



# Federal Judicial Center

## Annual Report 2023

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## A MESSAGE FROM THE DIRECTOR

The twelve regional federal circuit courts and ninety-four district courts are part of one national judiciary. At the same time, each court has regional and local ties and characteristics that result in variations in practices and policies. This dual national/local quality traces its roots all the way back to the debates about the role and structure of the federal judiciary in the Constitutional Convention and in the first Congress. Adding to this diversity are the Court of Appeals for the Federal Circuit, the Court of International Trade, and the Court of Federal Claims.

Just as the states are often seen as laboratories for experimentation, the ability of individual circuits and courts to tailor their rules and internal procedures to local conditions and changing circumstances is one of the benefits of a federal system. Those benefits can be maximized if the “experiments” can be evaluated and the lessons shared more broadly.

Federal Judicial Center research and education contribute to that evaluation and sharing in both formal and informal ways. The Center is regularly asked by national bodies, such as the Judicial Conference of the United States and its committees or Congress, to examine a particular policy, practice, or issue in the courts. Similarly, individual circuits and district courts ask the Center to study matters internal to those courts. Such research often leads to lessons learned that are incorporated into Center education programs.

No less important, by bringing judges and judiciary personnel from across the country together for educational programs, research projects, and other meetings, the Center fosters the exchange of experiences and ideas. This interaction occurs during meeting sessions and over breaks and in informal conversations. It also continues long after participants return to their courthouses, as the result of relationships and communication channels that these gatherings foster.

The Center’s statutory purpose is “to further the development and adoption of improved judicial administration in the courts of the United States.” The Center has no authority to direct the judiciary in any way. The Center’s value lies in its role as a trusted source of information and analysis and, crucially, as a means for exchanging information and for maintaining relationships that help tie a decentralized system together.

The return of in-person meetings and programs to prepandemic levels in 2023 was an important element of that role. Executing that resumption without the usual lead time due to the timing of our fiscal year 2023 appropriation—on top of an already full plate of programs and complex research projects—required outstanding efforts by my colleagues in the Center, our Board and advisory committees, and all those who assist with and contribute to the Center’s work. I am proud and grateful to serve with all of them, and with all the judges and personnel who serve in the federal judiciary.



JOHN S. COOKE

## ABOUT THE FEDERAL JUDICIAL CENTER

### Statutory Mission

Congress created the Federal Judicial Center in 1967 “to further the development and adoption of improved judicial administration in the courts of the United States.” The Center provides education and training for judges and employees of the federal courts and conducts empirical and exploratory research into various aspects of judicial administration, including case management and potential changes to the federal rules of procedure. This annual report, mandated by statute, describes the Center’s activities in calendar year 2023.

### Governance

The Chief Justice of the United States chairs the Center’s Board. By statute, the Board also includes two circuit judges, three district judges, one bankruptcy judge, and one magistrate judge, who are elected to four-year terms by the Judicial Conference of the United States, and the director of the Administrative Office of the U.S. Courts, who serves *ex officio*. The Board oversees the Center’s activities, and its members serve on standing committees on education and research and on advisory committees on judicial education programs (listed on pages 15–16).

In March 2023, the Judicial Conference elected Judge Sara L. Ellis of the U.S. District Court for the Northern District of Illinois and Judge Lynn Winmill of the U.S. District Court for the District of Idaho. They replaced Judge Nancy D. Freudenthal of the U.S. District Court for the District of Wyoming and Judge Raymond A. Jackson of the U.S. District Court for the Eastern District of Virginia.

The Board appoints the Center’s director and deputy director; the director appoints the Center’s staff. The Center’s director is John S. Cooke. The Center’s deputy director is Clara J. Altman.

### Organization

The organization of the Center reflects its primary statutory mandates. The Education Division plans and produces education and training for judges and judicial-branch personnel, including in-person programs, videos, podcasts, publications, curriculum packages for in-district training, and web-based programs and resources. The Research

### Board

The Chief Justice of the United States, *Chair*  
Judge Carol Bagley Amon, U.S. District Court  
for the Eastern District of New York  
Chief Bankruptcy Judge Mildred Cabán,  
U.S. Bankruptcy Court for the District of  
Puerto Rico  
Judge R. Guy Cole Jr., U.S. Court of Appeals  
for the Sixth Circuit  
Judge Sara L. Ellis, U.S. District Court for the  
Northern District of Illinois  
Judge Thomas M. Hardiman, U.S. Court of  
Appeals for the Third Circuit  
Magistrate Judge Anthony E. Porcelli,  
U.S. District Court for the Middle District  
of Florida  
Judge Lynn Winmill, U.S. District Court for  
the District of Idaho  
Judge Roslynn R. Mauskopf, Director of the  
Administrative Office of the U.S. Courts

### Senior Staff

John S. Cooke, Director  
Clara J. Altman, Deputy Director  
Esther DeVries, Director, Information  
Technology Office  
Mira Gur-Arie, Director, International Office  
José Idler, Director, Editorial and Information  
Services Office  
Christine Lamberson, Director, Federal Judicial  
History Office  
Julie R. Linkins, Director, Education Division  
Nancy Payne, Director, Office of Administration  
Elizabeth C. Wiggins, Director, Research  
Division

Division examines and evaluates current and alternative federal court practices and policies. This research assists Judicial Conference committees, which request most Center research, in developing policy recommendations. The Center's research also contributes substantially to its educational programs. The Federal Judicial History Office helps courts and others study and preserve federal judicial history. The International Office provides information to judicial and legal officials from foreign countries and informs federal judicial personnel of developments in international law and other court systems that may affect their work. Two units of the Director's Office—the Information Technology Office and the Editorial and Information Services Office—support Center missions through technology, editorial assistance, and organization and dissemination of Center resources.

## Coordination Within the Judicial Branch

Many programs and projects described in this annual report involve coordination, cooperation, and consultation with committees of the Judicial Conference, the Administrative Office, the U.S. Sentencing Commission, the U.S. Judicial Panel on Multidistrict Litigation, and the courts. Advisory committees of judges, court staff, and others help in planning and producing education programs and publications.

## Appropriation and Staffing Information

The Center had a fiscal year 2023 appropriation of \$34,261,000 and it employed 124 people at the end of calendar year 2023.

## 2023 AT A GLANCE

**30** research and evaluation projects completed, and work commenced or continued on **30** others

**155** programs conducted, reaching **18,928** participants

**30** new educational videos and podcasts produced with **37,767** views

**16** reports, manuals, monographs, and guides published

**730** requests for materials fulfilled

**5,859** publications and media items shipped

## 2023 FEDERAL JUDICIAL CENTER STAFF

Somayah Allibhai-Mawani	Trung Duong	Maureen Kieffer	Tim Reagan
Clara Altman	Shelly Easter	Jake Kobrick	Joy Richardson
Marlene Annoni	Rebecca Eyre	Meghan Kocijanski	Jennifer Richter
Marvin Astrada	Charles Fenaoui	Jennifer Krause	Antione Robinson
Brenda Baldwin-White	Kimberly Fisher	Jana Laks	Christina Ruffino
Leeann Bass	Jessica Folk	Christine Lamberson	Gabriela Ruiz
Elia Bendavid	Crystal Frederick-Mitcheltree	Elizabeth Lambert	Steve Saltzgeber
Ginny Bickell	Kristin Garri	Timothy Lau	Nanticha Sangsung
Sifaw Bouylazane	Roy Germano	Hai Le	Lee Sergent
Craig Bowden	Carly Giffin	Marie Leary	Mark Sherman
Travatia Bowden	Anna Glouchkova	Emery Lee	Michelle Slavin
Winston Bowman	Vashty Gobinpersad	Ken Lee	Claire Smearman
Samantha Brown	Samuel Golant	Frank Leidy	Deena Smith
Celine Calpo	Yolanda Gonzalez	Angelia Levy	Jessica Snowden
Jason Cantone	Gabriela Grajeda	Ed Liberatore	Cassandra Snyder
Jim Chance	Dexter Green	Julie Linkins	Meiyi Song
Garbo Cheung-Jasik	Elizabeth Greenlaw	Diamond Linzie	Carla Soybel
Dana Chipman	Krishna Gunupati	Angela Long	Rhonda Starks
Jackie Clark	Naveen Gupta	Kris Markarian	Mark Trimble
Shayla Clark	Mira Gur-Arie	Richard Marshall	Micheline Verdant
Sally-Anne Cleveland	Stephanie Hemmert	Ursula Maurer	Danielle Vestal
John Cooke	Marquita Henry	Susanna McCrea	Amber Voss
George Cort	Marland Holloway	Dean Miletich	Ashley Walters
LaTonja Cox	Laural Hooper	Doug Mitchell	Clint Wang
Tyeika Crawford	José Idler	Jaimie Mitchell	Frank Washington
Missy Cross	Beth Johnson	Lori Murphy	Yvonne Washington
Ben Curry	Molly Johnson	Christopher Murray	Brian Whittington
Esther DeVries	Rebecca Johnson	Matt Nixon	Beth Wiggins
Joseph Donahoe	Andy Joyce	Hanna Ortiz	Francesca Williams
Nathan Dotson	Andrew Kaplan	Nancy Payne	Margaret Williams
Andrew Dowless	Mary Keller	Gloria Pleasure	Robb Wilmot
Meghan Dunn	Hamid Khan	Maisha Pope	Jeremy Wing
Hieu Duong	Mariam Khan	Dana Przesmitzki	Jefri Wood

## EDUCATION

Center staff members, guided by education advisory committees, design and deliver educational programs and resources for judges and court employees throughout the judicial branch. The Center produced 83 in-person and 72 virtual programs for approximately 19,000 participants.

The Center uses a competency-based curriculum that focuses on the knowledge, skills, and attributes needed for various positions. In 2023, Center programs continued to emphasize perennial issues, including case management, ethics, and developments in the law for judges, and efficient administration and effective management and leadership for court staff, managers, and executives. It also continued its focus on fostering an exemplary workplace, personal security and cybersecurity, financial disclosure, and recusal. In all areas, the Center prioritizes educating people new to their roles.

### Executive Education

The Center provides executive education programs to chief judges, circuit and court unit executives (CUEs), and their deputies (DCUEs) to strengthen their leadership and management skills. The Center offered the following executive education programs in 2023:

- Becoming an Executive: Remote Course (webinar series)
- Becoming an Executive: Concluding Seminar (in person)
- Conference Collection Webinars
  - Hope Is a Verb
  - The Warrior Spirit in Leadership
- Experienced Deputy Court Unit Executive Leadership Seminar (in person)
- *In Session: Leading the Judiciary Podcast* (episodes 31–36)
  - “Finding Your Inner Warrior and Leading Courageously”
  - “What Matters About Generations”
  - “Leading Outcomes, Others, and Ourselves in Remote or Hybrid Workplaces”
  - “Thinking Better to Lead Better”
  - “Focus on What Matters by Subtracting What Doesn’t”
  - “Gather with Purpose”
- Introduction to Coaching (webinar)

- Leader as Coach for Court Unit Executives and Deputies (webinar series)
- Leader as Coach for Chief Judges (in person)
- National Leadership Conference for Chief Judges of United States District and Bankruptcy Courts (in person)
- New Chief Judge Leadership Seminar: Part 1 (in person)
- New Chief Judge Leadership Seminar: Part 2 (in person)
- New Chief Judge Leadership Seminar: CUE Webinar (webinar)
- New Court Unit Executive Leadership Seminar (in person)

### Judicial and Legal Education

The Center provides educational resources for judges on perennial topics, such as ethics, case management, and opinion writing, as well as emerging issues, including changes in the law, personal and cyber security, and developments in technology and forensic science.

#### *Orientation Seminars for New Judges*

The Center provides orientation programs for new judges that address their duties and responsibilities, review critical substantive law, and provide the opportunity to connect with people who can provide resources and mentorship. All new judges also receive a select set of Center publications to supplement chambers or bench reference manuals. In 2023, orientation seminars occurred in person or used a blended-learning approach that included in-person and virtual learning components. The Center held the following orientation programs for judges:

- Appellate judges (in person)
- District judges (2 in-person Phase I programs; 1 in-person Phase I program with online component; 2 in-person Phase II programs)
- Bankruptcy judges (2 in-person Phase I programs; 1 blended learning Phase II program with in-person workshop and 2 follow-up webinars on special topics)
- Magistrate judges (2 in-person Phase I programs; 1 in-person Phase II program)

### *Continuing Education Programs and Resources*

The Center offers a range of special-focus seminars, national workshops, virtual programs, videos, publications, and other resources for judges and court attorneys. The Center provided the following continuing education programs in 2023:

#### All Judges

- Closing the Generation Gap: Effective Communication Strategies to Bridge Generational Differences (webinar)
- Faculty Development Seminar (in person)
- Judicial Independence and the Federal Courts: A Historical Perspective (in person, cosponsored with the National Constitution Center)
- Judicial Seminar on Emerging Issues in Neuroscience (in person, cosponsored with the American Association for the Advancement of Science)
- Workshop for Judges of the Second Circuit (in person)

#### Appellate and District Judges

- Workshop for Judges of the Ninth Circuit (in person)
- Workshop for Judges of the Eleventh Circuit (in person)

#### Appellate, District, and Magistrate Judges

- Antitrust Judicial Law and Economics Institute for Federal Judges (in person, cosponsored with the American Bar Association and the University of California at Berkeley Law School and the University of Chicago Law School)
- Employment Law Workshop (in person, cosponsored with New York University School of Law)
- Ronald M. Whyte Intellectual Property Seminar (in person, cosponsored with Berkeley Center for Law and Technology)

#### District Judges

- Mid-Career Seminar for U.S. District Judges (in person)

#### District and Magistrate Judges

- Electronic Discovery Seminar (in person, cosponsored with the Electronic Discovery Institute)

#### District, Magistrate, and Bankruptcy Judges

- Mediation Skills Workshop for Federal Judges (in person, cosponsored with the Straus Institute for Dispute Resolution, Pepperdine Caruso School of Law)

#### Bankruptcy Judges

- *A Review of Eighth Circuit Bankruptcy Decisions* (video)
- *A Review of Ninth Circuit Bankruptcy Decisions* (video)
- Business Case Law Update for Bankruptcy Judges (webinar)
- Consumer Case Law Update for Bankruptcy Judges (webinar)
- Facilitator Hints, Tips, and Tricks for Bankruptcy Judges (webinar)
- Mid-Career Seminar for U.S. Bankruptcy Judges (in person)
- National Workshop for Bankruptcy Judges I and II (in person)
- Onward and Upward Bankruptcy Judges' Chat (webinar, 6 episodes)
  - Mistakes Part Deux: What Happens When You Really Do Make a Mistake?!
  - Jury Trials in Bankruptcy Court? YES!
  - Combatting Stress by Embracing Adversity
  - We're All on the Same Team: Case Studies in Bench-Bar Communication, Collaboration, and Challenges
  - The Bankruptcy Case Weighting Study
  - Open Discussion
- *Supreme Court Term in Review for Bankruptcy Judges* (webcast)

#### Magistrate Judges

- National Workshop for Magistrate Judges I and II (in person)

#### Judges and Court Attorneys

- *Court Web* (12 webcasts, episodes 107–118)
  - “More Blockbusters: Another Important Year in the Supreme Court”
  - “Below the Radar: Vital Civil Procedure Developments You Might Not Know”
  - “Hot Topics in Federal Sentencing and Post-Conviction Release”
  - “Artificial Intelligence Before the Courts”
  - “The Supreme Court, Racial Justice, and Criminal Law”



- “Fourth Amendment Regulation of Visual Surveillance”
- “Is That What Really Happened?”
- “The Supreme Court in Transition”
- “Ethics for Federal Law Clerks and Other Judicial Employees”
- “Writing Strong, Confident Paragraphs”
- “Writing Strong, Confident Sentences”
- “Best Practices for Serving Unrepresented Litigants in the Federal Courts”
- *Term Talk* (11 video reviews of key Supreme Court decisions)
  - “303 Creative LLC v. Elenis”
  - “Allen v. Milligan”
  - “Biden v. Nebraska”
  - “Glacier Northwest, Inc. v. Teamsters”
  - “Groff v. DeJoy; Health and Hosp. Corp. of Marion Cnty. v. Talevski”
  - “Moore v. Harper”
  - “National Pork Producers Council v. Ross”
  - “Smith v. United States; Samia v. United States; In Re Grand Jury”
  - “Students for Fair Admissions v. Harvard College”
  - “Turkiye Halk Bankasi v. United States; Pugin v. Garland”
  - “United States v. Texas”

#### Orientation and Continuing Education for Court Attorneys

- Appellate Writing Workshop for Federal Defenders (in person)
- Federal Defender Capital Habeas Unit (CHU) National Conference (in person)
- FJC and Wm. Matthew Byrne, Jr., Judicial Clerkship Institute (cosponsored with Pepperdine Caruso School of Law) (in person)
- Interactive Orientation Seminar for Federal Judicial Law Clerks (e-learning)
- Maintaining the Public Trust (e-learning for law clerks)
- National Conference for Appellate Staff Attorneys (in person)
- National Seminar for Federal Defenders (in person)
- Orientation Seminar for Assistant Federal Defenders (in person)
- Workshop for Federal Court Mediators (in person)

#### Management and Professional Development Education (MPDE)

The Center provides professional development for court staff, supervisors, and managers. The Center offered the following management and professional development education programs in 2023:

- Advanced Supervisors Institute (webinar series)
- Avoiding Ethics Pitfalls (e-learning for clerks’ office employees)
- Everyday Ethics: A Matter of Choice (e-learning for probation and pretrial services office employees)
- Faculty Development Seminar (in person)
- Federal Court Leadership Development Program, Class III (webinar series, in person)
- Federal Court Leadership Development Program, Class IV (webinar series, in person)
- In-District Programs
  - Code of Conduct (in person)
  - Meet: Breaking New Ground (in person)
  - Personality Temperament Instrument (in person)
- Introducing Federal Courts (e-learning)
- Making the Transition to Supervisor (e-learning)
- Management Development Program (webinar, in person)
- MPDE Web
  - Introduction to Coaching (for supervisors and managers) (delivered 2 times)
  - Cultivating a Personal Growth Mindset (for supervisors and managers) (delivered 2 times)
- New Supervisors’ Development Program Tier 1 (self-directed)
- New Supervisors’ Development Program Tier 2 Workshop (webinar, in person)
- New Supervisors’ Development Program Tier 3 (self-directed)

#### Probation and Pretrial Services Education

The Center offers probation and pretrial services education programs for officers who have completed the Federal Probation and Pretrial Academy training. Officers may also participate in the Center’s leadership programs for court employees, supervisors, and managers. The Center offered the following probation and pretrial services education programs in 2023:

- All Hands on Deck: A Reentry-Centered Approach to U.S. Probation and Pretrial Services (e-learning)
- Conditions of Post-Conviction Supervision: The Officer’s Critical Role (e-learning)
- Extremism (webinar series)
- Federal Track at the National Association of Drug Court Professionals 2023 Annual Conference (in person)
- How Being Trauma-Informed Improves Criminal Justice System Responses (e-learning)
- In-District Programs
  - Supervising Officers in an Evidence-Based Environment (in person)
  - Supervising Officers in an Evidence-Based Environment: Sustainability Workshop (in person)
- National Presentence Practice Conference 2023 (in person)
- *Off Paper: The Criminal Justice Podcast* (episodes 24–25)
  - “An Extraordinary and Compelling Compassionate Release Story”
  - “Finding Happiness in Your Life and Work”

- Quality Improvement in Federal Problem-Solving Courts (in person)
- Treatment Services: Negotiating Pathways and Supporting Successful Transitions (e-learning)
- Treatment Services Seminar (in person)
- Workshop on Science-Informed Decision Making (cosponsored with the Center for Law, Brain, and Behavior) (in person)

### Staff Teaching and Additional Services

In 2023, the Center provided learning opportunities at retreats and meetings sponsored by other organizations, including the Chiefs and Deputy Chiefs Wellness Conference, the Federal Court Clerks Association, and the National Association of Pretrial Services Agencies. The Center collaborated with the Administrative Office on various initiatives. The Center also provided coaching for court employees and organizational consulting for some court units.

## Education Programs

<b>In-Person Programs</b>	<b>Number of Programs</b>	<b>Number of Participants</b>
<b>Judges</b>		
Orientation for newly appointed appellate judges	2	25
Orientation for newly appointed district judges (phases I and II)	5	145
Orientation for newly appointed bankruptcy judges (phases I and II)	3	29
Orientation for newly appointed magistrate judges (phases I and II)	3	148
Continuing education programs	17	1,125
<b>Court Attorneys</b>		
Continuing education programs	7	1,112
<b>Programs for Executives, Managers, Supervisors, Probation and Pretrial Services Officers, and Staff</b>		
Leadership and management programs for chief judges, court unit executives, and deputy court unit executives	8	319
Programs for supervisors, managers, aspiring leaders, court staff, and trainers (5 programs included an online component)	8	441
Programs for experienced probation and pretrial services officers	5	395
In-district programs for supervisors, managers, aspiring leaders, court staff, and trainers	21	1,277
In-district programs for experienced probation and pretrial services supervisors, managers, and officers	4	188
<b>Total</b>	<b>83</b>	<b>5,204</b>
<b>Virtual Programs (webinars, webcasts, e-learning, audio conferences)</b>	<b>Number of Programs</b>	<b>Number of Participants*</b>
<b>Judges</b>		
Orientation for newly appointed bankruptcy judges	2	23
Continuing education programs	21	1,020
<b>Court Attorneys</b>		
Continuing education programs	14	7,064
<b>Programs for Executives, Managers, Supervisors, Probation and Pretrial Services Officers, and Staff</b>		
Leadership and management programs for chief judges, court unit executives, and deputy court unit executives	6	370
Programs for supervisors, managers, aspiring leaders, court staff, and trainers	15	3,333
Programs for experienced probation and pretrial services officers	8	1,857
In-district programs for experienced probation and pretrial services supervisors, managers, and officers	6	57
<b>Total</b>	<b>72</b>	<b>13,724</b>
<b>Media</b>	<b>Number of Programs</b>	<b>Number of Views**</b>
Videos	18	16,805
Podcasts	12	20,962
<b>Total</b>	<b>30</b>	<b>37,767</b>

\* The figures represent registered participants. \*\* The figures represent views across online platforms.

## RESEARCH

In 2023, the Center completed 30 research activities and commenced or continued work on 30 others in support of the Judicial Conference and its committees, the Administrative Office, the Judicial Panel on Multidistrict Litigation, and individual courts and judges, and in response to Congress. On its own initiative, the Center also conducted research related to science and technology, emergency election litigation, and the pandemic, as well as in support of its educational, international, and internal activities. Researchers also curate webpages on a variety of topics.

### Civil and Multidistrict Litigation

The Center is working on a fifth edition of the *Manual for Complex Litigation* with a board of editors appointed by the Chief Justice.

For the Standing Committee on the Rules of Practice and Procedure, the Center completed a report on state-court rules for filing deadlines to complement last year's report analyzing federal court rules and national filing-time data. For the Advisory Committee on Civil Rules, the Center published its report evaluating a three-year pilot program of mandatory initial discovery procedures in two districts and continued its study of district practices with respect to entry of defaults and default judgments.

As directed by the 2022 Consolidated Appropriations Act, the Center submitted a report to Congress identifying jurisdictions that have a relatively high number of civil jury trials and analyzing whether the litigation practices, local court rules, or other factors in those jurisdictions may contribute to higher incidence of civil jury trials.

The Center conducted two surveys of transferee judges in recently closed multidistrict litigation for the Judicial Panel on Multidistrict Litigation to use in developing resources for transferee judges. The Center also surveyed district judges to determine their interest in serving as transferee judges.

### Criminal Litigation

The Center finalized and published a report that assesses the implementation of the interim recommendations, approved by the Judicial Conference of the United States,

on the operation and administration of the Criminal Justice Act found in the Report of the Ad Hoc Committee to Review the Criminal Justice Act (Cardone Committee). The Center also published a report summarizing standing court orders that courts issued during the pandemic authorizing interim payments to Criminal Justice Act (CJA) panel attorneys. The Center is assisting the Defender Services Committee with its national programmatic surveys of federal defenders, assistant federal defenders, panel attorney district representatives, panel attorneys, and judges, which capture information used to administer the CJA and assess the quality of representation provided by appointed counsel.

At the request of the Committee on Criminal Law, the Center is evaluating a two-year pilot program in which select districts will incorporate comparative sentencing information from the Sentencing Commission's Judiciary Sentencing Information (JSIN) platform into presentence investigation reports.

### Bankruptcy Courts

For the Committee on the Administration of the Bankruptcy System, the Center commenced a study to update the bankruptcy case-weighting system for bankruptcy courts, a tool used to assess the need for additional and continuing judgeships. Also for this committee, the Center held a series of roundtables with bankruptcy clerks of court to facilitate the exchange of ideas for sharing resources and to identify related challenges and solutions. In addition, the Center continued to study the impact of quarterly fees on the filing and successful reorganization of Chapter 11 cases, and two multiyear pilot programs authorized by the Judicial Conference to evaluate (1) the filling of bankruptcy judgeship vacancies by one circuit for use in another circuit and (2) the horizontal consolidation of clerks' offices.

### Science and Technology

Collaborating with the National Academies of Science, Engineering, and Medicine, and with oversight by an advisory group of judges and scientists, the Center continued work on the fourth edition of the *Reference Manual on Scientific Evidence*.

The Center hosts a Science and Technology Policy fellow from the American Association for the Advancement of Science each year. Materials explaining the scientific issues surrounding water-related litigation developed by the 2021–2022 fellow were programmed for online presentation.

The Center completed its second year of collaboration with the National Institute of Standards and Technology (NIST) to explore the usefulness of NIST’s technical language processing (TLP) techniques for research involving court data.

## Workplace and Workforce

At the request of the Committee on the Administration of the Magistrate Judges System, the Center conducted focus groups with district court staff to augment last year’s report about courts’ efforts to address diversity in the magistrate-judge selection process. The Center also surveyed newly appointed magistrate judges about their experiences with the application and appointment process.

At the request of the Federal Judiciary Workplace Conduct Working Group, the Center surveyed current judiciary employees about the judiciary workplace and is preparing its report to the working group. Separately, as directed by Congress, the Center contracted with the National Academy for Public Administration (NAPA) to assist with Center efforts to study workplace conduct in the judiciary.

The Center also continued to conduct confidential workplace surveys at the request of court unit executives, to assist bankruptcy judges in obtaining feedback on their performance from attorneys who appear before them, and to work with interested districts to establish feedback programs for magistrate and district judges.

For the Committee on Federal-State Jurisdiction, the Center published a report on its survey of chief district judges, chief circuit judges, and state supreme court chief justices about opportunities for cooperation.

## The Covid-19 Pandemic

To assist courts in making operational decisions and to provide comprehensive information to court researchers, the

Center created three dashboards showing (1) COVID-19 case statistics, (2) vaccination rates, and (3) hospital utilization. The first two dashboards were updated weekly through early spring (at which time the data became unavailable) and the hospitalization utilization dashboard continues to be updated. Throughout the pandemic, the Center documented courts’ responses by systematically gathering and archiving information from their websites; the final round of archiving was completed in spring 2023.

## Other Center Research

The Center completed a compilation of case studies illustrating how federal judges managed the time pressures of emergency election litigation in the years 2000 through 2020 (*Emergency Election Litigation in Federal Courts: From Bush v. Gore to Covid-19*).

For the Committee on the Judicial Branch, the Center coded information about civics education available on courts’ websites and is finalizing a visualization of that information.

The Center produced its final report, requested by the Court Administration and Case Management Committee (CACM), on the study of a juror-utilization pilot project. To inform the CACM Committee’s discussion of the judiciary’s broadcast policy, the Center conducted focus groups with district, magistrate, and bankruptcy judges on remote public access to witness testimony. For the same committee, the Center is updating and expanding the scope of its 2015 analysis of court filings for adherence to the privacy rules on redaction of social security numbers and is studying the extent to which sensitive information is being disclosed in judicial opinions in social security and immigration cases.

To assist courts in managing their civil and criminal caseloads, the Center maintains dashboards that show each court how slowly or quickly the court terminates types of cases relative to the national average. The 2021–2022 dashboards were provided to judges and clerks of court in late spring.

## FEDERAL JUDICIAL HISTORY

The Center's statute directs it to conduct, coordinate, and encourage programs relating to the history of the judicial branch.

The History Office added a new user guide to the website in August. This feature provides brief descriptions of resources that are of particular interest to specific audiences, including the general public, judges and court staff, educators, students, and researchers. The Center also added two essays to the Spotlight series, which features short essays about judicial history. These essays examined the certificate of division and NFL television broadcasting.

The Center continued its outreach efforts to increase public knowledge of the history of the federal courts through its History Office Twitter (X) account,

@FedJudicialHist, which tweets about the history of the judiciary and links to materials on the History of the Federal Judiciary section of the Center's website. The Center also researched and adjusted several judge's termination dates within the biographical directory of Article III judges after a newly discovered inconsistency in the data.

This year, in partnership with the American Bar Association, the Center held its first in-person Teachers' Institute since 2019, due to pandemic cancellations. Twenty-eight teachers gathered in Washington, D.C., to learn about three historical cases from the Famous Federal Trials series. The teachers met with historians and federal judges and made several field trips to visit federal courts over the course of the week.

## INTERNATIONAL

The Center's International Office (IO) collaborates with the judiciaries of other countries and develops resources to inform judges about the judicial systems of other nations. In 2023, IO implemented programs in Asia and South America, hosted visiting delegations from around the world, and continued developing its comparative judicial-practice website, *Judiciaries Worldwide* (<https://judiciariesworldwide.fjc.gov>).

As part of its ongoing collaboration with India's judiciary, the Center facilitated a series of curriculum and faculty-development workshops for judges throughout India. The Indian judges who participated in these programs led workshops, with the assistance of Center staff, at the National Judicial Academy in Bhopal, as well as state judicial academies in Jharkhand, Karnataka, Maharashtra, and Uttar Pradesh. Workshop topics included the adjudication of terrorism cases, cybercrime, and trafficking in persons. The Center also developed a South Asia regional counterterrorism summit for judges from Bangladesh, India, the Maldives, Nepal, and Sri Lanka. The Center's South Asia projects are a joint initiative with

the CEELI Institute, an NGO, and are funded by the U.S. Department of State.

The International Office also worked on a rural justice project in Colombia with the American Bar Association Rule of Law Initiative and on a cybersecurity conference in Uzbekistan with a nongovernmental organization called Regional Dialogue. The Colombia project will continue into 2024, with a focus on curriculum and faculty development.

The objective of the Center's international initiatives is to help build the capacity of partner countries through partnership with judicial education institutions. IO workshops are structured to introduce new areas of expertise, with a focus on practical skills, and to support national judges as they develop curricula based on their laws and procedure.

New content on *Judiciaries Worldwide* includes pieces on specialized courts, court budgets, court administration, funding international rule of law efforts, the role of ombudsmen, and country profiles on Afghanistan, Brazil, China, Colombia, Georgia, Russia, and Vietnam.

## RESOURCES

### Websites

The Center's website on the judiciary's intranet (fjc.dcn) provides judges and judicial-branch personnel with information on the Center's research, education, history, and international programs and activities and with access to print, video, and audio materials. Digital recordings of many conferences and workshops are also available there. All materials on federal judicial history and international judicial relations, most Center publications, and some other resources are available to the public on the Center's internet site (fjc.gov).

### Media Library

The Center's media library contains 6,493 audio and video programs, including Center-produced educational videos, video and audio recordings of seminars and workshops, and commercially produced educational videos. In 2023, the media library loaned 17 programs to federal judges and judicial branch personnel by request and sent 86 Center-produced media programs directly to the courts to use in local education and training programs.

### Information Services

Drawing from a specialized collection of books, journals, and published and unpublished documents on the work of the federal courts, the Center serves as a clearinghouse for information on federal judicial administration. During the year, it answered requests for information from judges and court staff, congressional staff, other government agencies, academics, researchers, the media, and others.

### Publications

As part of its statutory mission to provide research and educational resources to the federal courts, the Center publishes research reports, monographs, manuals, and reference guides. In 2023, the Center produced a variety of publications for judges, attorneys, and court staff, including the following:

- *An Introduction to Artificial Intelligence for Federal Judges*
- *A Primer on the Jurisdiction of the U.S. Courts of Appeals* (3d ed.)
- *Trade Secret Case Management Judicial Guide*
- *The 1980 Hague Convention on the Civil Aspects of International Child Abduction: A Guide for Judges* (3d ed.)
- *Emergency Election Litigation in Federal Courts: From Bush v. Gore to Covid-19*
- *Evaluation of the Interim Recommendations from the Cardone Report*
- *Federal–State Court Cooperation: Surveys of U.S. District and U.S. Court of Appeals Chief Judges and State and Territorial Chief Justices and Court Administrators*
- *Jurisdictions with a High Number of Civil Jury Trials*
- *Court Orders Issued During the COVID-19 Pandemic on Criminal Justice Act Interim Voucher Payments*

## FEDERAL JUDICIAL CENTER FOUNDATION

The Federal Judicial Center Foundation is a private, nonprofit corporation that Congress established to receive gifts to support the work of the Center. The foundation has sole authority to decide whether to accept gifts and thereby to determine the suitability of would-be donors. The foundation may not accept gifts earmarked for projects that have not previously been approved by the Center's Board, and the Center has sole control over the design and conduct of activities supported by donations.

The foundation is governed by a seven-person board appointed by the Chief Justice, the president pro tempore of the Senate, and the Speaker of the House of Representatives. No foundation board member may be an active judge. The following people were foundation board members at the close of 2023:

James M. Wagstaffe, San Francisco, Cal., *Chair*  
Judge Rebecca Love Kourlis (Ret.), Denver, Colo.  
Peter A. Kraus, Dallas, Tex.  
Blake D. Morant, Washington, D.C.  
John B. White Jr., Spartanburg, S.C.  
Elizabeth J. Cabraser, San Francisco, Cal.  
*Vacant*

In creating the foundation, Congress directed that the Center describe in its annual report the purposes for which foundation gifts were used in the reporting year. The Center used the following foundation gifts in 2023:

- Funds from the Electronic Discovery Institute paid the travel expenses for judges to attend a program on discovery.



## EDUCATION ADVISORY COMMITTEES

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Judge David F. Hamilton (7th Cir.), *Chair*  
Judge Guy Cole (6th Cir.), Center Board Representative  
Judge Thomas M. Hardiman (3d Cir.), Center Board Representative  
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Christopher Greene, Career Law Clerk (N.D. Ala.)  
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### Committee on Executive Education

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Probation and Pretrial Academy, Administrative Office  
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