

Federal Judicial Center

Annual Report 2025



CONTENTS

A Message from the Director	1
About the Federal Judicial Center	2
Statutory Mission	2
Governance	2
Board	2
Senior Staff	2
Organization	3
Coordination Within the Judicial Branch	3
Appropriation and Staffing Information	3
2025 at a Glance	3
2025 Federal Judicial Center Staff	4
Education	5
Executive Education	5
Judicial and Legal Education	5
Management and Professional Development Education	6
Probation and Pretrial Services Education	7
Programs for All Judiciary Audiences	7
Additional Educational Activities	7
Education Programs	8
Research	9
Civil, Multidistrict, and Appellate Litigation	9
Criminal Law and Defender Services	9
Bankruptcy Courts	9
Science and Technology	9
Workplace and Workforce	9
Other Center Research	10
Federal Judicial History	11
International	11
Resources	12
Websites	12
Information Services	12
Publications	12
Federal Judicial Center Foundation	13
Governance	13
Use of Foundation Funds	13
Education Advisory Committees	14

A MESSAGE FROM THE DIRECTOR

From my earliest days on the federal bench, I relied on the Federal Judicial Center for its education programs and research. I attended the orientation for new district judges with great enthusiasm and a little trepidation. Subsequently, I have relied on the knowledge—as well as the mentors, colleagues, and friends—I have gained through the Center. The Center’s resources and staff act as a hub for the judiciary, enabling skills development and also the more intangible but no less valuable collegiality that comes with gathering together.

I started as the twelfth director of the Federal Judicial Center in August 2025. I now have a new vantage point on the value of the Center to judges and staff. I have the great privilege of supporting the growth and well-being of the critical programs, projects, and resources described in this annual report.

The Center is often described as the “research and education agency for the federal courts.” But the first line of the law that created the Center animates what we do: “[T]o further the development and adoption of improved judicial administration in the courts of the United States.” The Center does not make policy; it equips the judiciary with relevant and reliable tools for improvement. The Center’s expertise, experience, and staff assist in strengthening the judiciary to fulfill its mission.

The Center’s ultimate success rests on how judges, court staff, the Judicial Conference of the United States, the Administrative Office of the U.S. Courts, Congress, and the public count on the Center’s objectivity, credibility, and professionalism. The Center’s goal is to build on these qualities in the years to come.

In 2025, more than 4,000 in-person program participants and more than 7,500 virtual-program participants turned to the Center. Others turned to our various research reports, manuals, guides, and other resources. So I know I am not alone in depending on the Center.

We will continue to offer unqualified support and useful resources in the future.


JUDGE ROBIN L. ROSENBERG

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 2025.

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 14–15).

In March 2025, the Judicial Conference elected Bankruptcy Judge Michelle M. Harner of the U.S. Bankruptcy Court for the District of Maryland and Magistrate Judge Suzanne Mitchell of the U.S. District Court for the Western District of Oklahoma to the Center’s Board. They replaced Chief Bankruptcy Judge Mildred Cabán of the U.S. Bankruptcy Court for the District of Puerto Rico and Magistrate Judge Anthony E. Porcelli of the U.S. District Court for the Middle District of Florida, whose terms had concluded.

The Board appoints the Center’s director and deputy director; the director appoints the Center’s staff. In 2025, Judge Robin L. Rosenberg was appointed as the Center’s director, replacing John S. Cooke. The Center’s deputy director is Clara J. Altman.

Board

The Chief Justice of the United States, *Chair*
Judge Kathleen Cardone, U.S. District Court
for the Western District of Texas

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 Ralph R. Erickson, U.S. Court of Appeals
for the Eighth Circuit

Bankruptcy Judge Michelle M. Harner,
U.S. Bankruptcy Court for the District
of Maryland

Magistrate Judge Suzanne Mitchell, U.S. District
Court for the Western District of Oklahoma

Judge Lynn Winmill, U.S. District Court for
the District of Idaho

Judge Robert J. Conrad Jr., Director of the
Administrative Office of the U.S. Courts

Senior Staff

Judge Robin L. Rosenberg, 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

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 Division examines and evaluates current and alternative federal court practices and policies. This research assists Judicial Conference committees, who 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. Three units of the Director's Office—the Information Technology Office, the Office of Administration, and the Editorial and In-

formation 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

In fiscal year 2025, the Center received an enacted appropriation of \$34,261,000, plus \$1,000,000 provided under the One Big Beautiful Bill Act. The Center employed 122 people at the end of fiscal year 2025.

2025 AT A GLANCE

61 in-person programs conducted, reaching **4,079** participants

36 research projects completed, and work commenced or continued on **39** others

60 virtual programs offered, reaching **7,581** online participants

10 reports, manuals, and guides published

50 new educational videos and podcasts produced with **10,693** views or listens

302 requests for materials fulfilled and **1,863** publications shipped

2025 FEDERAL JUDICIAL CENTER STAFF

Lila Adkins	Malcolm Everitt	Jennifer Krause	Jennifer Richter
Sebastián Albuja	Rebecca Eyre	Jana Laks	Brittany Ripper
Somayah Allibhai-Mawani	Charles Fenaoui	Christine Lamberson	Antione Robinson
Clara Altman	Jessica Folk	Elizabeth Lambert	Christina Ruffino
Marlene Annoni	Jerome Galang	Timothy Lau	Gabriela Ruiz
Marvin Astrada	Kristin Garri	Hai Le	Steve Saltzgeber
Brenda Baldwin-White	Roy Germano	Marie Leary	Nanticha Sangsung
Leeann Bass	Carly Giffin	Emery Lee	Lee Sergent
Roberson Beauville	Vashty Gobinpersad	Ken Lee	Claire Smearman
Elia Bendavid	Samuel Golant	Angelia Levy	Deena Smith
Ginny Bickell	Yolanda Gonzalez	Ed Liberatore	Jessica Snowden
Sifaw Bouylazane	Gabriela Grajeda	Julie Linkins	Carla Soybel
Travatia Bowden	Dexter Green	Diamond Linzie	Rhonda Starks
Winston Bowman	Elizabeth Greenlaw	Angela Long	Kyle Stormer
Samantha Brown	Gina Grotelueschen	Kris Markarian	Mark Trimble
Jason Cantone	Krishna Gunupati	Richard Marshall	Micheline Verdant
Teresa Cartner	Naveen Gupta	Ursula Maurer	Danielle Vestal
Jim Chance	Mira Gur-Arie	Susanna McCrea	Amber Voss
Garbo Cheung-Jasik	Stephanie Hemmert	Dean Miletich	Ashley Walters
Shayla Clark	Brandon Howard	Doug Mitchell	Clint Wang
Sally-Anne Cleveland	José Idler	Jaimie Mitchell	Frank Washington
John Cooke	Beth Johnson	Stephanie Montes	Yvonne Washington
LaTonja Cox	Molly Johnson	Lori Murphy	Brian Whittington
Missy Cross	Rebecca Johnson	Christopher Murray	Beth Wiggins
Ben Curry	Tyeika Jordan	Matt Nixon	Francesca Williams
Esther DeVries	Andy Joyce	Hanna Ortiz	Margaret Williams
Joseph Donahoe	Andrew Kaplan	Nancy Payne	Robb Wilmot
Nathan Dotson	Mary Keller	Marquita Perkins	Jeremy Wing
Andrew Dowless	Benjamin Kennard	Cheena Mae Pongase	Aaron Wiseman
Meghan Dunn	Hamid Khan	Maisha Pope	Jefri Wood
Hieu Duong	Maureen Kieffer	Dana Przesmitzki	Mike Zubrensky
Trung Duong	Jake Kobrick	Tim Reagan	
Shelly Easter	Meghan Kocijanski	Joy Richardson	

EDUCATION

In 2025, the Center delivered 121 educational programs, 61 delivered in person and 60 delivered virtually. Along with these, the Center released 31 videos and 19 podcasts and continued to offer additional online learning resources and websites. Videos and podcasts released prior to 2025 garnered an additional 8,767 new engagements across platforms this year.

In recent years, the Center has begun to develop more microlearning resources. “Microlearning” simply means using small, easy-to-digest chunks of content (often with practice opportunities) that focus on one specific skill or piece of knowledge. This kind of strategic investment in learning strengthens workforce capability, accelerates learning outcomes, and ensures that critical skills are reinforced consistently over time.

Executive Education

The Center provides leadership and management education programs to chief judges, circuit and court unit executives (CUEs), and deputy court unit executives (DCUEs). The Center offered the following executive education programs and learning opportunities in 2025:

- Becoming an Executive: Virtual Course (webinar series)
- Becoming an Executive: Concluding Seminar (in person)
- *Budget Essentials: National Leadership Conference for Chief Judges* (5 microlearning video modules)
- *Dear Work, Something Has to Change* (9 microlearning video modules)
- *In Session: Leading the Judiciary* (podcast, episodes 43–46)
- Leader as Coach for CUEs and DCUEs (virtual)
- Leadership Seminar for New Circuit and Court Unit Executives (in person)
- Level Up Your Executive Team (in person)
- National Leadership Conference for Chief Judges of United States District and Bankruptcy Courts (in person)
- *Navigating the AI Revolution* (6 microlearning video modules)

Judicial and Legal Education

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. In 2025, the Center held the following orientation programs for judges:

- New Appellate Judges Seminar (cosponsored with the Institute of Judicial Administration at NYU School of Law) (in person)
- Phase I Orientation Seminars for U.S. District Judges, Bankruptcy Judges, and Magistrate Judges (2 seminars each, in person)
- Phase II Orientation Seminars for U.S. District Judges, Bankruptcy Judges, and Magistrate Judges (1 seminar each, in person)

Continuing Education Programs and Resources

The Center offers in-person special-focus seminars and national workshops, virtual programs, videos, publications, and other resources for judges and court attorneys. The Center provided the following continuing education programs and learning opportunities in 2025:

- Appellate, District, Bankruptcy, and Magistrate Judges
- Faculty Development Seminar (in person)
 - Reconstruction and the Constitution: A Historical Perspective (in person)

Appellate and District Judges

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

District and Magistrate Judges

- Judicial Seminar on Emerging Issues in Neuroscience (cosponsored with the American Association for the Advancement of Science) (in person)
- Employment Law Workshop (cosponsored with NYU School of Law) (in person)
- Immigration Law for U.S. District Courts (in person)

Bankruptcy Judges

- *A Review of the Ninth Circuit Bankruptcy Decisions* (2025 program) (video)
- Business Case Law Update for Bankruptcy Judges (quarterly, virtual)
- Chambers Management for Bankruptcy Judges: Using OneNote and Teams (virtual)
- Chapter 13 Discussion with New Bankruptcy Judges (virtual)
- Conducting Judicial Mediations and Settlement Conferences: Ethical Considerations for Bankruptcy Judges (virtual)
- Consumer Case Law Update for Bankruptcy Judges (quarterly, virtual)
- Cultivating a Coaching Habit: Five Questions to Grow Your Leadership for Bankruptcy Judges (virtual)
- Evidence Discussion with New Bankruptcy Judges (virtual)
- Handling Cross-Border Bankruptcies (virtual)
- National Workshop for U.S. Bankruptcy Judges I & II (in person)
- Onward and Upward Bankruptcy Judges' Chat (5 sessions, virtual)
- Physical Security and Vulnerability Management for Newest Bankruptcy Judges (virtual)
- Supreme Court Term in Review for Bankruptcy Judges (virtual)
- The Write Stuff Online Working Session for Bankruptcy Judges (2 sessions, virtual)

Magistrate Judges

- National Workshop for U.S. Magistrate Judges I & II (in person)

Judges and Court Attorneys

- *Court Web* (webcast, episodes 129–134)
- *Term Talk* (video reviews of key Supreme Court decisions for the 2024–2025 term)

Orientation and Continuing Education for Court Attorneys

- Interactive Orientation Seminar for Federal Judicial Law Clerks (e-learning)
- Maintaining the Public Trust (e-learning)
- National Conference for Appellate Staff Attorneys (in person)

- Workshop for Federal Court Mediators (in person)
- Wm. Matthew Byrne Jr. Judicial Clerkship Institute (cosponsored with Pepperdine Caruso School of Law) (four-part virtual series)

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 2025:

- Advanced Supervisors Institute 2024–2025 (virtual and in person)
- Advanced Supervisors Institute 2025–2026 (virtual)
- Avoiding Ethics Pitfalls (for clerk's office staff) (e-learning)
- Customer Service in the Courts (e-learning)
- Everyday Ethics: A Matter of Choice (for probation staff) (e-learning)
- Faculty Development Seminar (in person)
- Federal Court Leadership Development Program Phase I Workshop (2 cohorts, in person)
- In-District Programs
 - Code of Conduct (in person)
 - Personality Temperament Instrument (in person)
- Making the Transition to Supervisor (e-learning)
- MPDE Web (virtual)
 - Mind Your Marks: A Supervisor's Guide to Elevating Your Team's Writing (for supervisors and managers) (2 webinars)
 - Mind Your Marks: Everyday Punctuation and Writing for Court Professionals (for court staff) (2 webinars)
 - So, You Need to Assign a Project? Applying Lessons and Tools from Project Management in Your Court (for supervisors and managers) (2 webinars)
 - So, You Have a Project? Applying Lessons and Tools from Project Management to Your Own Work (for court staff) (4 webinars)
 - Thriving Positively in Challenging Times (for court staff, supervisors, and managers) (4 webinars)

- New Court Trainers Workshop (webinar series)
- New Supervisors' Development Program, Tier 2 Workshop (2 virtual, 1 in person)
- Personality Temperament Instrument (PTI)
- Real Colors Training-for-Trainers (in person)

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 2025:

- All Hands on Deck (e-learning)
- Conditions of Post-Conviction Supervision: The Officer's Critical Role (e-learning)
- How Being Trauma-Informed Improves Criminal Justice System Responses (e-learning)
- Quality Improvement in Federal Problem-Solving Courts Workshop and Monthly Consultations (webinar, in person)
- Science-Informed Decision-Making Workshop, Continuing Education, and Post-Workshop Check-Up (cosponsored with Harvard's Center for Law, Brain & Behavior) (webinar, in person)
- In-District Programs
 - U.S. Probation Trauma Training and STAR/CASA (problem-solving courts) (1 district, in person)
 - Mission, Vision, and Values Workshop (1 district, in person)

- Problem-Solving Courts Workshop and Implementation Training (webinar, in person)
- Resilience and Everyday Leadership Pilot (in person)
- Supervising Officers in an Evidence-Based Environment Booster (2 districts, in person)
- Supervising Officers in an Evidence-Based Environment Faculty Meetings (quarterly, virtual)
- Supervising Officers in an Evidence-Based Environment Assessment (1 district, in person) and Seminar (1 district, in person)
- Vicarious Trauma and Resilience (1 district, offered twice, virtual)

Programs for All Judiciary Audiences

- *Court to Court* (video series, episode 82)
- Introducing Federal Courts (e-learning)

Additional Educational Activities

In 2025, the Center provided 18 learning opportunities at conferences and meetings sponsored by other organizations including, among others, All Rise (formerly the National Association of Drug Court Professionals), the Federal Court Clerks Association, the National Association of Pretrial Services Agencies, the Federal Magistrate Judges Association, and the National Association for State Judicial Educators. Staff members also engaged in organizational consulting within the judiciary and collaborated on six projects with the Administrative Office and other judiciary entities.

Education Programs

In-Person Programs	Number of Programs	Number of Participants¹
Judges		
Orientation for newly appointed appellate judges	1	10
Orientation for newly appointed district judges (phases I and II)	3	96
Orientation for newly appointed bankruptcy judges (phases I and II)	3	33
Orientation for newly appointed magistrate judges (phases I and II)	3	81
Continuing education programs	12	1,078
Court Attorneys		
Continuing education programs	2	151
Programs for Executives, Managers, Supervisors, Probation and Pretrial Services Officers, and Staff		
Leadership and management programs for chief judges, court unit executives, and deputy court unit executives	4	280
Programs for supervisors, managers, aspiring leaders, court staff, and trainers	6	293
Programs for experienced probation and pretrial services officers	2	74
In-district programs for supervisors, managers, aspiring leaders, court staff, and trainers	20	1,838
In-district programs for experienced probation and pretrial services supervisors, managers, and officers	5	145
Total	61	4,079

Virtual Programs (webinars, webcasts, e-learning, audio conferences)	Number of Programs	Number of Online Participants²
Judges		
Continuing education programs	23	915
Court Attorneys		
Continuing education programs	6	1,410
Programs for Executives, Managers, Supervisors, Probation and Pretrial Services Officers, and Staff		
Leadership and management programs for chief judges, court unit executives, and deputy court unit executives	2	111
Programs for supervisors, managers, aspiring leaders, court staff, and trainers	20	4,372
Programs for experienced probation and pretrial services supervisors, managers, and officers	9	773
Total	60	7,581

Media	Number of Programs	Number of Views³
Videos	31	1,992
Podcasts	19	8,701
Total	50	10,693

1. The figures represent registered in-person participants.

2. The figures represent the number of registrations or views.

3. The figures represent views or listens across online platforms.

RESEARCH

In 2025, the Center completed 36 research activities and commenced or continued work on 39 others in support of the Judicial Conference and its committees, the Administrative Office, the Judicial Panel on Multidistrict Litigation, and individual courts and judges; in response to Congress; and in support of its own educational, international, and internal activities.

Civil, Multidistrict, and Appellate Litigation

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

For the Advisory Committee on Appellate Rules, the Center completed an analysis of motions to intervene on appeal. For the Committee on Federal–State Jurisdiction, the Center completed a study about the degree to which sua sponte remand orders in Class Action Fairness Act (CAFA) cases are reviewable.

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 active and senior district judges to determine their interest in serving as transferee judges.

Criminal Law and Defender Services

For the Committee on Defender Services, the Center updated its 2010 evaluation of the case-budgeting attorney (CBA) program to explore changes since the addition of CBA positions in seven additional circuits. For the Committee on Criminal Law, the Center continued its evaluation of the two-year pilot program examining the extent to which the inclusion of comparative sentencing information from the Sentencing Commission’s Judiciary Sentencing Information (JSIN) tool into the Presentence Investigation Report has an impact on reducing sentencing disparities. The Center is also conducting research for the same committee to identify potential explanations for variation in both the rate of pretrial detention and the rate of early termination of supervised release across districts.

In response to a request from the Committee on Court Administration and Case Management (CACM Committee), joined by the Criminal Law Committee

and the Defender Services Committee, the Center is undertaking survey research to determine whether the scope of harm to cooperators has changed since the Center’s 2016 survey and to evaluate whether court actions have been effective in reducing harm.

Bankruptcy Courts

For the Committee on the Administration of the Bankruptcy System, the Center completed a study to update the bankruptcy case-weighting system, a tool used to assess the need for bankruptcy judgeships. Also for the committee, the Center surveyed judges about the interpretation of “disbursements” used in calculating quarterly fees and surveyed bankruptcy clerks of court to obtain updated information about resource sharing with other courts. For the Advisory Committee on Bankruptcy Rules, the Center surveyed bankruptcy judges on the use of special masters in bankruptcy cases and proceedings.

Science and Technology

In partnership with the National Academies of Science, Engineering, and Medicine, and with the assistance of an advisory group of judges and scientists, the Center completed and published the fourth edition of the *Reference Manual on Scientific Evidence*. Each year, the Center hosts a Science and Technology Policy fellow from the American Association for the Advancement of Science (AAAS). The 2025 fellow examined how judges use scientific information provided in amicus curiae briefs.

Workplace and Workforce

The Center released a condensed report presenting a detailed summary of the results of the 2023 Workplace Survey for the Federal Judiciary, which was conducted by the Federal Judicial Center for the Federal Judiciary Workplace Conduct Working Group.

As in years past, the Center provided on-demand research services to the federal courts to bolster their performance. It conducted confidential workplace surveys at the request of court unit executives to inform their management and operational practices; assisted bankruptcy judges in obtaining feedback on their performance from attorneys who appear before them; and worked with

interested districts to establish feedback programs for magistrate and district judges.

Other Center Research

At the request of the Judicial Resources Committee, the Center developed interim case weights for § 3582(c) motions to modify prison sentences. The Center is updating and developing practical resources for judges on the management of jury trials.

For the CACM Committee, the Center is updating and expanding the scope of its 2015 analysis of court filings for adherence to the privacy rules. In 2025, the Center delivered interim reports to CACM covering district-court and court-of-appeals local privacy rules; bankruptcy local privacy rules; courts' use of a tool within Case Management/Electronic Case Files (CM/ECF) to automatically redact case and party names in Social Security and immigration opinions extracted to the U.S. Government Publishing Office (GPO) site; and unredacted minor dates of birth in court documents. The

Center also provided a memorandum to the Privacy Rules Working Group of Rules Committee Reporters on where unredacted social security numbers appear in appellate, criminal, and civil filings.

To assist courts in managing their civil and criminal caseloads, the Center maintains dashboards that show each court how slowly or quickly that court terminates types of cases relative to the national average. The Center sent updated dashboards to the courts in May 2025.

Researchers also curate resource webpages on various topics, including Science Resources (Dementia and the Law, Opioid Crisis, Neuroscience, Fingerprint Identification, DNA Technologies, Water and the Law); management of bankruptcy- and district-court pro se litigation; the Cardone Recommendation Study; civics education and outreach; election litigation; the Federal Rules of Practice and Procedure; federal–state cooperation; illustrative forms of class-action notices; managing federal death-penalty trials; national security cases; and third-party litigation financing.

FEDERAL JUDICIAL HISTORY

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

The Center published two new exhibits, *The Judiciary Act of 1801* and *Prohibition in the Federal Courts: A Timeline*, as well as a new entry in its Spotlight on Judicial History series, titled "Supreme Court Meeting Places." The Center also completed regularly scheduled updates of its exhibit *Demography of Article III Judges, 1789–2024*. All history exhibits aim to help a public audience understand these topics.

The History Office expanded the Courts section of its website to include new circuit composition charts and additional user guidance. A Center historian also published an article about the judgeships of the U.S. Commerce Court, 1910–1913, in the April issue of the *Journal of Federal History* to reach an audience of professional and academic historians.

INTERNATIONAL

The International Office (IO) collaborates with the judiciaries of other nations to share strategies for developing educational resources and research studies that support the work of the courts. IO hosts visiting judges at the Center's offices in Washington, D.C., delivers technical assistance abroad, and represents the Center at international conferences.

In 2025, the Center hosted 180 judges and legal professionals from over thirty countries. Most of the visitors were in D.C. as part of a U.S. State Department International Visitors Program. In January, IO delivered a three-day workshop for High Court justices in Colombo, Sri Lanka. This program, funded by the U.S. State Department and implemented by the CEELI Institute, an NGO, prepared judges to serve as faculty for skills-based workshops on adjudicating terrorism cases.

The Center held a new Evaluating Historical Evidence virtual series. This six-part series discusses historical methodology and provides practical tips for judges trying to evaluate historical evidence. Recordings of the sessions are available on the Center's intranet site (fjc.dcn). In addition, the Center is currently completing an expansion of its Talking Points materials, which provide support for judges and other court staff on speaking to various groups about historical topics.

This year, in partnership with the American Bar Association, the Center held its annual Teachers' Institute. Twenty teachers gathered in Washington, D.C., to learn about three historical cases from our 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.

The Visiting Fellows program hosts judges and legal professionals as scholars-in-residence. Fellows conduct research related to reform initiatives underway in their home countries. In 2025, IO hosted a judge from Brazil, who explored citizen participation in environmental class-action cases, and a magistrate from Cameroon, who learned about new methods for delivering judicial training.

Judiciaries Worldwide (<https://judiciariesworldwide.fjc.gov>), the Center's website on comparative judicial practice, includes overviews of over forty national judicial systems, information about judicial selection methods and court administration, and pieces addressing civil and criminal procedure. New posts include the following: Alternative Dispute Resolution, Attorney's Fees, Cameras in the Courtroom, Constitutional Courts, Restorative Justice, and Search Warrants.

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. The site also provides those in the judiciary 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). The Center also maintains a comparative judicial practice website (<https://judiciariesworldwide.fjc.gov>).

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. The Center also distributes publications and media programs to the courts to use in local education and training programs. During the year, the Center 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 2025, the Center produced a variety of publications for judges, attorneys, and court staff, including the following:

- *Reference Manual on Scientific Evidence*, Fourth Edition
- *Consumer Bankruptcy Law: Chapters 7 & 13*, Second Edition
- Condensed Report on 2023 Federal Judiciary Workplace Survey
- United States District Courts' Local Rules and Procedures on Electronic Filing by Self-Represented Litigants

FEDERAL JUDICIAL CENTER FOUNDATION

The Federal Judicial Center Foundation is a private, non-profit corporation established by Congress to receive gifts in support of the Center’s mission. The foundation holds exclusive authority to determine whether to accept any donation and assess the suitability of prospective donors.

The foundation may not accept gifts earmarked for projects that have not already been approved by the Center’s Board. In addition, the Center retains full control over the design, development, and execution of all activities supported by Foundation donations.

Governance

The foundation is governed by a seven-member board appointed by the

- Chief Justice of the United States
- President Pro Tempore of the Senate
- Speaker of the House of Representatives

By statute, no foundation board member may be a judge. The following were the foundation board members at the close of 2025:

- Judith A. Miller, Chevy Chase, Md., *Chair*
- Elizabeth J. Cabraser, San Francisco, Cal.
- Steven S. Gensler, Norman, Okla.
- Hon. Rebecca Love Kourlis (Ret.), Denver, Colo.
- Peter A. Kraus, Dallas, Tex.
- John B. White Jr., Spartanburg, S.C.
- *Vacant*

Use of Foundation Funds

Congress requires that the Center’s annual report describe the purposes for which foundation gifts were used in the reporting year.

For 2025, the Center did not use any foundation funds and received no new donations.

EDUCATION ADVISORY COMMITTEES

Committee on Appellate Judge Education

Judge D. Brooks Smith (3d Cir.), *Chair*
Judge Guy Cole (6th Cir.), Center Board Representative
Judge Ralph Erickson (8th Cir.), Center Board Representative
Judge Pamela Harris (4th Cir.)
Judge Patricia Millett (D.C. Cir.)
Joseph Phillips, Chief of Judicial Services Office
(Administrative Office of the U.S. Courts)

Committee on Bankruptcy Judge Education

Bankruptcy Judge Jeffery W. Cavender (N.D. Ga.), *Chair*
Chief Bankruptcy Judge Suzanne H. Bauknight
(E.D. Tenn.)
Bankruptcy Judge Michelle M. Harner (D. Md.),
Center Board Representative
Bankruptcy Judge David S. Jones (S.D.N.Y.)
Bankruptcy Judge Sandra R. Klein (C.D. Cal.)
Bankruptcy Judge Patricia M. Mayer (E.D. Pa.)
Professor Melissa B. Jacoby (University of North Carolina)
Daniel Isaacs-Smith, Deputy Chief of Judicial Services
Office (Administrative Office of the U.S. Courts)

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