice Courts of Maricopa County. The Self Service Center provides an extensive array of court services to litigants in Maricopa and other Arizona counties both within the courthouse and online. In addition, the system is in both English and Spanish. Not only has the program successfully provided essential services to self-represented litigants, it also has been nationally recognized by a Ford Foundation Innovation in Government award.

Since SJI’s initial funding of the pilot, the program has not only expanded across Arizona, it has also served as a model for similar initiatives in other states, where many aspects of the Self Service Center have been replicated.

“Reflecting back on the early days of the Self Service Center, this innovative program would have never moved forward without support from the State Justice Institute. In addition to much needed grant funding, SJI provided a framework for evaluation and expansion of the pilot project. The program continues to provide thousands of litigants access to user-friendly court services, both online and at local courthouses.”

— **Marcus W. Reinkensmeyer**, Court Administrator (ret.), Superior Court of Maricopa County, Arizona;
Past President of the National Association for Court Management (NACM).

FAMILY VIOLENCE

In the early 1990s, SJI recognized that profound changes were occurring in the way the justice system was responding to family violence. States were rapidly enacting legislation that clearly defined family violence as a crime and set out judicial procedures for protecting victims. As a result, all components of the state court system, including family, criminal, civil, juvenile, and appellate courts, were inundated with family violence cases.

In response to these increasing challenges, SJI sponsored a number of projects that improved the way courts viewed and treated domestic violence cases. Most significantly, in 1993, the National Council of Juvenile and Family Court Judges (NCJFCJ), with a grant from SJI, hosted the first national conference on family violence and the courts titled, **Courts and Communities: Confronting Violence in the Family**. The conference convened over 400 participants, including judges, prosecutors, advocates, service providers, legislators, and attorneys. The participants formed teams representing each of the 50 states, the District of Columbia, Puerto Rico, Guam, and the Northern Mariana Islands.

Not only did the conference spur the state teams to establish court-community partnerships to combat family violence in their jurisdictions, it also promoted judicial and legislative reforms to improve how the courts handle domestic violence cases.

The impact of the conference was felt well beyond the event. Following the conference, SJI continued to support this area by awarding grants to 15 states to establish state or local coordinating councils, hold state conferences modeled on the national conference, or implement their action plans in other ways. Furthermore, SJI awarded three follow-up grants to NCJFCJ's Family Violence Project to provide training and technical assistance, which handled over 1,500 technical assistance requests; trained more than 2,700 judges and court personnel; published a series of newsletters; and conducted workshops relating to family violence. SJI grants helped make positive and lasting change in the state courts' response to family violence issues.

JUVENILE JUSTICE ISSUES

Between 1980 and 1993, Congress enacted a number of federal laws that imposed special responsibilities on state courts in cases involving children. Most notably, the Adoption Assistance and Child Welfare Act of 1980 required state court judges to determine whether state child welfare agencies have made "reasonable efforts" to keep families together before placing children into foster homes.

From 1988 to 1991, SJI awarded grants to NCJFCJ that supported nationwide training and technical assistance to help judges comply with the "reasonable efforts" provisions of the 1980 legislation. These grants enabled over 1,200 judges, court personnel, and other professionals to attend educational programs within their states or jurisdictions. In 1992, SJI funded a **National Symposium on Courts, Children, and the Family** in Salt Lake City, Utah. This Symposium addressed many of these Federally-mandated responsibilities. Following this Symposium, SJI continued its support of juvenile justice issues by working with the U.S. Department of Justice/Office of Juvenile Justice and Delinquency Prevention (DOJ/OJJDP) and the American Bar Association to convene separate national events.



DRUG COURTS

Throughout the nation, drug abuse has had a tremendous impact on state courts. In the early part of the 1990s, drug and drug-related cases were increasing and choking dockets in the criminal, juvenile, and family courts, partly due to the complex treatment needs of defendants whose addictions would frequently return them to the courtroom. Recognizing this burgeoning crisis, CCJ/COSCA adopted resolutions that recognized that “improved coordination among agencies involved in the administration of justice is essential to the nation’s drug strategy” and that “improved linkage between the justice community and the education, treatment, and health communities is vital to the war on drugs.”

In response to these resolutions, SJI, in collaboration with DOJ/ Bureau of Justice Assistance (BJA) funded the first **National Conference on Substance Abuse and the Courts** in 1991. NCSC and CCJ/COSCA sponsored the conference and convened teams of judges, court administrators, and treatment providers to exchange information and ideas about how to address drug abuse’s impact on the state courts. The conference was designed to identify effective programs used by the courts and treatment providers to respond to the drug crisis, and to develop state action plans that coordinated cross-disciplinary approaches to addressing substance abuse problems. Following the conference, SJI awarded follow-up grants to a series of states to enable them to carry out and implement the plans they developed at the conference.



During that same year, SJI and DOJ/National Institute of Justice (NIJ) co-funded an evaluation of the effectiveness of one of the earliest “drug courts” in Dade County (Miami), Florida. This important assessment led to subsequent grants that enabled other jurisdictions to benefit from the findings and begin establishing their own drug courts. Specifically, the Florida Administrative Office of the Courts created a manual and training curriculum to assist rural courts in adapting the Dade County model on a smaller scale for both adults and juveniles.

The creation of numerous drug courts across the country followed the Dade County model. With the increase of these specialty courts, predictably there were unanticipated developments that appeared in the operation of these courts. In response to these issues, SJI supported a **National Symposium on the Implementation and Operation of Drug Courts** in 1995, which was sponsored by American University and the National Consortium of Treatment Alternatives for Safe Communities (TASC) Programs. The Symposium brought together multidisciplinary teams to address the challenges of these new courts. Highlighting the almost universal need to address these issues, nearly 500 judges, court administrators, treatment providers, and other key stakeholders from 59 jurisdictions attended the program. Following the Symposium, SJI supported technical assistance to many of the teams to assist them in effectively addressing the issues associated with newly established drug courts.



STATE-FEDERAL JURISDICTION

As one of its statutory mandates, SJI works closely with the federal judiciary on matters impacting the state and federal courts.

In 1992, SJI supported a grant to convene the **National Conference on Federal-State Judicial Relationships**. The conference was the first of its kind – a unique gathering of both state and federal judges who convened to examine the health of judicial federalism. In his welcoming remarks at the opening of the conference, Chief Justice William H. Rehnquist emphasized that the state and federal courts are part of a single system dedicated to providing justice to all Americans, and should work in harmony to improve judicial federalism. The conference was sponsored by the Federal Judicial Center (FJC), the U.S. Judicial Conference, CCJ, and the NCSC. The 1992 conference sparked a series of regional conferences supported in part by SJI. These smaller events provided state and federal judges the opportunity to better coordinate related cases and exchange information on a regular basis.

In 1994, in collaboration with the FJC, SJI supported the first **National Conference on Mass Tort Litigation**, where over 300 state and federal judges gathered to learn about effective ways to manage discovery, improve juror understanding of the complex science issues involved, and expedite fair dispositions of these cases.

Throughout its existence, SJI has supported numerous projects promoting state and federal cooperation to improve the judiciary. One significant project included the development of the **Manual for Cooperation Between State and Federal Courts** that was released in 1997, and was a collaboration between the FJC, NCSC, and SJI. The 247 page manual provides illustrations in many different areas of court practices and court administration where cooperation, communication, and collaboration between state and federal courts have not only improved court operations, but have resulted in efficiencies and savings of scarce funds.

“We need to view our systems [federal and state judiciaries] as one resource and use that resource as wisely and efficiently as we can, whether it be cooperating on the mega case, exchanging information, sharing facilities or joint planning for the future, we are at a stage where circumstances require a closer relationship among our systems.”

— **Chief Justice William H. Rehnquist**, in his welcoming remarks, National Conference on Federal-State Judicial Relationships, 1992.

ALTERNATIVE DISPUTE RESOLUTION

During SJI's first decade, grant funding was provided to help courts examine the effectiveness of a variety of non-traditional approaches to resolving conflicts. In 1988, SJI co-sponsored the **National Conference on Dispute Resolution and the Courts** in order to discuss, on a national level, whether ADR approaches could in fact improve the justice system by accelerating the legal process, reducing costs to the parties and the courts, and increasing public satisfaction with the justice system.

Building on the conference, SJI subsequently funded 32 separate ADR projects across the United States. These projects examined a variety of approaches including mediation, arbitration, early neutral evaluation, and other forms of dispute resolution, seeking to determine whether these methods provided litigants with faster, better, and cheaper means to settle their legal differences.

In 1994, SJI sponsored a second ADR conference, the **National Symposium on Court-Connected Dispute Resolution Research**. The purpose of this Symposium was to compile the results of the previous projects and also identify the highest priority issues needing further exploration. Following the conference, SJI grants were awarded to help courts respond to the issues identified.

FUTURE OF THE STATE COURTS

In 1990, SJI supported the **National Conference on the Future of the Courts** in collaboration with the American Judicature Society (AJS). The goal of the conference was to assist state courts to better provide effective, fair, and responsive justice to all Americans in a future filled with expected, but undefinable change.

The 300 participants, including judges, lawyers, court administrators, legal scholars, social scientists, doctors, technologists, ethicists, and futurists, met for four days to formulate their visions of the American judicial system for 30 years into the future. Attendees developed strategies that focused on the steps they had to begin taking in 1990 to bring their vision of the courts to fruition in 2020. Most participants articulated a future characterized by service-oriented courts that offer a range of conflict resolution alternatives, make imaginative use of technology, and seek to achieve humane, “win-win” outcomes.

SJI has supported a range of “futures” planning efforts. In particular, grants have helped to convene futures commissions, educational programs on the future and the courts, and other state-based futures activities.

“All of us who are involved with the state courts of this nation need to be more active and purposeful in shaping their future. We are the ones who best understand the problems of our justice system; we have given the most thought to solving them; and we are the best equipped, by our experience, our insights, and our positions of leadership, to make lasting improvements to the system.”

— Chief Justice C.C. Torbert, Jr.,
Supreme Court of Alabama, in his
opening remarks at the 1990 National
Conference on the Future of the Courts.



1994-2004

SENTENCING

In the 1990s, there was a wave of sentencing reforms focused on the imposition of harsher legislation, such as sentencing guidelines, mandatory minimum sentences, and “three strikes, you’re out” statutes. After these reforms had been in place for a period of time, there was a need to examine the effectiveness of the heightened punishments and their impact on both the justice system and the public.

Recognizing this need, SJI solicited proposals for a **National Sentencing Symposium** in order to provide a forum to address these issues and convene a dialogue on a national level. In 1997, SJI awarded a grant to the American Judicature Society, who collaborated with NIJ and BJA to host the Symposium. The event brought together approximately 300 participants representing all facets of the criminal justice system, including state and federal judges, members of sentencing commissions, prosecutors, defense attorneys, corrections and law enforcement officials, media representatives, state legislators, members of Congress, and public representatives.

Since 1997, sentencing reform has continued to be a crucial area of court reform. Because of this need, SJI has maintained its support in advancing research and projects to promote effective sentencing policies and practices. In 2007, SJI partnered with the Pew Public Safety Performance Project on a multi-phased Partner Grant to provide funding for research, training, and technical assistance on evidence-based sentencing and corrections practices. SJI’s funding for this project, which was known as the Public Safety Performance Project, enabled the state courts to be a part of this nationwide program. This effort was initiated in support of a CCJ/COSCA resolution passed that year, which called for: (a) adopting sentencing and corrections policies and practices that are effective, as determined through research and evaluation, in reducing recidivism; (b) working with the executive and legislative branches to promote such policies and practices; and (c) urging members of the judiciary to educate themselves about evidence-based programs that work.

The initial effort resulted in the **Center for Sentencing Initiatives**, a dedicated website for information, education, and assistance related to evidence-based sentencing policies and practices for the court community (www.ncsc.org/csi); a ground-breaking model curriculum on evidence-based sentencing for judges; two research briefs on sentencing commissions; and several national and state-level presentations. Subsequent partnership work involved convening interbranch meetings to discuss sentencing and corrections policies; creating an online version of the model curriculum for judges; establishing a National Working Group and developing a set of guiding principles for using offender risk and needs assessment information at sentencing (subsequently endorsed by CCJ and COSCA); and providing training and technical assistance to numerous states.

“These seminal efforts laid the groundwork and provide the ongoing infrastructure for court efforts to implement evidence-based sentencing reforms. This robust area of court reform has benefitted greatly from the contributions of the work supported by SJI.”

— Pam Casey, NCSC Principal Court Researcher.

Since passage of the 2007 resolution, numerous states and local jurisdictions have adopted policies and practices that focus on recidivism reduction strategies, such as using risk and needs assessment information to inform sentencing decisions, targeting conditions of probation at relevant offender characteristics to achieve effective sentencing outcomes, and basing responses to violations of probation on research-based practices.

In addition, SJI has funded separate projects addressing evidence-based sentencing and corrections practices in California and Wisconsin. The California Risk Assessment Pilot Project (CalRAPP), which is jointly funded by SJI and DOJ/National Institute of Corrections (NIC), began in 2009 as a joint project of the California Administrative Office of the Courts and the Chief Probation Officers of California. The project explores ways in which evidence-based practices and offender risk/needs assessment information could successfully be used in adult felony sentencing and violation of probation proceedings to reduce offender recidivism and improve offender accountability. Four California counties are participating in the pilot project. Since the start of the project, California has enacted two laws that significantly changed the state's criminal justice landscape generally, and CalRAPP specifically. Probation chiefs in all four CalRAPP counties, together with their justice system partners, reported that participation in this pilot project made them better prepared for the dramatic changes initiated by realignment.

In Wisconsin, SJI funded the States' Director of State Courts Office to conduct the **Enhancing Public Safety: Effective Justice Strategies** project, which was completed in 2012. One of the goals of the project was to conduct a comprehensive survey of all counties in the state to update an inventory on "alternative" practices and programming that address addiction, public safety, criminal behaviors, and recidivism throughout the courts in the state. Another aspect of the project was to research and develop recommendations related to the future of the **Assess, Inform, and Measure (AIM)** pilot project. The success of this effort was evident even during the project. For example, one of the primary recommendations, the formation of a state-wide Criminal Justice Coordinating Council, had already occurred prior to the end of the project.

PUBLIC TRUST AND CONFIDENCE IN THE STATE COURTS

Throughout its existence, SJI has furthered the promotion of improving the public's trust and confidence in the state courts. It has supported a wide range of projects both to improve the public's understanding of the courts, and the courts' responsiveness to the citizens who come to them for justice.

One of the seminal events that SJI supported was a national satellite "town hall" teleconference that brought together over 1,000 participants from across the country. **The National Town Hall Meeting on Improving Public Confidence in the Courts** was held in 1995 and cosponsored by the AJS and the NCSC. The Town Hall meeting successfully explored ways that courts and the communities they serve could collaborate to improve public trust and confidence. Following the event, the co-sponsors continued promoting the goals of the meeting by making available a 30-minute video summary of the conference and a technical assistance manual for jurisdictions interested in convening their own court-community conferences.

As part of its efforts to improve the public's trust and confidence in the courts, SJI has supported projects focusing on racial and ethnic bias in the courts. In 1994, it funded the **First National Conference on Eliminating Racial and Ethnic Bias in the Courts**. Over 400 participants representing courts from all 50 states and the U.S. territories gathered to develop and further their action plans to eliminate bias in their courts. Subsequently, SJI awarded follow-up grants to a number of states to assist with the implementation of their action plans.

JURY SYSTEMS STANDARDS AND IMPROVEMENT

Beginning in the early 1990s, state courts across the country implemented sweeping changes to their jury systems. The development of the ABA Standards for Juror Use and Management (2d. 1993) provided clear guidelines for summoning and qualifying prospective jurors and treating their time and expertise as a valuable court resource. New York was a leader in this movement, adopting one day/one trial terms of service and eliminating all occupational exemptions for jury service in 1994. Other states followed in quick succession including Arizona (1995), California (1996), Colorado (1997), the District of Columbia (1998), Virginia (1999), and Indiana (2001).

At the same time, judges and lawyers were introduced to a growing body of scholarly literature about juror comprehension and performance, which challenged traditional notions of how jurors make decisions and the factors that aid or undermine effective decision-making. This new understanding led to in-court reforms – such as permitting jurors to take notes and submit written questions to witnesses, providing jurors with written copies of jury instructions, and permitting jurors to discuss the case with one another before final deliberations – designed to improve juror comprehension, performance, and satisfaction.

In describing SJI's work in jury system improvement, Paula Hannaford-Agor, the Director of the NCSC Center for Jury System Improvement, commented that, "SJI was an essential participant in this process of jury system improvement, providing necessary funding both to the NCSC and

“As a result of SJI’s support of jury system improvement, state court jury systems across the country are stronger, more vibrant, and better able to meet the challenges of the 21st century.”

— Paula Hannaford-Agor,
Director, NCSC Center for Jury Studies.



to state and local courts to support judicial and court staff education, technical assistance for demonstration programs, and support for state jury task forces to review and recommend reforms to their own systems, and to develop essential resources.” Examples of these resources include **Jury System Management** (NCSC 1996), **Jury Trial Innovations** (NCSC 1998), **Managing Notorious Trials** (NCSC 2nd ed. 1998), and **The Promise and Challenges of Jury System Technology** (NCSC 2003).

SEXUAL ASSAULT CASES

Since 2004, SJI has funded projects focusing on sexual assault cases under Legal Momentum’s National Judicial Education Program (NJEP). In 2004, SJI’s initial funding supported the development of a curriculum and web-based course aimed at improving state courts’ response to victims of sexual abuse in the domestic violence context. The web course consists of 13 modules and 8 case studies, with highly interactive features.

The course was geared toward training a wide variety of justice-system professionals, including judges, prosecutors and other attorneys, court staff, victim advocates, probation department professionals, batterer intervention professionals, and others. The course provides an understanding of the many aspects of intimate partner sexual abuse cases including the unique impact, both psychological and physical, of intimate partner sexual abuse; the red flags indicating there may be sexual abuse in a domestic violence case; the reasons these victims are uniquely reluctant to disclose; and the importance of creating a courtroom in which victims and their advisors perceive that victims can disclose with safety and respect. This has been a highly successful program with a broad reach. Over 13,000 learners have taken the web course and approximately 70 percent of those individuals have returned to the website for additional information.

SJI has continued to fund the NJEP project, which has enabled Legal Momentum to maintain the online course. Most recently in 2013, SJI provided additional funding to update the curriculum. Each curriculum includes a model PowerPoint presentation with suggested commentary, a Faculty Manual, and Participant Exercises. NJEP’s curricula feature a range of topics, which include:

- Medical Forensic Sexual Examinations: What Are They and What Can They Tell the Courts?
- Elder Victims of Sexual Abuse
- The Challenges of Adult Victim Sexual Assault Cases: Materials for New Judges
- Jury Selection and Decision Making in Adult Victim Sexual Assault Cases
- Women in Drug Treatment Courts: Sexual Assault as the Underlying Trauma

The new curriculum also includes materials on the strong connection between human trafficking and intimate partner abuse. This project supports SJI’s efforts in assisting the state courts with human trafficking issues, which are detailed later in this report.



DOMESTIC VIOLENCE

In its second decade of existence, SJI continued its work in the area of family violence, focusing specifically on domestic violence. In 1997, SJI partnered with DOJ/Office of Violence against Women (OVW) to support a national video-teleconference on domestic violence issues in the criminal courts.

Also in 1997, SJI worked with NIJ and the U.S. Department of Health and Human Services (HHS) to sponsor a project enabling the National Association of Women Judges (NAWJ) to produce a congressionally-mandated Report to Congress on the use of expert testimony in criminal cases involving battered women.

Following these grant projects, SJI continued to support projects to improve the state courts' response to domestic violence, including projects on effective sentencing approaches for domestic violence offenders; the implications for the court of the full faith and credit provisions of the Violence Against Women Act; and the effective use of electronic databases of protection orders in combating the domestic violence problem.

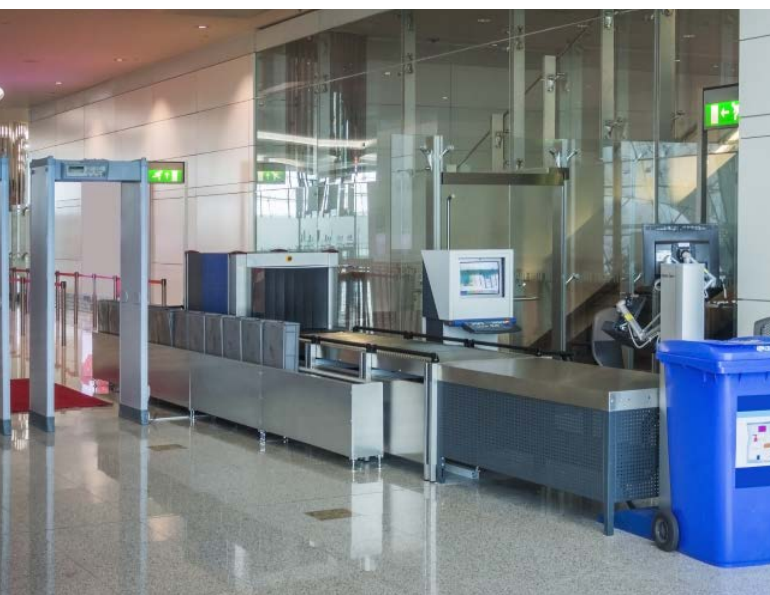
COURTHOUSE SECURITY AND DISASTER PREPAREDNESS

While courthouse security and disaster preparedness have always been issues that judges and court administrators have had to address, after the terrorist attacks of September 11, 2001, threats against public spaces, in particular courthouses, became a court priority. In addition, the 2005 Fulton County, Georgia courthouse murders of a judge, court reporter, court security officer, and later a federal agent by a man who was awaiting trial and committed the murders during his escape from the courthouse jail increased awareness of this critical issue. In the aftermath of Hurricane Katrina, state courts faced a new set of challenges, including planning for, and addressing the impact of, natural disasters to court files, evidence storage, computer systems, and human lives. These high profile incidents marked a new era for how state courts address courthouse security and disaster preparedness.

As a national impact issue, SJI is committed to improving state court security and disaster preparedness. Since 2001, SJI has assisted numerous states with their ongoing efforts in this area. Also, it has funded Partner Grants with DOJ/U.S. Marshals Service that have focused on court security training. SJI has supported projects that include assessments of courthouses and security protocols, and development of standards and best practices.

Listed below are some examples of courthouse security and emergency response projects SJI has supported across the United States:

- Court Security and Disaster Recovery Standards Development Project for the Kansas Judicial Branch.
- Dual State Coordinated Court Security Training for Judges, Court Staff and the Court Security Officers in the Indiana and Maryland Court Systems.
- Security Improvement and Courthouse Assessment for the Alaska Court System.
- Courthouse Building Security Assessment for the Fourth Judicial District, Omaha, Nebraska.
- Emergency Response and Continuity of Operations Plan for the Vermont Supreme Court.
- Assistance in Planning and Conducting Three Emergency Management and Continuity of Operations Planning Training Summits for the Georgia AOC.



In 2009, SJI awarded a Strategic Initiatives Grant (SIG) to the NCSC for a court security and continuity of operations planning project. This project built off of NCSC's work in identifying the best practices, and steps to achieving those best practices, for court security. Specifically, the project developed a companion piece on funding strategies for state courts to enable them to increase court security resources using sound performance data. NCSC also developed an instructional DVD video for state courts so that they can better understand the threat level and ramifications of the H1N1 flu virus.



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The Third Decade | **A DECADE OF INNOVATION**



2004-2014

REENGINEERING

Over the past decade, state courts have faced severe budget reductions as a direct result of the current economic situation in the United States. In 2010, almost every state was facing budget shortfalls, some up to 16 percent, which has had a direct and lasting impact on state court budgets and has threatened the administration of justice. In response to these budget reductions, SJI has supported state court reengineering initiatives through its Strategic Initiative Grants (SIG) program, and Technical Assistance (TA) grants to state and local courts. The SIG program provides SJI the flexibility to address national court issues as they occur and also to develop solutions to those problems. SJI uses its own expertise and the expertise and knowledge of its grantees to address key issues facing courts across the United States. Individual TA Grants have enabled state and local courts to conduct projects specific to identified needs, including court reorganization planning and workload assessments.

In 2009, SJI awarded a SIG to the NCSC to focus on reengineering in the state courts in response to severe budget cutbacks. In addition to support provided by the SIG program, SJI has also funded individual grants to state and local courts for reengineering. The NCSC SIG project began Phase I of these efforts by establishing the **Budget Resource Center (BRC)**, a website to track the latest budget issues and cost saving measures in the state courts, listed by state. NCSC also provided direct technical assistance to numerous state and local courts.

In the Vermont Judiciary, NCSC completed a workload assessment for judges and court staff, which resulted in various recommendations for potential savings and a final report. Subsequently, major legislation was passed unifying the courts in Vermont, which was a direct result of the final report's recommendations. State Court Administrator Patricia Gabel stated that, "With support from SJI and the National Center for State Courts, we were able to conduct a ground-breaking outreach effort by which the Vermont Commission on Judicial Operation solicited suggestions and comments via surveys of court users and justice partners, followed up by roundtable discussions in 44 focus groups throughout the state. Over 800 individuals responded to the survey and/or participated in a focus group and over 360 different ideas, suggestions and proposals were made to the Commission. This extensive statewide outreach that helped form Commission proposals was consistently cited by legislators as among the key reasons why they voted for the legislation enacting Commission proposals."

Additional phases of the reengineering program included technical assistance sites in Alabama, Arkansas, New Hampshire, Nebraska, and other states that will be identified as the project continues. In addition, it includes the continuation of the BRC and budget monitoring nationwide, and the development of a Toolkit for reengineering that will provide guidance in making policy decisions and implementing changes in areas such as centralized traffic tickets and payables; centralized jury operations; video conferencing; and utilizing technology.

"The grant we received from the State Justice Institute to support the work of the Vermont Commission on Judicial Operation was key to the Commission's ability to conduct an in-depth analysis of the structure of the Vermont Judicial Branch. The Commission's report was the first step in the passage of historic legislation that restructured the Vermont Judicial Branch. This legislation brought the court structure within Vermont's constitutional requirement for a unified judicial system, reduced the public tax burden by reducing the appropriation to the court system, and enabled the achievement of efficiencies, while increasing access to justice for all Vermonters."

— Chief Justice Paul Reiber,
Vermont Supreme Court

SELF-REPRESENTED LITIGATION

With the number of self-represented litigants increasing, in particular within domestic relations cases, the state courts are seeking to respond by improving access to justice and making courts more user-friendly. State courts are taking a variety of approaches, including simplifying court forms, providing one-on-one assistance, developing guides, handbooks, and instructions on how to proceed pro se, offering court-sponsored legal advice, developing court-based self-help centers, and using internet technologies. Courts have found that these efforts have not only empowered people to solve their own problems and improved the public's trust and confidence in the courts, but also have benefited the courts through more efficient caseload and increased quality of information presented to judges.

To address this trend, in 2012, SJI released a special SIG program solicitation on self-represented litigation and the state courts. Demonstrating the overwhelming interest in, and need to, support self-represented litigants, courts and court support organizations submitted 47 concept papers. While SJI was able to award multiple SIG grants, only a small number of the submitted projects could be supported due to funding limitations.

These grants will accomplish a number of goals, both on a state and national level. On a state level, the program enabled the California, Indiana, and South Carolina courts to maximize the use of college and law student volunteers to provide self-help services to self-represented litigants in urban and rural locations. At a national level, the program developed standardized definitions and counting rules for these cases, established case triaging techniques, and promoted additional funding sources for providing services. Specifically, the NCSC has developed a standard set of definitions and counting rules for cases involving one or more self-represented litigants. Also, the Self-Represented Litigation Network (SRLN) and the NCSC developed formal case triage protocols for assistance to self-represented litigants. Additionally, the SRLN facilitated state court reimbursement under Title IV-D and promoted awareness of this resource.

LANGUAGE ACCESS AND THE STATE COURTS

The need for language interpretation services in our state courts is staggering. Between 1990 and 2010, the number of limited English Proficient (LEP) individuals in the United States grew by 80 percent, representing 25.2 million of the U.S. population.¹ It is expected that the number of LEP individuals in the U.S. will continue to increase. In order to achieve equal access to justice for all, every litigant, victim, and witness must have a complete understanding of what is occurring in the courtroom. However, if language barriers intrude into the process of justice and prevent essential communication and understanding, some of the basic strengths and values of our justice system are negated.

In 2013, SJI awarded a Strategic Initiative Grant to the NCSC to address limited English proficiency (LEP) issues. The NCSC's newly established Language Access Services Section is uniquely positioned to provide direct technical assistance to state courts on this critical issue. Additionally, the NCSC has worked with courts across New England, assessing their language access services and helping them find ways to share interpreters on a regional level. The NCSC also assisted the Tennessee Judiciary in conducting a summit of stakeholders to plan for providing language access services at no cost in civil cases throughout the state.

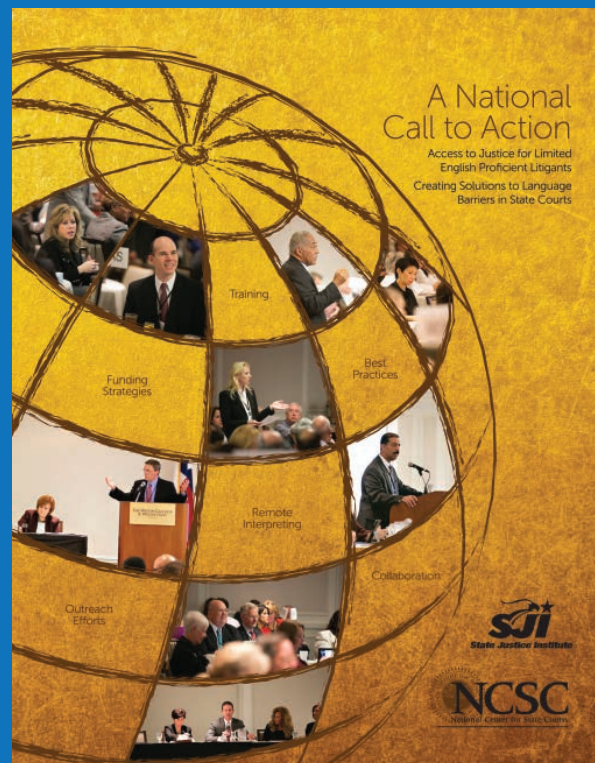
As part of these efforts, the Conference of Chief Justices (CCJ) and the Conference of State Court Administrators (COSCA) created the Language Access Advisory Committee (LAAC) to increase the visibility of this work, and provide more effective means of

¹ *LEP Data Brief: Limited English Proficiency Individuals in the United States: Number, Share, Growth, and Linguistic Diversity*, Migration Policy Institute, p.3 (December 2011).

addressing policy issues impacting each state. LAAC is composed of COSCA members, with several state level language access coordinators as liaisons. LAAC provides direction to the work of the NCSC Language Access Services Section that will coordinate all language access work and policy.

SJI support enabled the **National Summit on Language Access and the State Courts** in 2012. Nearly 300 judicial leaders from 49 states, 3 territories and the District of Columbia gathered to identify the challenges faced in providing quality language access services and to determine the best ways of creating solutions. The Summit was designed not only to educate and provide vital information to the participants, but also encourage full active participation of each attendee in problem solving and creating action plans.

In 2013, with SJI support, the NCSC released *A National Call to Action, Access to Justice for Limited English Proficient Litigants: Creating Solutions to Language Barriers in State Courts*. The *Call to Action* presents an overview of important data NCSC collected during the assessment of the courts, which was conducted prior to the convening of the Summit. The report also provides a summary of the Summit and highlights of the state action plans and activities. Furthermore, the *Call to Action* presents a series of action steps that state courts can use to implement or improve language access programs.



“Historically, since its inception 30 years ago, SJI’s work has significantly broadened and enhanced the landscape of access to justice.

Most recently, SJI’s commitment to language access, as evidenced by its funding and support for a National Symposium on Language Access in the Courts and the related National Call to Action, has helped to put this critical area of access on the national map.

Through these initiatives, not only is SJI helping to ensure that language access is recognized as a core function of the courts, but it is also helping to provide cutting edge technology, such as virtual remote interpreting, to enhance the provision of these services to those who need them.”

— **Hon. Eric T. Washington**, Chief Judge, District of Columbia Court of Appeals;
Co-Chair CCJ/COSCA Fairness and Public Trust Committee.

IMMIGRATION ISSUES AND THE STATE COURTS

Since 2008, SJI has been addressing immigration issues in the state courts at a national impact level under its SIG program. As an initial step, SJI engaged in a dialogue with the state courts to determine how immigration issues were impacting them. Two overarching themes emerged from this outreach effort. First, the magnitude and intensity of the current and anticipated immigration is a challenge to the capacity of state courts in providing effective service, which threatens equal access to justice. Second, the intersection of federal immigration law and practice, and state law, can result in unintended consequences for litigants and state court systems, which impairs equal justice for all.

The Center for Public Policy Studies (CPPS) is SJI's technical assistance provider for the SIG program on immigration issues. CPPS has conducted substantial work in numerous pilot learning sites, to learn what challenges they face in meeting the needs of immigrant populations that use the courts; and how best to address those challenges. In addition, CPPS has prepared a bench guide and bench cards for assisting judges across the United States in addressing the practical implications of immigration in the state courts for a variety of topics, including pretrial release decisions, eligibility for and conditions of probation, the effects of guilty pleas on immigration status, and the intersection of federal and state laws.

For SJI's most recent funding in 2013, CPPS set the following four strategic priorities:

1. Enhance state court capacity to efficiently, securely, and effectively exchange records with the U.S. Department of Homeland Security/U.S. Citizenship and Immigration Services (USCIS);
2. Increase the ease of access to state court records by self-represented immigrant court users;
3. Build effective partnerships between the state courts and USCIS in two pilot states (Georgia and Iowa); and
4. Create a model approach and tools for effective state court/USCIS records exchange that can be used across the United States.

In particular, under the third priority, the Georgia and Iowa court project resulted in a model state court/USCIS records exchange planning and technical assistance approach that can be used across the United States; best practices for records exchange and serving immigrants; and records exchange training curricula that has been tested in two states and will be adaptable.

The rights of a non-citizen under federal immigration law can be impacted by their involvement in a state court criminal, family, juvenile, or civil case. Therefore, over the years, SJI and CPPS have developed working relationships with key federal agencies, including USCIS, DHS/Immigration and Customs Enforcement (ICE), and DOJ/Executive Office of Immigration Review (EOIR). These relationships have led to an increased awareness of the critical state court role in federal and state immigration law and policy, including a focus on human trafficking and the importance of state court records in immigration proceedings.



HUMAN TRAFFICKING AND THE STATE COURTS

Since 1994, Congress has enacted a series of laws, most notably the Violence Against Women Act (VAWA) and the Trafficking Victims Protection Act (TVPA). Additionally, 47 states have passed criminalization statutes for human trafficking. As a result of this increase in state legislation, state courts are beginning to see human trafficking cases under state laws. State court judges are discovering that human trafficking can manifest itself in a variety of court settings, including prostitution and drug cases where the individual may be a trafficking victim, child thieves who are part of trafficker-controlled organizations, and abused and neglected children in a variety of settings. A common misperception is that human trafficking only involves immigrants who are in the United States legally or illegally. One goal of this project is to raise awareness that human trafficking impacts our nation's communities, and involves U.S. citizens who are victims. However, the state courts are finding themselves without the knowledge, expertise, processes, and basic infrastructure needed to address the many facets of the human trafficking problem.

Beginning in 2013, SJI supported a SIG to the Center for Public Policy Studies/The National Judicial College/Center for Court Innovation/National Association of Women Judges/Legal Momentum (CPPS/NJC/CCI/NAWJ/Legal Momentum) to form a **Human Trafficking and the State Courts Collaborative**. The Collaborative focuses on 4 strategic priorities: 1) increasing understanding and awareness of the challenges faced by state courts in dealing with cases involving trafficking victims and their families, and traffickers; 2) developing and testing state and local approaches for assessing and addressing the impact of human trafficking victims and defendants in the state courts; 3) enhancing state and local court capacity to improve court services affected by human trafficking-related case processing demands; and 4) building effective national, state, and local partnerships for addressing the impacts of human trafficking case processing in the state courts.

The Collaborative will result in a variety of products for the state courts, including:

- A comprehensive resource inventory of background information about the demographics, scope, dynamics, and implications for the courts and justice system of various forms of human trafficking;
- Measurement framework that includes measures and tools for monitoring the impacts of human trafficking case processing in the state courts;
- Summary of changes in federal and state trafficking law, policy, and practice that might better serve the interests of the state courts;
- A human trafficking and the state courts web-based resource network and clearinghouse for judges and court personnel;
- A best practices toolkit for jurisdictions interested in establishing a specialized prostitution/trafficking court;
- A series of bench cards targeting human trafficking-related issues;
- Best practice guidelines;
- Model planning and technical assistance process and supporting materials;
- Human trafficking courses for judges and court managers;
- Intensive technical assistance in six jurisdictions, and proven nationally applicable technical assistance approaches; and
- Published articles in various court periodicals about the project and the issue in general.

The members of the Collaborative each bring specific expertise to these efforts, and are working together to accomplish these goals. For example, CPPS has already developed expertise in delivering statewide technical assistance through its work on the SJI-funded **Immigration and the State Courts Initiative**. NJC has previously developed training for judges on human trafficking. CCI has experience helping jurisdictions set up specialized prostitution/trafficking dockets. In addition to eliminating the “stove-pipe” effect of separate organizations conducting projects with little to no coordination, the Collaborative is working to establish what may become a permanent network of courts and court associations and organizations committed to this issue.

The Collaborative has a website (www.htcourts.org) that will serve as a portal for all the technical assistance work, education/training, and resources associated with this project. Each member of the Collaborative will provide updates on their activities using the website, providing a centralized location for all the information available on this critical issue.

Most recently, at the start of 2014, the Collaborative was included in the **Federal Strategic Action Plan on Services for Victims of Human Trafficking in the United States**. This was the result of several months of coordination between SJI and the White House, Executive Branch agencies, and other agencies. SJI's contribution represents the only component of the plan that includes the state courts as a stakeholder in addressing human trafficking. The Plan lays out a five-year path for increased coordination, collaboration, and capacity across the federal government and in partnership with other entities at all levels. The Plan presents steps that federal agencies will take to ensure that all victims of human trafficking in the United States are identified and have access to services.

ELDER ISSUES

The growth in the number and proportion of older adults is unprecedented in the history of the United States. Two factors, including longer life spans and aging baby boomers, are expected to double the population of Americans aged 65 and older by 2030. It is anticipated that in 2030, persons aged 65 and older will comprise 20 percent of the U.S. population. Issues involving the elder population, such as elder abuse, which involves neglect and financial exploitation, are a growing problem that has significant implications for state courts.

In order to help address these issues and assist with the burden on state courts, SJI, along with the Retirement Research Foundation, began a multi-year grant initiative in 2011 to help the NCSC provide greater resources, training, and services. Specifically, SJI's funding will assist the NCSC with much needed upgrades to their Center for Elders and the Courts (CEC) website to enable them to expand their online resources. The funding has made it possible for CEC to host complex integrated materials and deploy web-based training.

With SJI support, the CEC, in partnership with the University of California at Irvine School of Medicine's Center of Excellence on Elder Abuse and Neglect, has developed two training resources for judges and court personnel. The first web-based training resource is *The Elder Abuse Curriculum for Judicial Officers*, which is comprised of three modules that provide an overview on the physiology of aging, identifying elder abuse and neglect, and crafting more effective court responses. The curriculum includes all course materials, an instruction manual, and supplemental videos. The curriculum also is adaptable for in-person educational sessions of varying length.

In addition, the partners are launching an online course, *Justice Responses to Elder Abuse*. This comprehensive course provides the latest research on aging issues, including physical, cognitive and emotional changes that can increase an older person's vulnerability to abuse. Medical, prosecution, and judicial experts discuss the dynamics of elder abuse that often create barriers for victims and challenges for the justice system and offer specific tools aimed at improving access to justice and enhancing outcomes for older victims of abuse.

SJI provided funding to convene the **Third National Guardianship Summit** in October 2011. In addition to SJI, other sponsors included, the Borchard Foundation Center on Law and Aging, and contributions from the National Guardianship Network (NGN) sponsoring organizations. The Summit was a consensus conference on post-appointment guardian performance and decision-making for adults. The 92 delegates in attendance adopted a far-reaching set of recommendations for guardian standards, as well as additional recommendations for action by courts, legislatures, and other entities. These recommendations provide the groundwork for nationally recognized standards for guardians of adults.²



² *Third National Guardianship Summit Standards and Recommendations*, <http://epubs.utah.edu/index.php/ulr/article/view/833/642>

EXECUTIVE SESSION FOR STATE COURT LEADERS IN THE 21ST CENTURY

The Harvard Executive Session for State Court Leaders in the 21st Century is a project that has enabled state court leaders an opportunity to discuss and develop ways to address the challenges facing our courts. SJI partnered with DOJ/BJA to fund a collaborative effort between the NCSC and Harvard Kennedy School of Government to plan and implement an executive forum of state court leaders to discuss state courts as instruments of democratic governance.

The Executive Session brought together individuals of independent standing who took joint responsibility for rethinking and state court responses to current and future challenges.

Through its six meetings over three years, the Executive Session set out to both develop and answer questions that the state courts will face in the foreseeable future, attempting to clarify what leaders of state courts can and should do to distinguish their role in our system of democratic governance.



The products of this effort are individual papers by the members of the Executive Session, which are posted on SJI's website. Members of the Executive Session explored a broad array of themes, many of which are published in a series, including:

- The identification of essential principles for effective court governance;
- The tension between problem solving and decision making;
- The challenges social media pose to court legitimacy;
- How courts defend themselves from political attack;
- The notion of chief justices as civic leaders; and
- The use of budget crisis to promote change.

COURT MANAGEMENT

In recent years, state courts have been confronted with a series of monumental challenges, including budget shortfalls, demographic changes, and advancing technology. Historically, the management and administration of state courts evolves over time as a result of such societal trends. In order to help courts more efficiently and effectively address these challenges, SJI has provided funding to the National Association for Court Management (NACM) for projects that will have far reaching impact.

Over the past several years, SJI has supported NACM in delivering educational content to court managers. In 2011, SJI awarded a partner grant, along with DOJ/BJA, to NACM for a multi-year project to review and revise its Core Competencies. The 10 Core Competencies are areas in which court administration professionals should have acceptable levels of knowledge, skills, and abilities in order to be successful leaders. This funding is assisting NACM in its long-term project to complete these important updates and make changes to support

materials and resources that are available to court managers. Under the grant, NACM has developed video content for the Core Competencies and an overview module for their website.

Current State Court Administrator of Texas and NACM President David Slayton has praised SJI for its support of court management, “The State Justice Institute has been a critical partner to NACM in accomplishing its mission to advance the effective and efficient administration of justice. For the past 20 years, SJI support has allowed NACM to produce some of the most recognized products in court administration - from the original NACM Core Competencies to curriculum development, delivery and web-based delivery at NACM’s education conferences.”



Another significant effort that enabled state courts to explore the most efficient ways to overcome challenges were the national symposia on court management. Starting in 1981, this Symposium has been held every ten years and has been an important forum for the state court community to engage in a high level dialogue on the impact of trends and solutions. In 2010, SJI and DOJ/BJA funded the **4th National Symposium on Court Management**, which was hosted by the NCSC. Over 100 court leaders and scholars from around the country participated in the Symposium.

The 2010 Symposium explored the emerging trends facing state courts, including stagnant budgets, increasingly complex cases, changing demographics, increasing number of pro se litigants, aging facilities, advancing technology, and an aging workforce. The participants broke up into 10 working groups to discuss these issues and identify solutions. As part of their discussion, the working groups analyzed the *Ten Principles of Court Governance*, which are outlined in a white paper titled, *A Case for Court Governance Principles*. They also utilized the Principles as a starting point for critiquing existing models. While many solutions were discussed, there was a strong focus on reengineering and modernizing the courts. For over 30 years, the court management symposia series has proven to be a valuable forum for state court administrators to stay aware of trends, plan efficient management of their courts, and most importantly, effectively serve the public.

“NACM and the entire court administration profession would not be as advanced as it is today without the partnership of SJI. We look forward to continuing to work together with SJI for many years to come to continue our joint efforts to enhance the administration of justice.”

— David Slayton, State Court Administrator of Texas;
President of the National Association for Court Management (NACM).

PERFORMANCE MEASUREMENT

Recently, court managers and presiding judges have been implementing performance measurements into the daily operations of their courts. Performance measurement is vital to a court's ability to ensure it is efficient and cost effective, while at the same time providing effective services to the public.

SJI has funded several projects that have supported the development of court performance measurement tools on a national level. Also, it has provided support for educational and training programs to NACM, the Institute for Court Management, and the National Judicial College. Two significant projects include the development of a unifying framework to measure court performance and a revision of model time standards for state trial courts.



In 2008, with SJI funding, the NCSC developed a unifying framework that provides measures and standards for state courts to conduct self assessments for the purposes of internal evaluation and self-improvement. The resulting report, *A Unifying Framework for Court Performance Measurement*, synthesizes leading performance measurement initiatives into a unifying conceptual framework, which provides courts with guidance on the selection of a clear and concise set of performance indicators. The unifying framework helps courts develop performance measures that monitor both process and results. Specifically, it helps courts manage judge and staff resources, achieve timely case-processing, and meet the public's needs.

Another seminal project in the area of court performance measurement is the update of the **Model Time Standards for Trial Courts**. With SJI support, CCJ, COSCA, and the NCSC completed a two-year evaluation and revision of model time standards for trial courts. This initiative sets forth time to disposition standards that establish a reasonable set of expectations for the courts, attorneys, and the public.

Because an objective and thorough review of existing time standards had not been performed for nearly two decades, the update of the time standards was considered critical by the partners involved in the project. Over the past 20 years, technology and the internet have dramatically changed the way business is conducted; however, the case disposition process within the court system has remained unchanged since the introduction of the Federal Rules of Civil Procedure in 1938. Public opinion surveys regarding the courts consistently find that the overriding complaint is the slowness of case resolution.

The NCSC worked with other stakeholders to provide an overall objective and qualitative analysis of current standards, and revise the COSCA Delay Reduction Time Standards. Also, a steering committee provided project oversight and was responsible for reviewing data on current standards. The committee, based on their wealth of experience with state courts across the nation, established a reasonable set of expectations that would benefit the courts, attorneys, and the public.

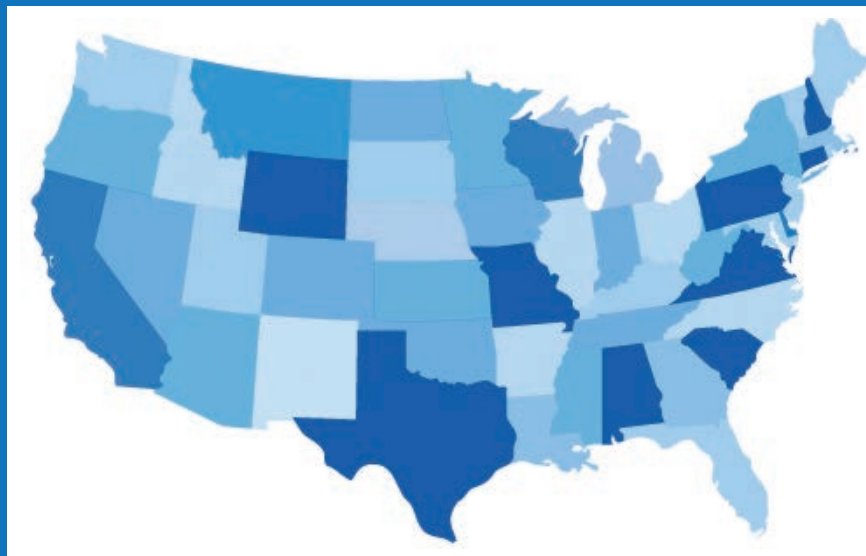
general and limited jurisdiction courts. Currently, two-thirds of state courts follow time standards. The model time standards were approved by CCJ, COSCA, ABA's House of Delegates, and the National Association for Court Management (NACM).

TECHNICAL ASSISTANCE PROJECTS TO STATE AND LOCAL COURTS

Technical Assistance (TA) Grants provide state and local courts with funding to obtain expert assistance to diagnose a problem, develop a response to that problem, and initiate implementation of any needed changes. While much smaller in size, scope, and awarded amount than Project or Partner Grants, TA Grants are still valuable to state courts because they help them address significant issues such as reengineering/reorganization, strategic planning, court security, performance measurement, access to justice, and court operations.

SJI awards numerous TA Grants each year that have a positive impact on the state courts. The SJI-funded **Vermont Reengineering Court Systems** project helped the courts in that state develop strategies for reengineering business practices within serious resource limitations. This project was the catalyst for SJI's nationwide SIG program on reengineering in the state courts. In addition, SJI supported the **Action Plan for Strengthening the Court Interpreter Program**, which helped the Vermont Supreme Court develop and manage court interpreters, and assisted the state in improving access to justice for limited English proficient individuals.

SJI has awarded TA Grants to the Virginia Supreme Court for a court facilities guidelines update; the Louisiana Supreme Court for a statewide court interpreter training program; the Prince George's County, Maryland, Circuit Court for a performance evaluation of the Office of the Clerk of Court; the Colorado Judicial Department for increased use of juvenile risk assessments; the Alaska Court System for court security assessments and improvements; the Orleans Parish, Louisiana, Criminal District Court for a technical assessment in preparation for a new case management system; and the Hawaii Judiciary for a courthouse security assessment, to include the Supreme Court. In addition to supporting TA Grants in the 50 states and the District of Columbia, SJI has also supported the judiciaries in Puerto Rico, Guam, the U.S. Virgin Islands, and the Commonwealth of the Northern Mariana Islands.



THE NEXT DECADE



2014-2024

CONTINUING TO TURN CHALLENGES INTO OPPORTUNITIES

SJI remains the only source of federal or private funding dedicated exclusively to improving the quality of justice in the state courts. There is a strong national interest in continuing to support the state courts, as there is with federal funding for state and local law enforcement, corrections, prosecution, and public defense. The state courts handle over 97 percent of all the cases in the United States. This includes over 99 percent of all criminal and over 98 percent of all civil cases.³ Furthermore, the incoming caseload of the state courts increased 10 percent between 1997 and 2006, with incoming criminal cases increasing 12 percent, and incoming civil cases increasing 13 percent.⁴

Many state courts are struggling to provide efficient and effective services to the public during these difficult financial times. Since 2008, civil caseloads in the state courts have increased by approximately 7 percent annually, while resources to address these needs are diminishing.⁵ Civil actions – foreclosures, tort, contract, small claims, probate, mental health, and civil appeals cases – constitute a growing area for state courts as the population ages, discovery delays increase, appeals courts are inundated with dissatisfied litigants and substantive legal challenges, and rental markets are saturated with homeowners displaced by foreclosures. SJI has experienced an increase in grant applications seeking assistance to help the state courts become more administratively effective, so that they can address these issues. SJI support provides the state courts with significant opportunities to reorganize, innovate, and improve service delivery to the public.

In addition to a high influx of civil cases, the state courts are experiencing the impact of increased immigration in the United States. For example, U.S. immigrant demographics predict an increase in immigrants needing access to the state courts. According to the U.S. Census, between 1990 and 2010, the number of foreign-born U.S. residents doubled from 20 million to 40 million. Immigrants, together with the U.S. born children and grandchildren of immigrants constitute half of the U.S. population growth over this same period. The state courts have been among the first in the justice system to deal with this increased demand for access to justice from these new immigrant populations.

Many states are establishing human trafficking, domestic violence, and sexual assault laws for immigrant victims, modeled after federal laws and policies. These federal and state laws are focused primarily on law enforcement and prosecution, and the state courts need to be knowledgeable about the impact of these laws on immigrants and their families. For example, state court judges can play a significant role in identifying victims of human trafficking, and assist in certifying victims for federal protective visas or special immigrant relief. In addition to supporting direct technical assistance to the state courts, SJI will also continue coordinating with its federal partners to promote collaboration between the state courts and federal agencies on this critical issue.

The state courts will continue to experience significant budget cuts into the future. This will negatively impact their efforts to provide services to those most vulnerable and susceptible to denial of basic needs. Therefore, a strong SJI grant program is required to assist the state courts in better serving the public, and administering justice fairly and effectively.

SJI will continue leveraging funding whenever possible to help the state courts address the most critical issues. The effectiveness of the state courts is critical to ensuring that the public experiences the justice guaranteed by the Constitution. SJI is well positioned to aid the state courts in meeting this challenge.

³ National Center for State Courts. 2003. *Examining the Work of State Courts, 2002: A National Perspective from the Court Statistics Project*.

⁴ National Center for State Courts. 2008. *Examining the Work of State Courts, 2007: A National Perspective from the Court Statistics Project*.

⁵ National Center for State Courts. 2009. *Examining the Work of State Courts, 2008: An Analysis of 2008 State Court Caseloads*.

CURRENT MEMBERS OF THE BOARD OF DIRECTORS



Chief Justice James R. Hannah

Chief Justice Hannah is currently serving as Chief Justice of the Arkansas Supreme Court. He was first elected as an Associate Justice in 2000 and re-elected as Chief Justice in 2004 and 2008. Prior to serving on the Arkansas Supreme Court, he served as a Chancery/Probate Judge in the 17th Judicial District from 1979 to 1999. Chief Justice Hannah maintained a private law practice for ten and a half years before he was elected to the trial bench. While in private practice, he also served as the city attorney for Searcy, Arkansas, as city attorney for several communities in White County, as city judge, as deputy prosecuting attorney for Woodruff County and as the White County Juvenile Judge. Chief Justice Hannah has served on the Board of the Arkansas Judicial Council as the President. He has served as Chairman of the Arkansas Judicial Resources Assessment Committee, Legislative Committee, and Retirement Committee. Chief Justice Hannah is the 2014 – 2015 President of the Conference of Chief Justices (CCJ) and Chair of the Board of Directors of the National Center for State Courts (NCSC). He has also served on the CCJ Board, and is currently Co-Chair of the Committee of Families and Courts. In addition, he sits on the U.S. Supreme Court Judicial Conference Committee on Federal-State Jurisdiction and the Arkansas Supreme Court Committees on Technology, Child Support, and Foster Care. He was initially appointed to the SJI Board of Directors in 2010 and currently serves as Chairman. Chief Justice Hannah received a B.S.B.A. from the University of Arkansas, Fayetteville, and a J.D. from the University of Arkansas School of Law.



Chief Justice Chase T. Rogers

Chief Justice Chase Rogers has been the Chief Justice of the Connecticut Supreme Court since 2007. Prior to that, she served as a judge in the Connecticut Appellate Court from 2006 to 2007, and as a judge in the Connecticut Superior Court from 1998 to 2006. Prior to becoming a judge, she was a partner at Cummings & Lockwood in Stamford, Connecticut, where she focused on employment law and commercial litigation. She served on the Board of Directors of the Conference of Chief Justices (CCJ) from 2008 to 2011. She has been a member of the Committee on Federal-State Jurisdiction of the Judicial Conference of the United States from 2012 to 2015; member of the National Center for State Courts Expanding Court Access to Justice Project Advisory Committee from 2012 to present; member of the Conference of Chief Justices Civil Justice Initiative Committee from 2014 to present; member of the Connecticut Bar Foundation Nominating Committee from 2007 to present; Ex Officio Member, American Law Institute; and Ex Officio Director, Connecticut Bar Foundation. Chief Justice Rogers was appointed to the SJI Board of Directors in 2010. She has been an Adjunct Professor at the University of Connecticut School of Law from 2012 to present. She has received an Honorary degree from Quinnipiac University School of Law in 2010 and an Honorary degree from the University of Hartford in 2011. She received her J.D. from Boston University School of Law, and B.A. from Stanford University.



Chief Judge Jonathan Lippman

Chief Judge Lippman is currently Chief Judge of the State of New York and Chief Judge of the New York Court of Appeals, a position he has held since 2009. Chief Judge Lippman has spent his entire legal career in the New York State court system, serving for 40 years in a variety of roles. He was Presiding Justice of the Appellate Division of the New York Supreme Court, First Department from 2007 to 2009; an Associate Justice of the Appellate Term for the Ninth and Tenth Judicial Districts from 2006 to 2007; a Justice of the Supreme Court, Ninth Judicial District from 2006 to 2009; and Chief Administrative Judge of all New York State Courts from 1996 to 2007. Chief Judge Lippman is a former member of the Board of Directors of the Conference of Chief Justices, former President of the Conference of State Court Administrators, and former Vice Chair of the Board of the National Center for State Courts (NCSC). He is the recipient of numerous awards and honors, including the William H. Rehnquist Award for Judicial Excellence, which the NCSC awarded to him in 2008. He was appointed to the SJI Board of Directors in 2013. He holds a B.A. from New York University in Government and International Relations and a J.D. from the New York University School of Law.



Justice David V. Brewer

David Brewer is currently a Justice on the Oregon Supreme Court. He previously served on the Oregon Court of Appeals from 1999 to 2013, and was chief judge from 2004 to 2013. Prior to joining the Court of Appeals, he served as a state court trial judge and presided over criminal and civil matters. Previously, Justice Brewer was a Partner at the law firm Lombard, Gardner, Honsowetz & Brewer. He is a past President of the Council of Chief Judges of the State Courts of Appeals. In 2008, Justice Brewer received the National Center for State Court's Distinguished Service Award for his contributions to the development of performance measures for the nation's state appellate courts. He was appointed to the SJI Board of Directors in 2011. He holds a B.A. in economics from California State University at Sonoma and a J.D. from the University of Oregon School of Law.



Judge Gayle A. Nachtigal

Judge Nachtigal is currently a Senior Circuit Court Judge in Washington County, Oregon. She has been a judge since 1991, serving as the Presiding Judge from 1996 to 2002. She served as Lead Judge for 10 years on the Criminal Court Team. Judge Nachtigal is also involved in the American Judges Association where she served as Secretary, First and Second Vice President, and President. From 1999 to 2005, Judge Nachtigal served on the board of the National Center for State Courts, and the NCSC Court Consulting Advisory Board from 2000 to 2005. She has also previously served on the Oregon Judicial Conference Judicial Conduct Committee and the Court Technology Committee, as well as on the Oregon Uniform Trial Court Rules Committee. She was appointed to the SJI Board of Directors in 2010. She received a B.L.S. from Bowling Green State University and a J.D. from Lewis and Clark Law School.



Judge Wilfredo Martinez

Judge Wilfredo Martinez is currently a Judge in the 9th Judicial Circuit Court of Florida, Orange County. He was initially appointed to the Court in 1998. Previously, Judge Martinez was a sole practitioner in Orlando, focusing on real estate and business law. Prior to that, he was in-house counsel for a manufacturer, distributor and retailer; worked for an insurance defense firm; and served as a staff attorney at the Legal Aid Society of the Orange County Bar Association of Florida. Judge Martinez is the former president of the National Conference of Metropolitan Courts and a member of the Florida Conference of County Court Judges. He has served as a Commissioner on the East Central Florida Regional Planning Council; Commissioner on the Florida State Commission on Hispanic Affairs; Board Member of the Florida Supreme Court Alternative Dispute Resolution Committee; Vice Chairman of the Orange County Citizen Review Board; Chairman of the Orange County Children, Youth and Family Advisory Board; Founding Member of the Hispanic Bar Association of Central Florida; Board Member of the Orange County Bar Association Foundation; Founder and Director of the 9th Judicial Circuit Courthouse Law Academy; Chairman of the 9th Judicial Circuit Citizen Advisory Board; Judicial Representative of the City of Orlando Redistricting Advisory Board; and Board Member for the 9th Judicial Circuit Racial and Ethnic Bias Committee. He is a recipient of the Hispanic Chamber of Commerce of Central Florida Excellence Award, and has been recognized by CISCO and FedEx as one of the top 10,000 World Leaders and Influencers. He was appointed to the SJI Board of Directors in 2010. He received a B.A. from Yale University and J.D. from the New York University School of Law.

CURRENT MEMBERS OF THE BOARD OF DIRECTORS



Mr. Daniel J. Becker

Daniel Becker has served as State Court Administrator at the Administrative Office of the Courts for the State of Utah since 1995. In that capacity, he is responsible to the Utah Supreme Court and Utah Judicial Council for the administration of the state court system. From 1984 to 1995, Mr. Becker worked for the North Carolina Administrative Office of the Courts serving in the positions of: Deputy Director (1993-1995); Court Services Administrator (1986-1993); and Assistant to the Director (1984-1986). He also held the position of Trial Court Administrator for the Fourteenth Judicial District of North Carolina, and Assistant Director of Operations for the Georgia Administrative Office of the Courts. From 2004 to 2005, he served as President of the Conference of State Court Administrators and Vice Chair of the Board of Directors of the National Center for State Courts. Mr. Becker was the recipient of the 2006 Warren E. Burger Award for Excellence in Judicial Administration. He was initially appointed to the SJI Board of Directors in 2010 and currently serves as Vice Chairman. He holds a B.A. and M.P.A. from Florida Atlantic University, and attended the Executive Session for State Court Leaders in the 21st Century at the John F. Kennedy School of Government, Harvard University.



Mr. John B. Nalbandian

John Nalbandian is a partner in the Litigation Department of Taft Stettinius & Hollister LLP. He concentrates on appellate and complex litigation in state and federal courts and is a member of the firm's Appellate Practice group. Mr. Nalbandian has represented clients in a wide range of areas including antitrust, class actions, products liability, intellectual property, and white collar crime. Mr. Nalbandian is a member of the Ohio, Kentucky, Virginia, and District of Columbia Bars. He is a member of the Ohio State Bar Association and the American Bar Association. He also serves on the Ohio State Bar Association's Appellate Practice Specialty Board and is a member of the Greater Cincinnati Minority Counsel Program's Board of Directors. John is a Life Member of the Sixth Circuit Court of Appeals and serves on the Life Member Committee. He has served as a Board member of the Telecommunications Board of Northern Kentucky and the Northern Kentucky Tri-Ed Board of Directors. He has been recognized annually since 2007 by The Best Lawyers in America for his work in Appellate Law. He has served as a Special Justice on the Kentucky Supreme Court and is a frequent presenter on appellate practice. He was appointed to the SJI Board of Directors in 2010.



Mr. Hernán D. Vera

Hernán D. Vera is the President & Chief Executive Officer of Public Counsel, the nation's largest pro bono, public interest law firm. He is the first Latino leader of the 40-year-old civil rights organization, which is based in Los Angeles. Prior to joining Public Counsel in 2002, Mr. Vera was a commercial litigator with the international firm of O'Melveny & Myers LLP, where he specialized in class actions. Mr. Vera has also worked as an Education Staff Attorney for the Mexican American Legal Defense and Education Fund and clerked for the Honorable Consuelo B. Marshall, U.S. District Court Judge for the Central District of California. He makes frequent media appearances on issues relating to access to justice, civil rights, and consumer protection. He was appointed to the SJI Board of Directors in 2010. Mr. Vera received an A.B., with Distinction, from Stanford University, and his J.D. from the UCLA School of Law.



Ms. Marsha J. Rabiteau

Marsha J. Rabiteau is Executive Director of the Legal Policy Strategies Group. She has also served as Associate General Counsel for Koch Industries, Inc., as Vice President & Assistant General Counsel, Director of Civil Justice Policy for The Hartford Financial Services Group, and Litigation Counsel and Crisis Manager for The Dow Chemical Company. She has participated as the chair or co-chair of the following organizations: Civil Justice Reform Group; Product Liability Advisory Council Foundation; IADC Class Action and Aggregated Torts Committee; and Federalist Society Litigation Practice Group. She is on the National Judicial College's Advisory Council, on the George Mason University's Law and Economic Center's Advisory Board, and is a member of the Michigan and Wisconsin Bars. She was appointed to the SJI Board of Directors in 2010. She received her J.D., cum laude, from Marquette University Law School.



Ms. Isabel Frammer

Isabel Frammer is the founder and principal partner of Language Access Consultants, LLC. Since 1998, Ms. Frammer has worked as a consultant to defense attorneys, prosecutors, law enforcement, state and federal government agencies, including the U.S. Department of Justice, and advocacy firms on language access for limited English proficient communities in the court system. She is a state court-certified judiciary interpreter and has been qualified as an expert witness in court proceedings regarding language access and interpreter standards. Ms. Frammer was also a board member of the National Association of Judiciary Interpreters and Translators from 2003 to 2009, serving as chair from 2007 to 2009. She was appointed to the SJI Board of Directors in 2010.



PAST MEMBERS OF THE BOARD OF DIRECTORS

Robert A. Miller (ret.) served over 30 years as a member of the South Dakota judiciary. He took office as Chief Justice of the South Dakota Supreme Court in 1990, after serving as a justice since 1986. Chief Justice Miller was a circuit judge from 1971 to 1986, serving as presiding judge from 1976 to 1986. He is a former Board member of the Conference of Chief Justices. He was appointed to the SJI Board of Directors in 1998, which he chaired until 2010. He is a graduate of the University of South Dakota (B.S., 1961 and J.D., 1963). Following retirement he chaired the Constitutional Revision Commission, the Supreme Court's Special Committee on Judicial Campaign Intervention, and the Supreme Court's Special Committee to Study Cameras in the Trial Courts. He also served as a member of the Criminal Code Revision Commission. In addition to periodic temporary assignments on the Supreme Court and in the circuit courts, he is an ADR neutral in various forums, including as a AAA arbitrator. He is a Fellow of the W.O. Farber Center for Civic Leadership at the University of South Dakota.

Arthur A. McGiverin (ret.) served as Chief Justice of the Supreme Court of Iowa from 1987 to 2000, after serving as a Justice from 1978 to 1987. He was a district court judge from 1965 to 1978. Chief Justice McGiverin was President of the Conference of Chief Justices and Chairman of the Board of Directors of the National Center for State Courts from 1996 to 1997. He was appointed to the Board of Directors in October 1998, and served until 2010. Chief Justice McGiverin is a graduate of the University of Iowa, (B.S.C., 1951; J.D., 1956).

Sandra Ann O'Connor was the States Attorney for Baltimore County, Maryland from 1975 to 2006. She was an Assistant States Attorney in Baltimore City from 1968 to 1974. Ms. O'Connor was appointed to the Board of Directors in 1986, and served until 2010. She was President of the Maryland States Attorney Association; Vice President and member of the Board of Directors of the National District Attorneys Association; and served on the National Crime Information Center Advisory Board for 20 years. She graduated from Indiana University (B.S., 1964; J.D., 1966).

Tommy E. Jewell (ret.) was a judge on the Second Judicial District Court of New Mexico in Albuquerque from 1991 to 2005, where he served as the Presiding Children's Court Judge. He served as a Metropolitan Court Judge from 1984 to 1991, as Chief Judge, then as Presiding Civil Judge. He was appointed to the Board of Directors in 1995, and served until 2010. He is a graduate of New Mexico State University (B.A., 1976) and the University of New Mexico School of Law (J.D., 1979).

Terry Adamson is the Executive Vice-President for law, business, and government affairs at The National Geographic Society in Washington, D.C. He previously served as Special Assistant to the Attorney General of the United States (1977 to 1979) and Director of the Office of Public Affairs for the Department of Justice (1978 to 1979). He was appointed to the Board of Directors in 1990, and served until 2010. He graduated from Emory University (B.A., 1968; J.D., with distinction, 1973).

Joseph F. Baca (ret.) was a member of the New Mexico Supreme Court from 1989 until 2003, serving as Chief Justice from 1994 to 1996. He was twice named as one of the 100 most influential Hispanics in America. He was District Judge for the Second Judicial District, Albuquerque, from 1972 to 1988. He was appointed to the Board of Directors in 1994, and served until 2010. He received his undergraduate degree from the University of New Mexico (B.A. in Ed., 1960). He is also a graduate of the George Washington University Law School (J.D., 1964, LL.D., 1997) and the University of Virginia Law School (LL.M., 1992).

Sophia Hall is the Administrative Presiding Judge of the Juvenile Justice and Child Protection Department of the Cook County (Chicago), Circuit Court of Illinois. She was elected to the court in 1980, serving as Presiding Judge of the Juvenile Division from 1992 to 1995. Judge Hall is Immediate Past Chair of the Board of Trustees of the National Judicial College; Past President of the National Association of Women Judges; Past President of the Illinois Judges Association; Past Chair of the National Conference of State Trial Judges of the Judicial Division of the American Bar Association; and a former member of the Board of Directors of the National Center for State Courts. Judge Hall was appointed to the SJI Board of Directors in 1998, and served until 2010. She was an adjunct faculty member of the Loyola University of Chicago School of Law. Judge Hall received her J.D. degree from Northwestern University School of Law and a B.S. degree from the University of Wisconsin.

Robert Baldwin served as State Court Administrator for Virginia from 1976 to 2005. Prior to joining the Virginia court system he was assistant dean and assistant professor of law at the University of Richmond School of Law. He currently serves as Executive Vice President and General Counsel for the National Center for State Courts. He was appointed to the Board of Directors in 1994, and served until 2010. He is a graduate of the University of Richmond (B.A., 1967; J.D., 1970).

Carlos R. Garza (ret.), Administrative Judge, U.S. Department of Energy Board of Contract Appeals, was a member of the Board of Directors from 1992 until 2009.

Keith McNamara is a lawyer with the firm of McNamara & McNamara in Columbus, Ohio. From 1961 to 1972, he served as a member of the House of Representatives, Ohio General Assembly. He was appointed to the Board of Directors in 1990, and served until 2010. He is a graduate of Amherst College (B.A., 1950) and Ohio State University (J.D., 1953).

Carl F. Bianchi, former Administrative Director of the Courts for the State of Idaho, was a member of the Board of Directors from 1990 to 1994.

David A. Brock (ret.), Chief Justice of the New Hampshire Supreme Court, was appointed to the Board of Directors in 1992, and served until 1998. He served as Co-Chairman of the Board from 1995 to 1998.

Joseph W. Brown, an attorney with Jones, Jones, Close & Brown of Las Vegas, Nevada, was a member of the Board of Directors from 1988 to 1990.

James Duke Cameron (ret.), Chief Justice of the Arizona Supreme Court, was a member of the Board of Directors from 1986 to 1994.

Lawrence H. Cooke (ret.), Chief Judge of the New York Court of Appeals, was a member of the Board of Directors from 1986 to 1988.

John F. Daffron (ret.), a Chief Judge for the 12th Judicial Circuit, Chesterfield, Virginia, was appointed to the Board of Directors in 1986, and served until 1998. He served as Chairman of the Board in 1994, and Co-Chairman of the Board from 1995 to 1998.

PAST MEMBERS OF THE BOARD OF DIRECTORS

Vivi L. Dilweg (ret.), a Circuit Court Judge in Green Bay, Wisconsin, was appointed to the Board of Directors in 1990, and served until 1995.

Ralph J. Erickstad (ret.), Chief Justice of the Supreme Court of North Dakota, was appointed to the Board of Directors in 1987, and served until 1990.

Janice L. Gradwohl (ret.), Presiding Judge of the County Court, Third Judicial District of Nebraska, was appointed to the Board of Directors in 1986, and served until 1995.

Malcolm M. Lucas (ret.), Chief Justice of the California Supreme Court, was appointed to the Board of Directors in 1990, and served until 1994. Chief Justice Lucas served as Chairman of the Board from 1991 to 1994.

Daniel J. Meador, James Monroe Professor of Law Emeritus, University of Virginia, was appointed to the Board of Directors in 1986, and served until 1992.

Florence K. Murray, was an Associate Justice on the Rhode Island Supreme Court. She was appointed to the Board of Directors in 1994, and served until her death in 2004.

Rodney A. Peebles (ret.), Circuit Judge of the Second Judicial Circuit of South Carolina, was appointed to the Board of Directors in 1986, and served until 1990.

Larry P. Polansky, former Executive Officer of the District of Columbia Courts, was appointed to the Board of Directors in 1986, and served until 1990.

Janie L. Shores (ret.), an Associate Justice on the Alabama Supreme Court, was appointed to the Board of Directors in 1995, and served until 1998.

C. C. (Bo) Torbert, Jr. (ret.), Chief Justice of the Supreme Court of Alabama, was appointed to the Board of Directors in 1986, and served until 1992. Chief Justice Torbert served as Chairman of the Board from 1986 to 1991.





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