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New Presidents for CCJ, COSCA, and NACM

The upcoming annual meetings for the Conference of Chief Justices (CCJ), the Conference of State Court Administrators (COSCA), and the National Association for

Court Management (NACM) mark changes in leadership. At their respective meetings in July, each of these court associations will induct new leadership for the next year.



CCJ President: Robert M. Bell

Chief Judge, Maryland Court of Appeals

**Conference of Chief Justices Annual Meeting
July 30 – August 2 • Indianapolis, Indiana**

Chief Judge Bell has served on the Maryland bench for 25 years, having presided over the District Court of Maryland for Baltimore City, the Circuit Court for Baltimore City, the Court of Special Appeals of Maryland, and eventually the Court of Appeals of Maryland. In 1996 he was named Chief Judge of the Court of Appeals, making him the first African American to become the state's chief jurist. Bell is also Maryland's sole active judge to have served at least four years on each level of the state's judiciary.

In addition to his role as president of CCJ, Chief Judge Bell also becomes the chair of the National Center for State Court's

Board of Directors. Each position is a one-year term.

"I am honored to have been chosen for this leadership position at a time when we are striving to make the courts more accessible, particularly to those who are unable to afford lawyers or lengthy proceedings," Bell said. "Access to justice is imperative if we hope to inspire the public's trust and confidence. At the same time, we need to continue our efforts to educate the public and to emphasize, in meaningful terms, the concept of judicial independence and accountability."

(See *New Presidents*, page 6)

Two Upcoming NCSC Conferences Offer Court Solutions and the Latest in Court Technology

Court Solutions – Solving Court Business Problems

**September 18 – 20, 2006 • Wyndham Baltimore Inner Harbor
Baltimore, Maryland • www.courtsolutions.org**

In September, the National Center for State Courts debuts **Court Solutions – Solving Court Business Problems**, a professional development conference created to deliver solutions to challenges facing the courts.

One aspect of Court Solutions that sets it apart from other conferences is its size. Space is limited to promote and to encourage a peer-to-peer atmosphere where court professionals can meet and share informa-

tion while hearing experts discuss three of the most pressing issues in contemporary court management including:

- **Surviving Successfully:** Learning from disaster and planning for success
- **High-Performance Courts:** Integrating knowledge about workload, court culture, and performance; and

(See *New Presidents*, page 8)

Elder Abuse and the Courts Working Group Holds First National Meeting in Williamsburg

The first national meeting of the Elder Abuse and the Courts Working Group was held in April at the National Center for State Courts (NCSC) in Williamsburg, Va. The working group, created by NCSC to build court capacity and expand outreach in the area of elder abuse and neglect, includes representatives from the judiciary, criminal justice agencies, adult protective services, advocacy and legal organizations, and government officials.

With support from the Archstone Foundation, 34 members of the working group

discussed effective strategies courts can take to improve the process of identifying and responding to elder abuse and neglect. The meeting included an educational technology demonstration for judges and court managers to develop a "benchcard" and a training strategy for the courts. In the general session, participants addressed issues on judicial/court training on elder abuse; the Elder Justice Act; model courts; key components of an effective court response; strategies for creating coordinated responses; and a national action plan.

"It's a privilege to work with nationally renowned experts to help the courts craft a proactive informed response to improve the lives of older Americans," chair of the working group and NCSC researcher Brenda Uekert, said.

As a result of the meeting, participants identified specific products and strategies and a national network of professionals who can move the agenda forward. The working group also developed five recommendations for future action:

- Encourage judicial leadership
- Increase judicial and court awareness of elder abuse
- Train judges and court staff
- Improve court documentation of elder abuse
- Encourage funding agencies to provide adequate resources to enable courts to respond to elder abuse

The National Center for State Courts, working alongside the members of the Elder Abuse and the Courts Working Group, is involved in a number of follow-up activities to develop services the courts can use.

For more information on the Elder Abuse and the Courts Working Group, contact Brenda Uekert, Ph.D. (buekert@ncsc.dni.us) of NCSC's Research and Technology Division.

ICM Graduates the Class of 2006

NCSC's Institute for Court Management welcomed 17 new Fellows during graduation ceremonies of the Court Executive Development Program (CEDP), held in Washington, D.C., in May. CEDP, the flagship program of ICM and the only program of its kind in the United States, provides a rigorous, high-quality professional education to those who pursue careers in the judicial branch of government.



The class of '06 is front row (l. to r.), Susanne DiPietro (Alaska) a recipient of the Director's Award of Merit, Kenneth V. Kallman (California), Dominique Lamoureux (Canada), Linda Romero Soles (California), Anne M. Tomlinson (District of Columbia), Janet M. Borchard (South Dakota), Patricia J. Austin (Washington); second row, Karen J. Brown (Missouri), Tiffany L. Clements (Nevada), Melissa Miller-Byrnes (New Mexico), Nikki R. Schaubel (Montana), Kazimierz Lobaza (New Jersey), Jennifer Marie Marlinga (Michigan); third row, Edward Earl Wells, Jr. (Texas), Russell R. Brown III (Ohio) a recipient of the Director's Award of Merit, Robert Lalonde (Canada); Marty Sullivan (Arkansas).

Self-Help Support.org Receives Heflin Award

Self-Help Support.org, a Web site dedicated to helping courts and legal service

providers deal with increasing numbers of self-represented litigants, received the State Justice Institute's Howell Heflin Award at the Eastern Regional Conference on Access to Justice for the Self-represented in May in White Plains, New York. The Heflin Award is presented annually to an SJI-supported project that has the potential to significantly improve the administration of justice in state courts nationwide.

The National Center for State Courts established this Web site—in partnership with the American Judicature Society, Legal Services Corporation, Probono.net, and Zorza Associates—to provide an online resource for courts, attorneys, and self-help practitioners (www.selfhelpsupport.org). The site provides a network and valuable resources for nearly 1,600 practitioners.



Madelynn Herman of NCSC's Knowledge and Information Services Office accepts the Heflin Award for Self-Help Support.org from Van Debrick, chief of SJI's Finance Division (left), and Joseph F. Baca, chief justice (ret.) of New Mexico (right).

NCSC Receives Federal Contract for Court Interpreter Services

The National Center for State Courts (NCSC) recently was awarded a contract to administer certification exams to federal court interpreter applicants. The contract, awarded by the Administrative Office of the U.S. Court (AOUSC), is for a one-year period with nine one-year option periods. Under the contract, the NCSC will administer written and oral English/Spanish certification examinations, and develop new examinations and modify existing exams at the request of the AOUSC.

"We are extremely proud that the National Center for State Courts has the opportunity to continue its commitment to supporting the flagship FCICE program and to continue our efforts to develop and improve the methods and standards for court interpreter testing," said William Hewitt, NCSC principal research consultant who oversees the Consortium.

The NCSC has provided support services for the Federal Court Interpreter Certification Examination since 2000. The NCSC also administers the Consortium for State

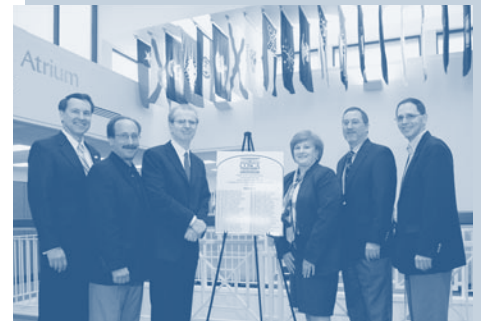
Court Interpreter Certification, which was created in 1995 to develop court interpreter proficiency tests for state courts. More than 30 states are members of the Consortium. The Consortium was established to ensure no one is denied justice, which can happen when untested and untrained interpreters construe words in the courtroom inaccurately. One way to provide equal justice is through the use of standardized tests to measure the performance of language interpreters before they work in a courtroom.

Flags of the States on Display at NCSC HQ

A special ceremony was held in April to commemorate the Conference of State Court Administrators' (COSCA) donation of the flags of all U.S. states and territories to the National Center for State Courts. This display, which will permanently hang in the Larry L. Sipes Atrium in NCSC's Williamsburg, Va., office, marks COSCA's 50th anniversary.

The flags hang in order of statehood, from Delaware to Hawaii, followed by the

flags of the territories. The display also serves as a reminder of the diversity of the states—and the diverse needs of the public served by the state courts. A plaque listing the first 50 presidents of COSCA is part of the display.



Pictured are (l. to r.) Robert Baldwin, NCSC executive vice president; Lee Suskin, Vermont state court administrator; Jonathan Lippman, New York state court administrator; Mary McQueen, NCSC president; Daniel Becker, Utah state court administrator; and J. D. Gingerich, Arkansas state court administrator.

NCSC Updates *Jury Trial Innovations*

Courts looking for the latest information on ways to improve jury service can turn to a new edition of *Jury Trial Innovations (JTI)*, the National Center for State Courts' best-selling guide to techniques used nationwide to make jury service more appealing to the public and to help jurors become more effective decision makers. This new edition was updated by G. Thomas Munsterman and Paula L. Hannaford-Agor, of NCSC's Center for Jury Studies, and G. Marc Whitehead, chair of the Jury Initiatives Task Force of the American Bar Association's Section of Litigation, who were editors of the original edition published in 1997.

This new edition looks at innovations courts have tried in the decade since the first edition was published, especially those involving the model of "the interactive juror"—that is, innovations focused on how jurors organize information, how to keep jurors actively involved in trial proceedings,

and how jurors test what they see and hear against their own beliefs and values. After exploring "How Jurors Make Decisions: The Value of Trial Innovations," *JTI* discusses innovations in six areas:

1. Jury Administration and Management
2. Voir Dire
3. Pretrial Management
4. Trial Procedures
5. Jury Instructions and Deliberations
6. Post-Verdict Considerations

Each section describes how a particular technique is used, lists the advantages and disadvantages of the technique, and

cites appropriate court rules, statutes, references, and studies.



The new edition of *Jury Trial Innovations* will be available in July 2006 and can be ordered through NCSC's online bookstore accessible through the "Communications" page on NCSC's Web site (www.ncsconline.org).

National Effort Unveiled to Improve the Nation's Foster Care System

49 States Develop Action Plans to Prevent Children from Languishing in Foster Care

The National Call to Action – a detailed report with specific recommendations to reform the foster care system – was recently released by the National Center for State Courts. The report is the result of the recent National Judicial Leadership Summit for the Protection of Children: Changing Lives by Changing Systems, and provides a compilation of 49 states, the District of Columbia, and four U.S. territories' recommendations to change court procedures in a way that will reduce the time children spend in foster care. The National Call to Action is available at www.ncsconline.org.

These recommendations outline each state's road map and needed resources to improve outcomes for the more than 500,000 children living in our nation's foster care system. As the system currently works, half of the children will spend at least two years in the system and one in five children will be in the system for five years or more. Although foster care is often an essential step in helping abused and neglected children, Summit participants concluded that preventable court delays often unnecessarily extend the time that children spend in foster care.

"Implementation of these plans will go a long way to make substantial progress toward reducing the amount of time children spend in the foster care system," said Chief Justice of Indiana Randall T. Shepard, President of the Conference of Chief Justices. "It will bring these children one step closer to the safe and permanent families they need and deserve."

Leaders of 49 state court systems (Louisiana was unable to participate due to Hurricane Katrina), the District of Columbia, and four U.S. territories participated in the Summit. As part of the Summit, each state developed an action plan to improve its child protection procedures and programs. The NCSC, which coordinated the Summit, compiled the team plans into the National Call to Action.

"When a court case sits on the docket, a child sits in foster care," said former Chief Justice of Minnesota Kathleen Blatz, who co-chaired the Summit.

"While foster care is supposed to be their lifeboat, for many children it's become the Titanic. The delay in finding a permanent caring home can have a profound affect on a child," said NCSC President Mary Campbell McQueen.

While all state action plans address specific local needs and challenges, the Call to Action shows considerable consensus across major areas needing improvement and the steps required to achieve these changes. Drawing on recommendations from the Pew Commission on Children in Foster Care, state teams identified the following strategies underpinning their action plans:

- Establish accountability for permanence, child safety, and well-being through enhanced performance measurement systems.
- Foster collaboration among courts and executive branch agencies to ensure better outcomes for children who are in the child protection network.
- Provide judicial leadership in championing the needs of children in child protection status and effecting changes to improve outcomes for children.
- Provide an effective voice in courts for children and parents through representation by trained attorneys and advocates.

"The partnership between the state supreme courts and child welfare agencies is unprecedented," added Lee Suskin, Vermont state court administrator. "Our shared commitment to reducing court delays for foster children bodes well for the success of these action plans."

Next steps

Implementation of the state action plans is currently underway in each of the participating jurisdictions. Activities include:

- Establishing commissions of state and local judicial and child services leaders to develop collaborative approaches to system improvement;
- Implementing performance standards and best practices;
- Changing rules and practices to reduce delay without compromising fairness;
- Creating management information or case tracking systems to strengthen monitoring of the process;
- Providing training to judges, attorneys, and court and agency professionals to enable them to better address the needs of abused or neglected children.

A one-year progress report will be issued in the fall of 2006 to highlight progress and encourage further reforms to improve the lives of children in foster care.

JUSTICE FOR CHILDREN

Changing Lives by Changing Systems

A National Call to Action



Summit Takes Up Problem-Solving Courts

The Court Management Committee of the Conference of Chief Justices (CCJ) and Conference of State Court Administrators (COSCA) hosted the *National Problem-Solving Courts Summit: Partnering for Continued Success* in March. Summit participants who met in Arlington, Va., identified four initiatives in the following areas: institutionalization, training and education, advocacy, and research and evaluation

Chief Justice Barbara Pariente of Florida, and Dan Becker, Utah state court administrator, co-chaired the summit. Other committee members included Pam Casey and Kay Farley, of the National Center for State Courts; Stephanie Cole, director of the Alaska courts; Dennis Jones, National Judicial College; and Judge Melanie May, 4th District Court of Appeal, Florida.

This summit brought together decision makers from organizations that develop and implement problem-solving courts to discuss how to best advance the institution-

alization of problem-solving courts. Representatives of federal agencies and not-for-profit organizations actively involved with problem-solving courts also participated.

The summit provided a forum for sharing information and experiences and for building collaboration. CCJ/COSCA Resolution 22, "In Support of Problem-Solving Court Principles and Methods," which was approved in July 2004, served as a framework for summit discussions and helped outline the four initiatives:

- **Institutionalization**—develop a system-wide concept for the future of problem-solving courts, infuse problem-solving concepts into existing case-management systems, educate judicial selection committees on the changing role of the judiciary and the need for judges to understand nonlegal issues they will confront

- **Training and Education**—develop and promote law school curricula on problem-solving principles and methods, develop and provide discipline-specific training on substance abuse, mental health, and problem-solving techniques for attorneys and trial court administrators through bar and professional associations
- **Advocacy**—clearly define "problem solving," create "talking points" to respond to critics, expand the number and diversity of advocates
- **Research and Evaluation**—establish a coordinated approach to evaluations by incorporating proper measures and desired outcomes

The CCJ/COSCA committee will review and establish priorities for these and other actions and plans to reach out to the summit participants for future collaboration and dialogue.

W&M Law School Boasts First Student TJ Society

Law students at the College of William & Mary are examining the psychological effects that their future work as lawyers can have on themselves and their clients by participating in the country's first-ever student society for therapeutic justice. The TJ Society seeks to further the goals of therapeutic jurisprudence, which looks at law as a social force that can produce therapeutic or nontherapeutic outcomes, through the promotion of academic study, research, community involvement and collaboration with other organizations, and selected projects.

The society aims to produce "counselors" at law—attorneys who keep the client's interests at the forefront of their minds throughout representation. Students have reacted positively to this approach. "When I first began the study

of law, it surprised me that the consideration of the emotional interests of the client was such a new and proactive concept," said Ben Baker, secretary and founding member of the TJ Society.

The society holds events, which are open to the public, each semester. One re-

cent panel discussion looked at juvenile and family drug courts, focusing on the work of the Richmond (Virginia) Family Drug Court. The TJ Society also hopes to launch a restorative justice program at a nearby detention center for youthful offenders.



Judge Greg Baker (ret.), the advisor of William & Mary's TJ Society (far left) and a member of NCSC's Problem-Solving Courts Community of Practice, with the society's officers (left to right): Ben Baker, Harmonie Mason, Amy Wallas, Catherine Rotolo, Ashley Reynolds, and Kyle Bahr.

UN Awards NCSC's International Division Special Consultative Status

The International Programs Division of the National Center for State Courts was recently awarded special consultative status by the United Nation's Economic and Social Council (ECOSOC). Established in 1992 and located in Arlington, Virginia, IPD helps emerging democracies address problems associated with modernizing the justice sector. The division has worked to restore

or strengthen judicial frameworks in more than 30 countries in Africa, Central Asia, Eastern Europe, the Middle East, and Latin America, including complex multiagency collaborations in El Salvador, Kosovo, Haiti, and Afghanistan.

"With special consultative status, the division will serve as a valuable resource for U.N. Economic and Social Council policy

development in the areas of judicial independence, crime prevention, anti-corruption initiatives, and other areas related to justice systems," said Dr. Heike Gramckow, deputy director of the division, which includes staff members from nine countries with experience in all phases of national and international justice system development and administration.

New Presidents

(continued from page 1)

Chief Judge Robert M. Bell was born in Rocky Mount, N. C., and raised in Baltimore. His experience with the courts began at an early age. When he was 17, Chief Judge Bell led an appeal of the verdict of a civil rights case, *Bell v. Maryland*, in which he and 11 of his peers were victims of segrega-

tion. The case was heard before the U.S. Supreme Court and subsequently ended de facto racial segregation in Maryland. Chief Judge Bell went on to receive an A.B. degree from Morgan State College and his J.D. from Harvard University Law School.

Chief Judge Bell also serves on several committees. He's the chair of the Judicial Compensation Committee, the Maryland Mediation and Conflict Resolution Office (MACRO), and a member of numerous other associations.



COSCA President: J.D. Gingerich
Arkansas Director of Administrative Office

Conference of State Court Administrators Annual Meeting July 30 – August 2 • Indianapolis, Indiana

As COSCA president, Gingerich says he plans to build on COSCA's relationship with CCJ and to focus attention on the White Paper process. "I look forward to maintaining the relationship with the CCJ ... and working with Chief Judge Bell in order to tie together committees and work on policies for the state courts." Gingerich emphasizes that one of his primary goals as COSCA president is to "pay attention to the White Paper process and focus

on major policy issues for the state courts." He said he intends to draft policy statements and focus on the educational programs through collaboration. Gingerich believes that COSCA needs "to step back and look at the previous White Papers that we have adopted, measure the impact that they have had and decide if we have adopted the things we should have."

In his role as COSCA president, Gingerich also becomes vice-chair of the

NCSC's Board of Directors, which, he said, carries a special meaning to him because he served on the COSCA Board of Directors with NCSC President Mary McQueen. J.D. Gingerich has been a member of COSCA since 1988 and is currently serving as the Director of the Administrative Office in Arkansas. He received his J.D. from the University of Arkansas and received his L.L.M. while studying abroad in England. When he returned to Arkansas, Gingerich worked at the University of Central Arkansas, where he spent eight years doing legislative work and acting as the university's legislative liaison.



NACM President: Howard "Skip" Chesshire
Court Administrator, Cobb County Superior Court

National Association for Court Management Annual Meeting July 9 – 13 • Fort Lauderdale, Florida

As NACM president, Skip Chesshire intends to "pursue education and get the Michigan State University education program into as many states as possible." The MSU program allows students to obtain a masters degree in judicial administration through the university's School of Criminal Justice. "Its focus is to significantly advance court administration," said Chesshire, court administrator for the Cobb County (Georgia) Superior Court. NACM's support

of this program was important to its development, and Chesshire underlines its significance for the promotion of court administration by making it the most important issue in his new leadership position.

In July 2005 Chesshire started a three-year term on NACM's Board of Directors. In addition, Chesshire is a member of the NCSC's Board of Directors. Throughout his career in court administration, Chesshire has demonstrated much influence in state

politics and is the recipient of numerous awards, including the Liberty Bell Award from the Cobb County Bar Association. Chesshire was also recognized as one of the top 50 public officials in the state of Georgia by *Georgia Trend Magazine*. Chesshire also is one of the founders of the Georgia Council of Court Administrators, created in 1997. Chesshire also served as president for this association.

Skip Chesshire is originally from Charleston, South Carolina, and has been working in court administration for more than 20 years.

NCSC President Testifies on SS Number Privacy

Protecting Social Security numbers (SSNs) and preventing the occurrence of identity theft was the focus of a congressional hearing in which NCSC President Mary McQueen testified.

Speaking on behalf of COSCA, McQueen shared with the House Ways and Means Social Security Subcommittee examples of how state court systems are protecting SSNs while maintaining the traditional openness of courts. "CCJ/COSCA have identified three best practices to protect SSNs: creating two sets of records—a public and a private one; making filing parties responsible for removal of SSNs; and requiring that individuals use the last four digits of an SSN when it is necessary," she said.

McQueen informed the subcommittee that these innovations have taken place via court rules by individual state court systems. The CCJ/COSCA Court Manage-

ment Committee surveyed the state court systems after their 2005 annual meeting to determine what innovative approaches were being done in this area.

House Ways and Means Social Security Subcommittee chairman Jim McCrery (R-LA) called the hearing to examine the role of SSNs in identity theft and to enhance

SSN privacy. Chairman McCrery has not sponsored a bill or given his support for a number of bills that have been introduced on this issue.

An identity-theft victim, a private investigator association representative, and banking and mortgage industry representatives also testified before the subcommittee.



New Survey of Judicial Salaries Compares Court Managers' and Other Public Administrators' Salaries

The National Center for State Courts' latest *Survey of Judicial Salaries* (vol. 30, no. 2) takes a broader look at compensation in the courts. This Survey not only reports the salaries of judges at all levels as of January 1, 2006, but also looks at how the salaries of court administrators compare to those of other public-sector administrators.

About 60 percent of the states reported salary changes for judges or justices, and 65 percent for state court administrators since the last Survey. Salary ranges are as follows:

- Chief, Highest Court—\$102,466 to 198,567
- Associate Justice, Court of Last Resort—\$100,884 to 182,071
- Judge, Intermediate Appellate Courts—\$101,612 to 170,694

- Judge, General Jurisdiction Trial Courts—\$94,093 to 165,200
- State Court Administrators—\$69,100 to 175,728

The average annual change in salaries for these positions ranged from 3 to 3.2 percent from 1997 to 2006.

A special section ("How Do Court Manager Salaries Compare to Other Public-Sector Administrators?") uses the Bureau of Labor Statistics' *National Compensation Survey* and the National Association for

Court Management's membership profile survey to develop benchmark salaries for public administration in general and court management in particular. "Court management" covers the job titles of "Court Administrator," "Court Manager," and "Clerk of Court," and this section develops benchmark salaries for rural, mixed, and urban jurisdictions of three different sizes: small (up to 5 judgeships), medium (6 to 20 judgeships), and large (more than 20 judgeships).

The *Survey of Judicial Salaries* is published twice each year by NCSC's Knowledge and Information Services (KIS) Office and can be found online at http://www.ncsconline.org/D_KIS/Salary_Survey/Index.html. For questions or comments regarding this Survey, contact KIS at (800) 616-6164.

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Two Upcoming NCSC Conferences

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- **Preserving Judicial Independence:** Tactics that work.

For more information or to register, visit www.courtsolutions.org.

E-Courts – Digital Opportunity

December 11 – 13, 2006 • Aladdin Hotel

Las Vegas, Nevada • www.e-courts.org

E-Courts 2006 explores new electronic document, communications, and data systems that can transform your court. "Digital Opportunity" provides the foundation for improving data access, document and information communications, and taking customer service to a new level.

E-Courts features:

- How E-Filing has changed the way courts work
- Creating the E-Court: How judges and court staff use their Tablet PCs
- GJXDM and NIEM update – Technology and policy for connecting the courts with the justice system
- What's new with Microsoft Office 2007 and how XML technology will change your technology life?
- What is Digital Rights Management; How does it work; and How can it be used to secure and authenticate your court documents?

- The US National Archives and Records Administration Electronic Archives Project: What is it? And what are the policy, legal implications and impact on the courts?
- Access to Justice: Connecting the public to the courts and the legal system via the Web
- ADR and Online Mediation Systems: What works and what doesn't?
- The Future of E-Filing and E-Courts. The Electronic Court Filing 3.0 Standard and what's next?

For more information or to register, go to www.e-courts.org.

The NCSC Web site — www.ncsconline.org — is launching The Conference Center, a "one-stop shop" for court professionals seeking information on education, best practices, and problem-solving in today's evolving environment.

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