Court Administration: The Newest Profession

Bernadine Meyer

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Court Administration: The Newest Profession

Within the science of judicial administration, there is developing the science of court administration and the need for a professional court administrator is being increasingly accepted.¹

Developments in court administration have come at a rapid rate during the past decade. The efforts of Chief Justice Warren Burger have contributed greatly to this accelerated growth. In assessing the state of the judiciary, he termed challenges to our system of justice "colossal and immediate," and assigned priority "to methods and machinery, to procedure and techniques, to management and administration of judicial resources."² These, he reasoned, would not be the long range undertakings that re-examination of outdated substantive legal institutions would be.

Two concrete results of his advocacy were passage of the Court Executives Act³ and creation of the Institute for Court Management. The Court Executives Act authorizes a court administrator for each of the eleven circuit councils in the federal court system, outlines duties of that administrator, and provides for certification of persons to be qualified as court administrators.

The Institute for Court Management, established cooperatively by the American Bar Association, the American Judicature Society, and the Institute for Judicial Administration, began operations in Colorado in 1970. It was the first formal educational program for court administrators in the United States. Although 83 state and local court administrative positions had been created by 1970, court administrators were largely self-taught.

The task force charged with developing the Institute's program consisted of prominent judges, business men, management consultants, and experts in public administration. In designing the curriculum, they studied the needs of the courts, the role of the court administrator in effectively meeting those needs, the duties of court administrators, and the skills necessary to fulfill those duties.⁴ Their efforts advanced the "state of the art" of court administration tremendously.

4. Brownell, A Development Program for Court Administration, 54 J. AM JUD. Soc'y 99.
Court administration is a "behind the scenes" function at a courthouse. It directly affects flow of cases, the calling of persons for the jury and as witnesses, availability of courtrooms, court records, and court personnel. In this sense it can be either an aid or a deterrent to the lawyer and in the disposition of cases. Court administration is one of many tools needed in forging increased efficiency in the administration of justice. It should be the concern not only of every judge but also of every lawyer. In spite of this, law reviews and legal periodicals—with the notable exception of *Judicature*—devote little space to the topic.5

This commentary will explore the field of court administration. This includes the functions of a court administrator, the qualifications necessary for appointment to the position, the need for court administrators, the degree of acceptance accorded them by the judiciary, and the future outlook for court administration.

**THE FUNCTION OF COURT ADMINISTRATION**

Court administration is concerned with the management of the nonjudicial activities of the courts. The court administrator is an executive, responsible directly to the chief judge for carrying out policy as determined by that judge or a group of judges. He is not a clerk; he is a director, a manager, an executive. He supervises the entire administrative staff of the court, including all department heads and the clerk of courts. He has broad management power, delegated to him by the chief judge, to organize and administer all nonjudicial activities of the court. How much power he needs is a matter of balancing. His power must not be so great as to engender fear in judges and court employees, but he must have sufficient power to accomplish the judicially-formulated objectives of management.6

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5. For this commentary, review of the literature was supplemented by personal interviews during 1971 with the following: Judge Ruggero J. Aldisert, United States Court of Appeals for the Third Circuit; Miss Genevieve M. Barr, Chief Deputy Clerk, United States District Court for the Western District of Pennsylvania; Gilbert J. Helwig, president of the Academy of Trial Lawyers of Allegheny County (Pennsylvania); Robert N. Peirce, Jr., Clerk of Courts, Allegheny County; Justice Thomas W. Pomeroy, Jr., Supreme Court of Pennsylvania; Judge Silvestri Silvestri (calendar control judge), Common Pleas Court of Allegheny County; Charles H. Starrett, Jr., court administrator, Common Pleas Court of Allegheny County; President Judge Charles Sweet, Common Pleas Court of Washington County.

6. D. SAARI, MODERN COURT MANAGEMENT: TRENDS IN THE ROLE OF THE COURT EXECU-
His salary and status must also be commensurate with the accomplishment of those objectives. To some, this means equal with that of judge. Annual salaries for administrators of large state and metropolitan court systems, such as those found in New York and California, range from $30,000 to $40,000. Typical salaries in the smaller systems range from $15,000 to $25,000.

The duties of court administrators vary with the location and size of the court. In Pennsylvania, the court administrators in Washington and Delaware counties serve as pre-trial masters. In Allegheny County, the court administrator's activities include purchasing, compilation of statistics, preparation of reports, and release of information to the news media. Duties of the New Jersey state court administrator include serving as secretary of the judicial council and the answering of complaints about the courts. Both calendar management and jury and witness services are functions of court administrators in California.

Since 1927, when the first court administrator's position was created, the functions of a court administrator have been evolving into a pattern. Today there is a discernible trend toward uniformity, so that it is becoming increasingly possible to describe the job of court administrator in terms of "standard" functions and duties. This trend toward a standardization of duties can be determined from reference to Table I.

The first column in that table shows the duties of a court administrator in the federal circuit courts, as given in the Court Executives Act passed on January 5, 1971. This listing of duties is especially significant. The Court Executives Act was prepared in direct response to Chief Justice Burger's request and at a time when research regarding duties of court administrators had advanced markedly because of the Institute for Court Management.

The second column in Table I contains a listing of the broad general functional areas of court administration developed by David Saari in his 1970 report on court administration for the Law Enforcement

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8. D. SAARI supra note 6; AMERICAN JUDICATURE SOCIETY supra note 6.
Commentaries

Assistance Administration of the United States Department of Justice.\textsuperscript{13} This classification of the specific duties of court administrators into broad categories makes possible determination of areas of knowledge and skill necessary for successful court administration.

Column three shows duties of a trial court administrator given in the job description prepared by the National Association of Trial Court Administrators.\textsuperscript{14} Created in 1965, the Association is the professional organization for administrators of trial courts. Standards for membership are based on the job description. The duties listed by the Association are undoubtedly indicative of those found in actual practice in most instances.

The fourth column in the table contains a list of duties of court administrators which became a part of the California Rules of Court in 1968.\textsuperscript{15} California, New Jersey, and the Administrative Office of the United States Courts are the three principal management models upon which others have built.\textsuperscript{16} The accomplishments of these two states and the federal office have been outstanding. Chief Justice Burger commented that, but for the Institute for Court Management, the federal courts could have found experienced and competent court administrators only by “raiding” New Jersey and California, as well as New York and Colorado.\textsuperscript{17}

The 1966 American Judicature Society report on court administrators was based upon a survey of 40 state and local court administrator positions.\textsuperscript{18} A summary listing of the functions assigned to those offices was developed, and those duties were grouped under eight main headings. These are reported in the fifth column in Table I.

The last column shows duties of a court administrator listed in the New Jersey statutes.\textsuperscript{19} These duties are very similar to those of the Director of the Administrative Office of the United States Courts\textsuperscript{20} and also to those in the Model Act to Provide for an Administrator for the State Courts.\textsuperscript{21} It is not surprising that similar statutes exist in many other states. Since the state court administrator’s office in New Jersey was created in 1948 and the federal administrative office in 1939, this

\textsuperscript{13} D. Saari supra note 6, at 5.
\textsuperscript{14} Klein supra note 1, at 278.
\textsuperscript{16} D. Saari supra note 6, at 11.
\textsuperscript{18} American Judicature Society, supra note 6 at 2-5.
\textsuperscript{19} N.J. Rev. Stat. 2A:12-3 (1952).
\textsuperscript{21} Model Act to Provide for an Administrator for the State Courts (1960).
<p>| Personnel | administering the personnel system of the court of appeals of the circuit | personnel management services for trial court personnel | prepare personnel plan or merit system for classification, recruitment, promotion, discipline, and removal of persons employed by the court; maintain personnel records | supervision of non-judicial personnel |
| Finance | administering the budget of the court of appeals of the circuit; maintaining a modern accounting system | financial management services, including trial court budget creation and execution | assist in preparation and administration of court budget; maintain accounting records | fiscal officer |
| Space and Equipment | establishing and maintaining property control records and undertaking a space management program | management of trial court physical facilities | assist in arranging for court accommodations and be responsible for procuring necessary books, equipment, and supplies | equipment and accommodations supervision |
| Liaison | representing the circuit as its liaison to the courts of the various states, the marshal's office, state and local bar associations, civic | intergovernmental relations assistance in relationships with other public or private agencies, including bar associations | assist in maintaining liaison with other public or private agencies concerned with the court | secure accommodations for court; purchase and distribute equipment and supplies for judges and employees |</p>
<table>
<thead>
<tr>
<th>JURY AND WITNESS</th>
<th>Management</th>
<th>vices to news media and other groups</th>
<th>services to news media and other groups</th>
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<tr>
<td>Collecting, compiling, and analyzing statistical data with a view to preparation of reports; prepare annual report including recommendations for more expeditious disposition of the business of the circuit</td>
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<td>Jury administration services, in selection and supervision of jurors</td>
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<td>Supervise administrative services in selection and supervision of jurors</td>
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<th>REPORT</th>
<th>Management</th>
<th>Management</th>
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<td>Statistical management services, including judicial statistics and other internal statistical reports for management purposes</td>
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<tr>
<td>Prepare judicial statistics maintain judicial assignment records; prepare an annual report</td>
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<tr>
<td>Statistics and records</td>
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<tr>
<th>DATA PROCESSING AND SYSTEMS ANALYSIS</th>
<th>Management</th>
<th>Services in analyzing trial court administrative systems and procedures</th>
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<tr>
<td>Conducting studies relating to the business and administration of the courts within the circuit and preparing appropriate recommendations</td>
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<tr>
<td>Evaluate and recommend improvements in the court's administrative systems and procedures</td>
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<tr>
<td>Evaluating organization, practices and procedures of the courts</td>
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<th>CALENDAR</th>
<th>Management</th>
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<td>Calendar management</td>
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<td>Case calendar management services</td>
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<td>Calendar management</td>
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<td>Dispatch of judicial business</td>
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<tr>
<th>GENERAL MANAGEMENT</th>
<th>Management</th>
<th>Management</th>
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</table>
| Exercising admin-  
istrative control of  
all nonjudicial  
activities of the court of appeals of the circuit; arranging and attending meetings of the judges of the circuit and of the circuit council, including preparing the agenda and serving as secretary in all such meetings |
| Organize and administer the nonjudicial activities of the court |
| Secretariat |

| ACT AS SECRETARY OF THE JUDICIAL COUNCIL; INVESTIGATE COMPLAINTS WITH RESPECT TO OPERATION OF THE COURTS |
list represents the earlier thinking regarding the functions of a court administrator.

Data in Table I indicates that the first court administrators were responsible for budgeting, space and accommodations, annual reports, recommendations for improvement of the administrative aspects of the judicial system, and suggestions for expedition of litigation. As experience with court administration continued, additions but no deletions were made to these duties. These additions involved management of personnel, public information, jury and witness services, calendaring, and data processing activities. No new fields of management have been included in the duties of court administrators since the job description prepared by the National Association of Trial Court Administrators. Today ten fields of management are represented in the court administrator's functions: personnel, finance, space and equipment, public information, liaison, jury and witness, report, data processing and systems analysis, calendar, and general management.

Qualifications of a Court Administrator

It is obvious from these duties that the position of court administrator is one of management within the environment of the courts. Ideally, the court administrator is a person who combines the technical skills of the manager and a knowledge of the principles of public and business administration with an understanding of the duties of judges and the problems peculiar to the courts.22

Table II contains a comparison of the duties of court administrators with knowledges and skills required for that position. The first column shows the ten fields of management listed above. Knowledges and skills necessary for court administration, according to a Judicature editorial,23 are in column two. Column three contains the knowledges and skills suggested by Edward C. Gallas, first administrator of the Los Angeles Superior Court and currently a faculty member at the Institute for Court Management.24

The court administrator functions in management areas rather than

22. The program at the Institute for Court Management provides for this interplay in the formal classwork. An understanding of the legal environment in which the court administrator works is given through instruction in organization of the courts, judicial responsibility for management, and the adversary process. Other classwork deals with management. This includes instruction in accounting and finance, personnel, information systems, operations research, public relations, and general management.
24. Gallas, Create University-Trained Court Managers, 4 Trial 21 (1967-8).
Commentaries

TABLE II
KNOWLEDGES AND SKILLS REQUIRED OF COURT ADMINISTRATORS

<table>
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<tr>
<th>MANAGEMENT AREAS</th>
<th>NECESSARY KNOWLEDGES AND SKILLS ACCORDING TO EDITORIAL, 50 Jud. 256 (1967).</th>
<th>NECESSARY KNOWLEDGES AND SKILLS ACCORDING TO GALLAS, 4 Trial 21 (1967-8).</th>
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<tr>
<td>personnel</td>
<td>management of personnel</td>
<td>human resources administration; labor-management relations</td>
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<td>management</td>
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<tr>
<td>financial</td>
<td>handling of money; preparation of budgets</td>
<td>financial resources administration, including accounting, auditing, budgeting, fiscal planning and control</td>
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<td>management</td>
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<tr>
<td>space and</td>
<td>planning and utilization of physical facilities</td>
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<td>equipment</td>
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<td>management</td>
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<tr>
<td>public information</td>
<td>development of public relations</td>
<td>public relations; communications</td>
</tr>
<tr>
<td>management</td>
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<tr>
<td>liaison activities</td>
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<td>public policy formulation</td>
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<td>management</td>
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<td>jury and witness</td>
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<td>management</td>
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<td>report management</td>
<td>collection of statistics</td>
<td>information systems</td>
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<td>data processing</td>
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<td>management</td>
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<tr>
<td>general management</td>
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legal areas. This requires the kind of skills being practiced today in business and industry. It is not surprising that the Court Executives Act provides that standards for certification of circuit court administrators should take into account experience in administrative and executive positions.25 Nor is it surprising that the state of California requires a trial court administrator to have a minimum of one year's experience in a responsible management capacity in a public agency or in private business.26

Management expertise is the sine qua non for successful court administration. Judges have not always understood this. As newspaperman David James found in his observations of courts across the country, the first tendency of judges is to tap some struggling lawyer for the job

of court administrator. Experienced court administrators, on the other hand, stress the need for managerial skills.

Edward Gallas would find it as inappropriate for a lawyer—without special orientation, education, and experience—to attempt the management of a court as it would be for a manager to try a lawsuit. He indicates the "built-in educational and cultural bias of the legal profession" can become a burden "although rarely recognized as such" in the administrative area. He does not negate lawyers as court administrators, provided they have special training. "There are fields of knowledge, skills, and personal qualities that can be developed in the lawyer by exposure to the curriculum of graduate schools of business and public administration."

California and Colorado, acknowledged by Chief Justice Burger as leaders in court administration, require court administrators to be college graduates but do not require a law degree. The Court Executives Act requires only "familiarity with court procedures," not a law degree, for certification as a circuit court administrator. Admission to the Institute for Court Management is open to persons in mid-career and recent graduates of law, public administration, and business administration programs.

Not all judges reject the nonlawyer as a court administrator. Judge Irving R. Kaufman wrote:

[I]f I may be permitted a slight heresy, I find it quite possible that a well trained para-professional will cope with calendar control not merely as well, but perhaps better than a judge, highly trained to apply and interpret the law, but not trained to employ flow charts or systems analysis to eliminate bottlenecks.

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27. D. JAMES, CRISIS IN THE COURTS, 108 (1968). James adds: These men may be "safe" choices—no threat to the old way of doing things. Or the judge may not understand that almost any bright business administrator can learn the operation of a court, but not every lawyer can be transformed into a bright business administrator.
28. D. SAARI supra note 6, at 3-4; Gallas, supra note 24, at 21-22.
29. Gallas supra note 24, at 21. Gallas explains: An education reverent of precedents, steeped in established procedures and deferential to judicial omnipotence, coupled with a natural inclination to give overriding recognition to the economic problems of the lawyer, vis-a-vis the management needs of the court, contributes little to the effective functioning of the lawyer in a court management role.
30. Id.
31. D. SAARI supra note 6, at 15 n.22.
33. Institute for Court Management, (brochure for applicants).
Court administration has often been compared with hospital administration, where the essential skills required are managerial but are practiced in a specialized atmosphere. The medical profession has, for many years, recognized that the administrative functions of a hospital can be carried out by a non-physician, even in the unique environment of medicine.

Modern management techniques have advanced to a very sophisticated state. Managers today are capable of dealing with large, complex, international organizations. The managerial ability to put a man on the moon has been demonstrated. “Management—like law—is a profession” today. Few judges or lawyers with severe chest pains would attempt to treat themselves. There would be slight hesitation about consulting the medical profession. Congested dockets and long delays are symptoms that court systems need the help of professionals. Those professionals are managers. If court administration is to be effective, judicial recognition that managerial skill and knowledge are necessary to efficient performance is vital.

**Need for Court Administrators**

The total need for state and local court administrators has been estimated at 300 for the top level court executive posts. Fifty of these would be for the state court systems, and 250 for large metropolitan court systems and regional areas serving a number of systems in rural locations. In addition to these top ranking jobs, there is need for high-ranking second or third level administrators, to say nothing of the number required at lower management levels.

For the federal court system, Chief Justice Burger has indicated that a court administrator is needed immediately for each of the eleven circuits and “for every busy federal trial court with more than six or seven judges.”

Need for court administrators is generally expressed as a court administrator for every trial court with six or more judges. David Saari believes a court administrator is necessary in “every multijudge, general jurisdiction court of three or more judges.” This need for court administrators arises because of several factors:

35. Gallas *supra* note 24, at 21.
36. *SAARI supra* note 7, at 44.
38. *SAARI supra* note 7, at 42.
Courts have become large, complex organizations requiring the services of a management specialist.

The complexity of urban life has resulted in increased work for the courts. Today litigation is big business involving millions of dollars and thousands of people. Multi-judge courts have been enlarged, budgeting and personnel problems have become complex, and problems attendant upon workflow and paperflow compounded. The need for a management specialist in large organizations has been recognized by the legal profession for some time. Large law firms unhesitatingly employ a managing partner or an office manager to handle housekeeping details, budgeting procedures, and record keeping.

Just as city managers, school superintendents, and hospital administrators manage the organizational and administrative burden in other aspects of our lives, a professional is needed to organize and administer the non-adjudicative work in the courts. "Scientific management is needed in a modern court no less than in a modern factory."

Time devoted by judges to administration is time they cannot spend in adjudication.

Some judges hear few cases since they administer almost all day, while others devote large portions of their time to management. Chief Justice Burger, in his 1970 State of the Judiciary address to the American Bar Association, indicated the concern of judges in the federal courts over the amount of time required for administration:

To prepare for this report to you, I asked every federal judge for suggestions. The hundreds of replies reflected a note of frustration and even anguish in the daily management and administrative burdens that drained time and energy from their primary duty to dispose of cases. That was the common denominator and the common complaint.

The infringement of time-consuming, non-judicial administrative work upon time needed for adjudication is a more serious problem today than it may have been in the past. Caseloads have increased to

39. Clark, *Foreword* to D. Saari, supra note 6, at iv.
40. D. Saari supra note 6, at vi.
42. Saari supra note 6, at 3.
43. Burger supra note 57, at 932.
the extent that many judges are overworked. Court congestion has become a matter for concerned note in national publications and on nationwide television. A court administrator, assuming managerial responsibilities, not only can save the judge’s time but also can bring professional management knowledge to the task.

Many judges are not trained in management skills, and many are not interested in administrative functions.

Justice Tom C. Clark, now director of the Federal Judicial Center, quotes a federal judge of twenty years experience. The latter noted that the majority of federal judges “come to the bench without administrative training or experience and for the most part are completely uninterested in administrative operation.” He described the result as an administrative procedure and operation which is the sum product of inefficiency and incompetency.

When judges are untrained in management, the result can be ineffective management coupled with nonrecognition of that ineffectiveness. One without knowledge cannot be expected to know that there are better methods, even less can he be expected to know what they might be. Unacquainted with management techniques, a judge cannot be expected to realize the potentials of the application of modern management methods. Nor will he always understand that they are applicable to the court environment.

Present methods of court operation require modernization and the application of business-like procedures.

Today’s court operations have been described as “in a supermarket age... cracker barrel grocer methods and equipment—vintage 1900;” “displaced rural;” “outmoded;” and an operation with “quill-

46. In the task force’s development of the program for the Institute for Court Management, “The lawyers and judges learned that modern management is not synonymous with systems analysts and computers,” Brownell supra note 4, at 99.
47. Burger supra note 37, at 929.
48. SAAR supra note 7, at 41.
penned records and green-eye shaded clerks."\textsuperscript{50} Paul Cotter, in his study of the operations of the United States courts, found some courts "hopelessly enmeshed in outmoded, inadequate, and at times, amateurish and most unbusinesslike practices and procedures."\textsuperscript{51} He attributed "shocking conditions of delay and neglect of cases on court dockets" as being due "almost solely to poor administration."\textsuperscript{52}

To change this, persons with professional management knowledge and experience are needed. In 1970, Chief Justice Burger stressed the need for "better management, better methods, and trained administrative personnel."\textsuperscript{53} These—rather than more money and more judges—were the primary needs of the courts, according to the Chief Justice.

It is time to stop talking and start acting when Chief Justices Burger and Warren, the 1959 National Conference on Judicial Selection and Court Administration,\textsuperscript{54} the 27th American Assembly held at Arden House in 1965,\textsuperscript{55} the President's Commission on Law Enforcement and Crime Prevention in 1967,\textsuperscript{56} the 1971 National Conference on the Judiciary,\textsuperscript{57} all recommend that persons professionally trained in administration be brought into the operations of the court system. The knowledge, experience, and modern management techniques of experts in business and administration must be drawn upon to improve the efficiency of court operations.

**Acceptance by the Judiciary**

Action requires acceptance by the judiciary. In Justice Clark’s words "the key to the problem is the judge himself. We must face up to the fact that modernization of the judiciary depends on him."\textsuperscript{58}

Acceptance by the judiciary can be determined, to some extent, by the rate at which positions of court administration have been created. During the 1930's and 1940's, after the appointment of the first court

\begin{thebibliography}{9}
\bibitem{50} Rosenberg, Frank Talk on Improving the Administration of Justice, 47 Tex. L. Rev. 1029, 1036 (1968).
\bibitem{51} Clark supra note 45, at 100.
\bibitem{52} Id.
\bibitem{53} Burger supra note 37, at 934.
\bibitem{54} Consensus of the National Conference on Judicial Selection and Court Administration, 1959 (Published by the American Judicature Society).
\bibitem{55} The Courts, the Public, and the Law Explosion, 1965 (Published by the American Judicature Society).
\bibitem{56} Excerpts from President's Commission Report Relating to the Courts, 50 J. Am. Jud. Soc'y. 259 (1967).
\bibitem{57} Forward March! in Judicial Administration, 57 A.B.A.J. 860 (1971).
\bibitem{58} Clark supra note 39, at iv.
\end{thebibliography}
administrator in 1927, only four additional court administrators were appointed. In 1939, Congress passed the Administrative Office Act,\(^\text{59}\) creating the position of administrative director for the United States courts. In the next two decades, the increase in the number of positions at the state and local level was spectacular. Twenty-four positions were added during the 1950's, and 54 during the 1960's.\(^\text{60}\) Today 35 states and 48 local court systems have administrators. As noted previously, expansion continues in the 1970's with the creation by the Court Executives Act of 11 court administrator positions at the federal level.

These court administrator positions did not come into being without opposition. Sidney Schulman's study of the Pennsylvania courts in 1962 recommended the creation of the position of court administrator for the state. Regarding reaction to his suggestion, he said "probably no proposal has raised the hackles of the Pennsylvania judges more."\(^\text{61}\) The idea of a court administrator "was conjured up as an assault on judicial independence and an attempt to demean the status of the judge to that of a glorified civil servant."\(^\text{62}\) At the same time, he pointed out that an accumulated body of experience concerning court administration was available to help refute the misapprehensions of the Pennsylvania judges.

Some of the refuting evidence came from the federal system where experience since 1939 proved that neither judicial independence nor the policy making of judges was lost after creation of the position of Director of the Administrative Office of the United States Courts.\(^\text{63}\) New Jersey's experience was that, after a state court administrator had been appointed, more clerical and administrative work than ever before was accomplished. This was done with a reduction of 20 per cent in clerical and administrative personnel.\(^\text{64}\) In Los Angeles, the court administrator planned construction of new courthouse buildings, designed with orderly flow of prisoners, public, judges, and jurors in mind. This was in response to the situation which existed prior to the administrator's appointment. Court business overflowed available

\(^{60}\) D. Saari supra note 6 at 51-52; American Judicature Society supra note 6.
\(^{62}\) Id.
\(^{64}\) Vanderbilt, Improving the Administration of Justice—Two Decades of Development, 26 U. Cin. L. Rev. 155, 228 (1957).
courtrooms and was conducted in old Army barracks, the halls, hotel rooms, and trailers. In the use of data processing, the Los Angeles court system has been described as “fifteen years ahead of the rest of the nation.”

The next ten years should provide additional evidence from the work done by court administrators appointed during the 1950's and 1960's. Many of these are still in the first stages of operation, assessing the situation and collecting information and statistics in order to determine where the problem areas lie.

THE FUTURE OF COURT ADMINISTRATION

The future points toward professionalization of the position of court administration. Several indicia are already apparent:

1. The job has been defined. Job descriptions have been developed, and a uniform set of duties and functions for the job is emerging. A body of knowledge required for the job can be identified.
2. University programs for the education of court administrators exist at the University of Denver and American University. Another program is planned for 1972 at Duquesne University's School of Business and Administration.
3. A professional organization, the National Association of Trial Court Administrators, exists and provides for inservice educational programs for its members.
4. Certification of court administrators has begun, with the Court Executives Act requirement of certification for administrators in the circuit courts.
5. The first textbook on court management will be published in the fall of 1971.
6. The literature in the field is growing, through the efforts of the American Judicature Society and the Institute for Judicial Administration. An annotated bibliography compiled for the 1971 Judicial Conference contained some 58 items dealing with court administration.
7. The role and importance of the court administrator have been recognized by leaders in the legal profession, such as Chief Justice

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66. Saari supra note 6, at 14.
Commentaries

Burger, the American Bar Association, and the Judicial Conference of the United States.

All indications are that court administration is presently on its way to becoming a profession.

Bernadine Meyer