

THE FEDERAL JUDICIAL CENTER

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October 1, 1971

TO: The Judicial Conference of the United States

FROM: Alfred P. Murrah, Director
The Federal Judicial Center

SUBJECT: ANNUAL REPORT OF THE FEDERAL JUDICIAL CENTER

At the direction of the Board of the Federal Judicial Center, I am happy to transmit herewith the Annual Report of the Center. The report speaks for itself in delineating the major directions of the Center's activity during the past year. It is as concise as we can make it commensurate with providing essential information for the Conference to assess our programs. Explicit detail on each and every program would result in a burdensomely long document. We are prepared, however, to provide such additional detail as the Conference or any of its members may deem useful.

Let me take this opportunity to add a personal note. This report covers the first full year of my stewardship as Director of the Center. It has been a year like no other I have ever experienced, but it has been a good year. I have been blessed with tremendous cooperation from the judiciary, from the Board, and from an outstanding and dedicated staff. There have been, and will continue to be, many frustrations, but they largely stem from the fact that the opportunities to serve the judicial system are so many and so diverse that we cannot answer every need at once. As our varied activities continue to grow and coalesce into programs of carefully considered action, more and more of these opportunities will be met. If one must experience frustration, how much better that it arise out of too much to do rather than too little.

The very existence of the Center and the constant expansion of its activities are the testament to our belief that each problem can be met, some today and some tomorrow.

We believe that it is possible to reduce the time between indictment and termination of criminal cases to an interval of 60 days and that a large portion of that reduction can be accomplished with the resources we have.

We believe that it is possible to accelerate the flow of all court business through the intelligent use of supporting personnel without in any degree abdicating the judicial decision-making responsibility.

We believe that it is possible to vastly streamline the clerical operations of our courts through the application of modern business methods -- to the mutual benefit of the courts, the bar, the litigants, and the public.

With your continued support these beliefs will be vindicated.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Alfred P. Murrah". The signature is fluid and cursive, with a prominent initial "A" and a long, sweeping tail.

Alfred P. Murrah
Director
The Federal Judicial Center