MEMORANDUM

TO: Quattrone Center Advisory Board
FROM: John F. Hollway
RE: Semi-Annual Center Update
DATE: January 6, 2015

Dear Colleagues:

As we complete our first full calendar year of growth at the Quattrone Center for the Fair Administration of Justice, the Affiliated Faculty and I are at once pleased at the progress made to date and eager to execute on our promise going forward. We have had a very busy quarter since our last Advisory Board meeting in September, making tangible advances in each of our main areas of focus: research and collaborations with practitioners, awareness and community presence, development/fundraising, and talent/hiring.

Update since September Meeting.

Research and Collaborations. We are making strong progress on the research front.

- Our work in Root Cause Analysis (RCA) with the Montgomery County DA’s Office generated a number of recommendations that the DA accepted and has begun to put in motion, including a partnership to publish the process and to evaluate its impact. The announcement of the changes got favorable press coverage (https://www.law.upenn.edu/live/news/5126-media-coverage-of-the-quattrone-center-partnership#VKxS1PMo5aQ) and is leading to interest in conducting additional RCAs in other jurisdictions.
Just before Christmas, Judge Ben Lerner and I presented on RCA to the New York Judicial Task Force, a statewide committee including prosecutors, defense attorneys, police officers, and judges throughout the state that makes recommendations to New York State policymakers on wrongful convictions issues. We have already received outreach from members of the Task Force expressing a desire to learn more and potentially conduct a pilot program evaluating the utility of RCA in New York.

- Our pilot program with multiple agencies in the City of Philadelphia as part of the NIJ Sentinel Events Initiative is progressing quite well, with substantial enthusiasm within the agencies that we believe will lead to opportunities for further research in this important area.
- Our examination of plea bargaining in collaboration with the San Francisco Public Defender is well underway, and publicity about the research has led to related requests for partnership from other criminal justice practitioners.
- Our survey of Conviction Integrity Units is moving forward well, and we expect to complete our initial set of interviews in January.

**Awareness and Community.** The Quattrone Center has been an active and visible presence in the criminal justice community and within the Penn community.

- The Quattrone Center hosted a day-long interdisciplinary Dialogue in late November entitled “Management, Science, and Systems Optimization of Crime Labs.” The meeting, which was invitation-only, was oversubscribed, with about 35 people attending, including crime lab directors, clinical laboratory experts, experts in lab standards and training, judges, police officers, prosecutors, defense attorneys, academics, and representatives from the White House and the Laura and John Arnold Foundation. The group discussed what was working and what was not in crime labs, and outlined a group of potential research opportunities. It was a very successful first foray into this complex area of criminal justice. We are preparing a report that will analyze the discussion, and are working with the participants, including LJAF, to propose next steps to advance the field.
- I have begun my tenure on the Interim Solutions Subcommittee of the National Commission on Forensic Science, a national committee co-sponsored by the DOJ and NIST, and have drafted a report on RCAs in crime labs for the subcommittee’s review in early 2015.
- We hosted Northwestern Law Professor Deborah Tuerkheimer to present her book, *Flawed Convictions: Shaken Baby Syndrome and the Inertia of Injustice*, with the Law School Faculty. She discussed the challenges of shifting science and its use in the
courts. She presented to a packed Faculty Lounge, with representatives from the Philadelphia and Queens DA’s Offices as well as clinical personnel from the Hospital of the University of Pennsylvania as well as from Children’s Hospital of Philadelphia.

- The Quattrone Center has been increasingly active with student engagement at the Law School. Our activities in this period include: a session I taught on Prosecutorial Ethics in Professor Janet Perry’s course on Professional responsibility; participation by Stephanos Bibas, Cary Coglianese, David Rudovsky and me in the Law School community’s panel discussion on the tragedy in Ferguson, MO; and Prof. Rudovsky’s discussion on the landmark decision of Gideon v. Wainwright to mark its 50th anniversary.

- We continue to be active in Philadelphia, Pennsylvania, and New Jersey legal communities:
  - We spoke on criminal justice reform at the Pennsylvania Bar Association’s Annual “Bench & Bar” conference in November, and have received interest in collaboration from members of the Pennsylvania judiciary as a result of the talk;
  - We spoke at the Philadelphia Innocence Project’s Holiday Breakfast gathering;
  - The Pennsylvania District Attorney’s Association announced the creation of a Best Practices Committee, with bylaws that we participated in drafting that include “learning from error” as one of the key precepts of the group; and
  - We had an introductory meeting with the executive staff and board of Centurion Ministries to introduce them to our mission and methods and lay a foundation for future collaborations.

**Development/Fundraising.** Our progress in research and engagement is paralleled by progress in fundraising. I am delighted to report that we received our first substantial gift in September – a $500,000 gift from an anonymous donor that includes $300,000 for our endowment and $200,000 to be used for general operating expenses over the next three years. We are eager to build on this, and have produced a Case Statement (attached) for promoting the Quattrone Center that we introduced at a luncheon with Penn’s Central Development personnel. In addition, we were featured as the cover story in this semester’s Penn Law Journal (circulation 12,000 Penn Law Alumni), and in the Penn Current newspaper (circulation 14,000), and have scheduled or are scheduling Penn Alumni Network meetings in Washington, DC, Miami, Ft. Lauderdale, and San Francisco.

**Talent.** As discussed in September, we are working hard to add to the Quattrone Center team.
• As you know, we were thrilled to welcome Brendan Sullivan to the Advisory Board, and look forward to your thoughts on additional Advisory Board members.
• Our Hiring Committee has engaged Criterion Search Group, a boutique search firm with experience in non-profit searches and in hiring for non-traditional positions, to assist us in identifying the right person to be our Academic Director. The search is being led by Beth Hare, Criterion’s CEO, and we have several intriguing possibilities under discussion.
• With the additional funding described above, we have interviewed a number of intriguing candidates for the position of Associate Director.
• We recently made two offers to our first Research Fellows, one of which has already been accepted, to start in the 2015-16 academic year. We are hiring one law school graduate and one social science post-doc to ensure a continuity of interdisciplinary thinking about criminal justice. The pool of applicants for these first Fellowships was incredibly impressive, and we are very excited about the work these talented scholars will generate.

Planned Activities

Each of the successes mentioned is generating opportunities for further growth and we have a packed agenda for the first semester of 2015 that includes:

Research/Collaborations:

• Issuing a report on our successful Root Cause Analysis (RCA) with the Montgomery County District Attorney and initiating a new research project that will track the effects of our recommendations for change;
• Completing our Sentinel Events Initiative (SEI) Pilot Project with the City of Philadelphia and the National Institute of Justice;
• Issuing a report on our November Crime Labs Dialogue; and
• Continuing our projects on plea bargaining (SF Public Defender) and Convictions Integrity Units.

Awareness/Community: We have a substantial line-up of activities scheduled for the spring semester. We would welcome your input or participation in any of these events that are of interest and fit your schedule:

• Our course at Penn Law entitled “Conviction Integrity: A Systems Approach,” which engages students in the issues surrounding wrongful convictions and other errors in the criminal justice system, begins this semester;
• Sam Gross, a law professor at the University of Michigan and the creator of the National Registry of Exonerations, will present to the Penn Law Faculty on January 29, and will meet with the Quattrone Center Affiliated Faculty on potential collaborations between the Quattrone Center and the NRE;

• John Lentini, perhaps the premiere fire science/arson investigator in the United States, will be at Penn Law to speak at the Dean’s Levy Scholar Luncheon on February 4 on wrongful convictions in arson cases and issues with shifting science;

• We are sponsoring a panel on the systems approach to criminal justice reform at the 2015 H.F. Guggenheim Conference on Crime and America at the John Jay College of Criminal Justice on February 9-10. This conference is the leading educational meeting for the media on key issues in criminal justice, and is a great forum for us to educate journalists from across the country about criminal justice reform issues.

• Michael Morton will be with us the week of March 2 as our inaugural Exoneree Fellow, with Prosecutorial Misconduct being the focus of our time together. We are working with Michael on a packed agenda that currently includes:
  - Participation in the Quattrone Center’s class on March 2;
  - A multi-school meeting on March 3 co-sponsored by the Pennsylvania Innocence Project and Temple Law School on the current state of Brady vs. Maryland;
  - A meeting in Washington DC on March 4 in partnership with the Constitution Project to discuss possibilities for a new legislative agenda to improve Brady and look at changes to absolute immunity; and
  - A dinner talk on March 4 or 5 with the Washington, DC Penn Alumni Club.

• I will be moderating this year’s Federal Judges Panel, sponsored by Penn Law’s Chapter of the American Constitution Society. The panel is scheduled to include Third Circuit Chief Judge Theodore McKee, Senior District Court Judge for the S.D. N.Y. Jed Rakoff, and District Court Judge for the District of D.C. Ketanji Brown Jackson, and will focus on issues of criminal justice reform;

• Our Spring Symposium is scheduled for April 20, and is tentatively titled “Establishing a Quality Scorecard for Criminal Justice.” Dr. Mark Moore, of Harvard University’s John F. Kennedy School of Government, has agreed to give the keynote address. Mark is a global thought leader with deep expertise in two fields: criminal justice reform, and establishing and evaluating the public value generated by governmental and non-profit organizations can generate public value. Mark is the author of Recognizing Public Value and Creating Public Value, among other books. For thirty years, he was the Guggenheim Professor of Program Criminal Justice Policy and Management at the Kennedy School, and he currently serves as the Kennedy School’s Hauser Professor of Nonprofit Organizations and Simon Professor of Education, Management, and Organizational Behavior.
• We are in the planning stages for a potential meeting about prosecutorial misconduct in the summer of 2015 in collaboration with the Pennsylvania and Mid-Atlantic Innocence Projects. The goal of the meeting would be the creation of a new vocabulary and framework around prosecutorial misconduct that will permit a sharper and more collaborative focus on its various causes and effects.

**Fundraising/Development.** Interim Dean Pritchett has made the Quattrone Center one of his highest fundraising priorities, and the Penn Law Development Office is continuing to advance a number of ongoing conversations with Law School alumni. We expect an announcement to be made in the near future about a new Dean for the Law School, which will provide further support and direction to our fundraising efforts. We will also be following up with the University’s Central Development team to expand our development efforts to the broader Penn alumni community, and will be speaking to Penn Alumni Clubs in Miami, Ft. Lauderdale, Washington DC and San Francisco.

**Talent.** We hope to make an offer to an Associate Director in the late winter/early spring, and to bring that individual on board as soon as possible thereafter.

Timing on the Academic Director will depend on the progress in the search process, which is blending academics individuals with high-profile practitioners. The former may take longer to review and are unlikely to be available before the fall.

We also would like to add 3-5 prominent individuals to the Advisory Board this year who have a focus on expanding our fundraising and development efforts, both individually and through professional or personal networks.

**Next Advisory Board Meeting**

We have scheduled the next meeting of the Advisory Board for Tuesday, April 21 from 8:30 am – 12 pm. This will allow those of you who are interested and available to attend the Spring Symposium the day before. We hope that you will be our guests at a dinner on the evening of April 20, and we plan to invite both Symposium Keynote Speaker Mark Moore and the students participating in the Convictions Integrity Seminar to attend that dinner. We have also asked Professor Moore, who has extensive experience in building and leading non-profit and civically minded organizations as well as university centers that focus on criminal justice reform, to lead a discussion with the Advisory Board during the meeting on how to measure the impact of the Quattrone Center going forward. This will initiate a collective process of establishing goals and defining success for the Center over time.
We hope you share our pride in our work to date and our enthusiasm for the months ahead. Please feel free to call or e-mail me with any thoughts or suggestions you might have on how to improve what we’re doing, and we look forward to seeing you on April 20-21, if not before. As always, we greatly appreciate your continued support of, and input into, our work.

Many thanks, and happy new year,

John
Mission Statement

The Quattrone Center for the Fair Administration of Justice at the University of Pennsylvania Law School is a national research and policy hub created to catalyze long term structural improvements to the US criminal justice system. The Center takes an interdisciplinary, data-driven, scientific approach to identifying and analyzing the most crucial problems in the justice system, and proposing solutions that improve its fairness for the long term benefit of society. Its research and programs are independent and unbiased, engaging all parties — academia, judiciary, law enforcement, defense and prosecution, legislative, forensic and social scientists, media and other participants — required to effect substantial change for the better.

NTSB Vice-Chair Christopher Hart speaks at the 2014 Quattrone Center Symposium.
The Quattrone Center for the Fair Administration of Justice intends to transform the criminal justice system through collaborations with prosecutors, defense attorneys, judges and others to identify, evaluate and disseminate best practices that will address errors and misconduct and accelerate national improvements in the administration of justice.

In its first year, the Quattrone Center for the Fair Administration of Justice has already become a trusted source for thoughtful reforms in criminal justice, pioneering an interdisciplinary, data-driven “systems approach” to eliminating errors and misconduct in the administration of justice. Our inaugural Spring Symposium, “A Systems Approach to Conviction Integrity,” received national attention both for its subject matter – a model that evaluates the criminal justice system as a unified system, rather than focusing on individual cases or actors within that system – and for its unique interdisciplinary approach, bringing together world class scholars in eliminating errors in complex systems such as aviation and healthcare, and thought leaders from across the criminal justice spectrum, to implement a new model for designing, implementing and evaluating real world improvements to criminal justice.

We have already begun multiple collaborations that connect prosecutors, defense attorneys, judges, and others with thought leaders in high reliability organizations, management, economics, medicine, and other disciplines. These collaborations are creating new policies and procedures that will greatly improve the fair administration of justice across the United States. In the coming months, we will engage with medical, forensic, and social scientists to improve forensic science and crime lab practices, initiate the first empiric review of plea bargaining in a large urban court system in over two decades, and conduct a systemic review of best practices in conviction integrity. We will also introduce our first class, cross-listed in Law and Criminology, on Conviction Integrity and Systems Reform of Criminal Justice, and will hold our second annual Spring Symposium, a showcase for innovative, data-driven approaches to improve criminal justice.

The aspirations for the Quattrone Center are substantial, and we rely heavily on the faculty and resources of Penn Law and the University of Pennsylvania as a whole to achieve them. Without Penn Law’s deep appreciation for interdisciplinary education and its unyielding focus on improving the practice and profession of law, the Quattrone Center could not reach its considerable potential.

The Center’s ambitious goals require a targeted development campaign. We appreciate your consideration of the Quattrone Center in your philanthropic priorities.

Thank you,

John F. Hollway
Executive Director
The Quattrone Center’s Systems Approach is working in practice, using Root Cause Analysis (RCA) to recommend and implement real-world changes that materially improve the fair administration of justice.

Systems and events are related in a “causal chain” of actions. By tracing the chain of events from the error back to its source, one or multiple “root causes,” RCA identifies errors in complex systems and proposes specific procedural or environmental changes that prevent error recurrence.

CASE STUDY. When Montgomery County (PA) District Attorney Risa Ferman realized in March 2014 that an investigator misread a lab report in a case, leading to Ferman’s decision to dismiss the case, she engaged the Quattrone Center to conduct an RCA. The Quattrone Center’s interdisciplinary team of RCA investigators has experience in blame-free event reviews in law, medicine, and transportation, and reviewed the case with the full support of the District Attorney and the cooperation of her investigative personnel. At the end of the investigation, the QC made several recommendations to promote improvements in the accuracy and professional standards that were accepted by DA Ferman, including:

- The creation of two new prosecutorial positions — a Deputy District Attorney for Professional Standards and an Assistant Chief of Trials – to serve as office “Ombudsmen” and to lead independent case reviews for other members of the office;
- Restructuring the County Detective Bureau by creating a new unit devoted to Violent Crime and Technology; and
- Seeking law enforcement accreditation of the Detective Bureau.

The Quattrone Center is already extending its RCA capabilities to other prosecutors’ offices, defenders’ offices, and forensic service providers across the country in the coming months, and has already begun conducting a multi-stakeholder RCA in Philadelphia, in partnership with the Philadelphia Police Department, Philadelphia District Attorney’s Office, Philadelphia Court of Common Pleas, and members of the defense bar. In addition, the Center is drafting RCA recommendations that can be implemented in federally-funded forensic laboratories for the National Commission on Forensic Science, a joint committee supported by the U.S. Department of Justice and the National Institute on Standards and Technology.
The Quattrone Center introduced its Systems Approach to Criminal Justice Reform in a two-day symposium in April, 2014. World-renowned experts in the fields of healthcare, aviation, manufacturing, and safety combined with criminal justice thought leaders from across the country, providing unique observations on how to improve the criminal justice system and the fair administration of justice to an audience of over 200 people. The event received national media attention and has established the Quattrone Center as a pragmatic, thoughtful voice for change that speaks to law enforcement, prosecutors, defense attorneys, judges, and communities alike.
We welcome gifts of all amounts supporting Quattrone Center research priorities. Such gifts could be directed to research priorities in specific years, or could be directed to the Quattrone Center Research Endowment Fund for perpetual support of the Center’s programs.

### Naming Opportunities

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<thead>
<tr>
<th>Naming Opportunity</th>
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<tr>
<td>Endowed Academic Director</td>
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<td>Endowed Executive Director</td>
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<td>Endowed Research Fellows</td>
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<td>Endowed Spring Symposium</td>
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<td>Endowed Research Fund</td>
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<td>Term Summer Intern</td>
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Exoneree Franky Carrillo speaks at the 2014 Quattrone Center Symposium.
Endowed Academic Director - $5 million
The Center’s Academic Director will be a world class thought leader in criminal justice issues who will define and carry out the Center’s ambitious research and policy agendas. A nationwide search has been instituted for a leader with the national profile, subject matter expertise and gravitas to chart the intellectual course of the Center and advocate for its important agenda.

Endowed Executive Director - $2 million
The Executive Director, already in place, manages the daily administrative and financial responsibility for the Center, participates in Law School administration, handles external issues, and coordinates with the Advisory Board and the various schools throughout the University to deliver on the research agenda. The Executive Director manages the daily operations of the Center and seeks opportunities to leverage the Center’s operating budget to win competitive grants and contracts to transform the administration of justice.

Endowed Research Fellows - $1.5 million
Quattrone Center Research Fellows will be the vanguard of law and policy research, combining in-depth assessments of judicial administration and case adjudication with rigorous social science methodologies to generate innovative, penetrating research and actionable recommendations for reform. These post-graduate researchers will propose and lead projects under the supervision of the Quattrone Center Affiliated Faculty, and will conduct additional research of their own design on issues of import to the Center. Engaging these young scholars at the start of their careers will broaden the Center’s educational mission and have an important “ripple effect” throughout academia over time, while ensuring an ever-expanding network of support for the Center and its work.

Endowed Symposium - $1 million
The heart of each academic year will be the Symposium, which enables the Quattrone Center to bring leading scholars together at the Law School to cross-fertilize and nurture ideas. Conferences get scholars and legislators, practitioners and reformers and others to mix and share ideas. The specific areas of research focus will be chosen by the Academic Director, with input from the Advisory Board. To attract participation from top scholars, the Center will organize events around issues that promise to bring together a wide range of scholars and policymakers. While topics will vary year to year, the focus on understanding decision making in the justice system will be a key theme integrating topics throughout the Center.

Endowed Research Fund - $250K and up
A perpetual research fund ensures that areas of interest within the Center’s mission can be investigated through to their logical completion. The Fund will allow the Center to support and oversee the specific projects of participating researchers, and to cultivate long-term relationships with practitioners and policymakers, including district attorneys, public defenders, police departments, courts, and legislators.

Term Research Fellows - $300K
A gift payable and spendable over five years provides a succession of research fellows with support to develop and investigate a question from its inception to its conclusion. The opportunity to participate in pragmatic, real-world research to shape the future of our system of justice will engage the best and brightest graduate and postgraduate students.

Term Research Workshops - $100K
Support on a yearly basis for a variety of workshops that engage practitioners and researchers and enable the Quattrone Center to pinpoint high-impact collaborations in specific areas of interest to the Center is crucial to ensuring the flexibility necessary for the Center’s growth, enabling the Center to stay on the cutting edge of criminal justice reform over time.

Annual Post-Doc - $60K
Support a post-doctoral candidate for a year in the conduct of a targeted research project that will improve the fair administration of justice, and lay a foundation for an emerging legal scholar or social scientist pursuing an academic career in criminal justice reform.

Term Summer Interns - $30K
Providing opportunities for students to gain expertise as summer interns in the areas examined by the Quattrone Center will not only benefit the Center but also raise generations of legal scholars sensitive to the issues studied.
The Quattrone Center represents a new model in law school education, blending an innovative educational mission with a real-world focus on interdisciplinary research. Its collaborative “Systems Approach” provides a unique framework to understand, examine, and constantly improve the American judicial system, for the benefit of all.

Penn Law’s established focus on interdisciplinary education, and the breadth and depth of Penn’s faculty expertise in all disciplines related to the Center’s mission, provide the Quattrone Center with a perfect home. Penn boasts extraordinary depth both in criminal law and in related social sciences (e.g., criminology, economics), as well as in healthcare outcomes, forensic science, engineering, innovation dissemination, and other areas necessary to ensure the maximum adoption of the Center’s recommendations and improvements. No other institution – public or private, educational or policy, foundation or institute, can bring together global thought leaders in law, business, psychology, economics, criminology, medicine, communication, sociology, etc. under a single umbrella.

It is important for the Executive Director, the Dean, others at Penn, the Advisory Board, interested graduates and friends to continue to expand the financial base of the Center so that its activities can expand year-by-year, under the guidance of the Advisory Board, while preserving and growing the endowment provided to date.
## Affiliated Faculty

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<thead>
<tr>
<th>Name</th>
<th>Title and Affiliation</th>
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<tbody>
<tr>
<td>David S. Abrams</td>
<td>Assistant Professor of Law, Business Economics, and Public Policy, University of Pennsylvania</td>
</tr>
<tr>
<td>Stephanos Bibas</td>
<td>Professor of Law and Criminology; Director, Supreme Court Clinic, University of Pennsylvania</td>
</tr>
<tr>
<td>Cary Coglianese</td>
<td>Associate Dean and Edward B. Shils; Professor of Law and Professor of Political Science, University of Pennsylvania</td>
</tr>
<tr>
<td>Lee Fleisher</td>
<td>Robert D. Dripps Professor and Chair of Anesthesiology &amp; Critical Care Professor of Medicine; Senior Fellow, Leonard Davis Institute of Health Economics, University of Pennsylvania</td>
</tr>
<tr>
<td>John MacDonald</td>
<td>Associate Professor of Criminology and Sociology, University of Pennsylvania</td>
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<tr>
<td>Emily Owens</td>
<td>Associate Professor of Criminology, University of Pennsylvania</td>
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<tr>
<td>Steven E. Raper</td>
<td>Vice-Chairman, Quality and Risk Management, University of Pennsylvania</td>
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<tr>
<td>David Rudovsky</td>
<td>Senior Fellow, University of Pennsylvania</td>
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## Advisory Board

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<tr>
<th>Name</th>
<th>Title and Affiliation</th>
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<tbody>
<tr>
<td>Jeff Adachi</td>
<td>Public Defender, San Francisco CA Public Defender’s Office</td>
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<tr>
<td>Paul Clement</td>
<td>Partner, Bancroft PLLC</td>
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<tr>
<td>Denise Foderaro</td>
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<tr>
<td>Mark F. Pomerantz</td>
<td>Of Counsel, Paul, Weiss, Rifkind, Wharton &amp; Garrison LLP</td>
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<tr>
<td>Wendell Pritchett</td>
<td>Interim Dean and Presidential Term Professor, University of Pennsylvania Law School</td>
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<tr>
<td>Frank Quattrone</td>
<td>Founder and CEO, Qatalyst Partners</td>
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<tr>
<td>Marc Rigas</td>
<td>Director of Strategic Initiatives, Office of the Vice Provost for Research, University of Pennsylvania</td>
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<tr>
<td>Stuart Taylor, Jr.</td>
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<tr>
<td>The Honorable Craig Watkins</td>
<td>District Attorney, Watkins Dallas County TX District Attorney’s Office</td>
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**YouTube Channel**
https://www.youtube.com/user/pennlawschool

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3501 Sansom Street, Philadelphia, PA 19104
APPENDIX B

MANAGEMENT, SCIENCE, AND SYSTEMS OPTIMIZATION OF CRIME LABS

AGENDA AND PARTICIPANT BIOS
Management, Science and Systems Optimization of Crime Labs

Agenda

Friday November 21, 2014
Silverman 240A

8:30 – 9:00 am
Registration and Continental Breakfast

9:00 – 9:15 am
Welcome
John Hollway, Executive Director, Quattrone Center

9:15 – 9:30 am
Participant Introductions

9:30 – 10:30 am
Panel: Independence in forensic service providers. What does it mean?
Michael Garvey, Ph.D., Director, Office of Forensic Science, Philadelphia Police Department; Deputy Managing Director, City of Philadelphia
Dr. Max Houck, Director, DC Department of Forensic Science
Dr. Barry Logan, Ph.D., F-ABFT, NMS, Vice President of Forensic Science Initiatives and Chief of Forensic Toxicology, NMS Laboratories

10:30 – 11:45 am
Panel: Houston Crime Lab: A Case Study on Relaunch and Learning from Error
Dan Garner, Ph.D., President, CEO and Executive Director, Houston Forensic Science Center, Inc.
Douglas M. Lucas, MSc, Dsc (Hon)
AirPennNet-Guest WiFi access

AirPennNet-Guest is a wireless network with limited bandwidth and no encryption, which is set up for use by visitors to Penn.

Group Code: C-FLRERMHI

Conference Access
1. When on campus, open a web browser. Attempt to visit the www.upenn.edu homepage if you are not automatically redirected to the "Welcome to the AirPennNet-Guest Wireless Service" page.
2. Follow the 'I have a Group Code' link.
3. Enter the Group Code given by your host.
4. Enter your name, phone number, and e-mail address and submit the form.
5. In order to complete the process, please wait a few moments and toggle your wireless adapter off and on and then reconnect to the AirPennNet-Guest wireless network. If the connection fails, or if you are redirected to the welcome page again, please reboot your device.

For further assistance connecting to AirPennNet-Guest, please email itshelp@law.upenn.edu or call (215) 898-9570.
Management, Science and Systems Optimization of Crime Labs

Participant Bios

Friday November 21, 2014

Michael Ambrosino
Special Counsel for DNA/Forensic Evidence Litigation
US Attorney’s Office for the District of Columbia

Michael T. Ambrosino is the Special Counsel to the United States Attorney, with primary responsibility for oversight of DNA and other forensic litigation matters. In ten years as a homicide prosecutor, Michael handled a number of complex forensic issues, including the first “cold hit” DNA case. In addition, Michael handled a number of homicide cases in which a defendant's competency or sanity was contested. As both a trial attorney, and more recently as the office’s forensic specialist while serving in the Appellate Division, Michael has successfully defended the admissibility of DNA evidence, fingerprint identification evidence, and firearm and toolmark identification evidence in D.C. Superior Court. Michael continues to argue forensic matters in court and advises fellow prosecutors on an array of forensic issues.

Prior to serving as a prosecutor, Michael spent seven years in the Civil Division of the U.S. Attorney’s Office where he handled a variety of affirmative and defensive matters, including serving as lead government counsel in the Stewart class action discrimination law suit against the Bureau of Alcohol, Tobacco, and Firearms. Prior to joining this office, Michael served as a trial attorney for the Department of Justice’s International Trade Field Office in New York.

Beth Bechky, Ph.D.
Professor of Organizational Management and Sociology
NYU Stern School of Business

Beth Bechky joined New York University Stern School of Business in July 2013 as a Professor of Management and Organizations with a courtesy appointment in NYU’s Department of Sociology. She teaches courses in managing high performance teams.

Professor Bechky’s primary research interest is the micro-sociology of work, and she focuses her attention on interactions and dynamics at organizational and occupational boundaries. She studies how occupational groups in organizations collaborate to solve problems, coordinate their activities, respond to surprises and innovate. She is the author of numerous articles in journals such as Administrative Science Quarterly, Academy of Management Journal, Organization Science and American Journal of Sociology. Her most recent project is an 18-month ethnographic study of a crime laboratory.
Professor Bechky is currently the co-editor of Qualitative Organizational Research and was formerly a senior editor at Organization Science. She was on the council of the Organization, Occupations and Work division of the American Sociological Association from 2009-2012.

Prior to joining NYU Stern, Professor Bechky held professorial positions at The Wharton School at the University of Pennsylvania and the Graduate School of Management at the University of California Davis. Professor Bechky received a B.S. (with Honors) from the School of Industrial and Labor Relations at Cornell University, and an M.A. in Sociology and a Ph.D. in Industrial Engineering and Engineering Management from Stanford University.

Stephanos Bibas  
*Professor of Law and Criminology; Director, Supreme Court Clinic*  
University of Pennsylvania Law School

Stephanos Bibas studies the powers and incentives that shape how prosecutors, defense counsel, defendants, and judges behave in the real world of guilty pleas. His 2004 paper, “Plea Bargaining Outside the Shadow of Trial” (*Harvard Law Review*), explored the agency costs, structural forces, and psychological biases that cause plea bargaining to deviate from expected trial outcomes. He also studies the divorce between criminal procedure’s focus on efficiency and criminal law’s interest in healing victims, defendants, and communities. His new book (*The Machinery of Criminal Justice*, Oxford 2012) explains how criminal justice should do more to encourage acceptance of responsibility, remorse, apology, and forgiveness.

As director of Penn’s Supreme Court Clinic, Bibas litigates a wide range of Supreme Court cases. He and his co-counsel won a landmark victory in *Padilla v. Kentucky* in 2010, persuading the Court to recognize the right of noncitizen defendants to accurate information about deportation before they plead guilty. His academic work played a central role in the Supreme Court’s landmark case of *Blakely v. Washington*.

Marissa Bluestine, Esq.  
*Legal Director*  
Pennsylvania Innocence Project

Marissa Boyers Bluestine, Esq., is the first Legal Director of the Pennsylvania Innocence Project. Ms. Bluestine coordinates and supervises the legal efforts of the organization, which currently represents 15 individuals across the Commonwealth in active litigation. In addition, Ms. Bluestine promotes the mission of the Pennsylvania Innocence Project to strengthen and improve the effectiveness of the criminal justice system in Pennsylvania through public education and advocacy. She engages in public education, advocacy, and legislative reform efforts on issues that relate to innocence and the criminal justice system. Working directly with law enforcement, Ms. Bluestine is helping our criminal justice system respond to the challenges raised by the over 300 DNA exonerations nationwide through improving investigative techniques.

Last year, Ms. Bluestine was elected to the Board of Directors for the Innocence Network, an affiliation of innocence organizations worldwide. Ms. Bluestine is the co-chair of the Network’s Amicus and Policy Committee, helping to identify cases of interest around the nation and provide amicus support for issues related to wrongful convictions and improving the criminal justice system.

As an adjunct professor at Temple University Beasley School of Law, Ms. Bluestine teaches seminars in trial advocacy and Innocence and Wrongful Convictions, as well as a clinical program with the Pennsylvania Innocence Project. In April, 2010, the Legal Intelligencer included Ms. Bluestine in its biennial list of “Women of Distinction.”
Prior to her work with the Project, Ms. Bluestine worked for over 10 years as an Assistant Defender with the Defender Association of Philadelphia, and for several years as a litigation associate at Duane Morris in Philadelphia. Bluestine is a graduate of Trinity College in Hartford, Connecticut and Temple University School of Law.

**Kathleen Brown, Ph.D.**

*Practice Associate Professor of Nursing*

University of Pennsylvania School of Nursing

Kathleen Brown received her Master’s in Nursing and her Ph.D. in Nursing from the University of Pennsylvania. She is currently an Associate Practice Professor of Nursing at the University of Pennsylvania, School of Nursing. Kathleen is a Fellow in the American Academy of Nursing, serves as a co-investigator on National Institute of Health and National Institute of Justice funded grants, serves as a consultant on state and national policy making committees, and is well published.

Dr. Brown’s area of research and publication is forensic nursing with concentration on sexual assault, sexual homicide, and physical injuries related to assault. Dr. Brown testifies for prosecution and defense in local, state and federal criminal justice systems. Her academic activities include assisting inmates serving life sentences with commutation applications, bringing University of Pennsylvania students “inside” a women’s jail to assist inmates with health related issues, and providing subsidized housing and care and treatment to women after release from jail or prison.

Dr. Brown is a member of the Affiliated Faculty of the Quattrone Center for the Fair Administration of Justice, and focuses on the identification and elimination of errors in the administration of justice related to application of inaccurate or out of date forensic science.

**Cary Coglianese, Ph.D.**

*Edward B. Shils Professor of Law and Professor of Political Science; Director, Penn Program on Regulation*

University of Pennsylvania Law School

Cary Coglianese is the Edward B. Shils Professor of Law and Professor of Political Science at the University of Pennsylvania, where he currently serves as the Director of the Penn Program on Regulation and has served as the law school’s Deputy Dean for Academic Affairs. He specializes in the study of regulation and regulatory processes, with an emphasis on the empirical evaluation of alternative regulatory strategies and the role of public participation, negotiation, and business-government relations in policy making. He has published widely on a variety of regulatory issues, including the uses of information technology in the regulatory process. His most recent books include *Does Regulation Kill Jobs?*, *Regulatory Breakdown: The Crisis of Confidence in U.S. Regulation, Import Safety: Regulatory Governance in the Global Economy*, and *Regulation and Regulatory Processes*.

Prior to joining Penn Law, Coglianese spent a dozen years on the faculty at Harvard University’s John F. Kennedy School of Government. He founded the Law & Society Association’s international collaborative research network on regulatory governance, served as a founding editor of the peer-reviewed journal *Regulation & Governance*, and created and now advises the daily production of *RegBlog.org*. A co-chair of the American Bar Association’s administrative law section committee on e-government and past co-chair of its committee on rulemaking, he has led a National Science Foundation initiative on e-rulemaking, served on the ABA’s task force on improving *Regulations.Gov*, and chaired a task force on transparency and public participation in the regulatory process that offered a blueprint to the Obama Administration on open government.
Dr. George Cronin  
*Criminal investigation Assessment Unit*  
Pennsylvania State Police

Dr. Cronin has served with the Pennsylvania State Police for nearly 30 years. He currently holds the rank of Corporal. Most of his career has been in field operations specializing in homicide investigation, equivocal death investigation, and missing persons investigations. Dr. Cronin’s professional experience includes exonerations based on forensic evidence in DNA and non-DNA cases. He has received specialized trainings and has extensive professional experience in death and violent crime investigation, forensic science, criminal investigation assessment (defined as the study of violent offenders and their behavior as reflected in their criminal acts), and victimology. It is Dr. Cronin’s experience that a multidisciplinary team approach is required to ensure justice is served in major crime investigation.

Dr. Cronin holds a Ph.D. from Temple University awarded in 2008, and his dissertation, written on rural homicide, earned a prestigious national award for homicide research excellence. Dr. Cronin is actively pursuing research in the areas of homicide offenses, offenders, and victims, as well as the mentally ill involved with the criminal justice system.

In addition to being a Pennsylvania State Trooper, Dr. Cronin holds an adjunct faculty position with the University of Pennsylvania. He was recently appointed to the National Institute of Standards and Technology, Organization of Scientific Area Committees, Crime Scene/Death Investigation Committee. Dr. Cronin is also a consultant to the Department of Justice, Office for Victims of Crime.

Jules Epstein  
*Professor of Law*, Widener University School of Law  
*Director*, the Taishoff Advocacy, Technology and Public Service Institute

Jules Epstein is Professor of Law at Widener University School of Law, where he teaches Evidence, Criminal Procedure and Criminal Law and is Director of the Taishoff Advocacy, Technology and Public Service Institute. He is faculty for the National Judicial College, teaching Evidence and Capital Case courses.

In the area of eyewitness identification, Professor Epstein has published three law review articles and two book chapters; lectured on eyewitness identification issues nationally to appellate and trial judges, prosecutors and defense counsel; served as an expert witness in the State v. Henderson litigation in New Jersey and in other cases; litigated eyewitness issues at the trial and appellate level; and worked as a member of a Pennsylvania commission investigating issues surrounding wrongful convictions.

In the area of forensics, Professor Epstein is a member of the National Commission on Forensic Science, and has worked on two DNA workgroups and in capital case trainings for NIJ, and on a working group on latent print issues for the National Institute for Standards and Technology. He is co-editor of *Scientific Evidence Review: Admissibility And The Use Of Expert Evidence In The Courtroom, Monograph No. 9*, (ABA, 2013) and *The Future Of Evidence* (ABA, 2011) and served as section editor for the Encyclopedia Of Forensic Sciences, 2nd Edition (2013).
Glen Fine, MS, MBA, CAE
Chief Executive Officer
Clinical Laboratory Standards Institute

Glen Fine, MS, MBA, CAE, has been the Chief Executive Officer of CLSI since November 2004. Mr. Fine has the overall responsibility for the strategic, programmatic, administrative, marketing, and financial management operations of the organization; and for providing leadership to the Board of Directors and staff in formulating policy, developing and implementing strategy, and implementing programs. Mr. Fine holds a bachelor’s degree and a master’s degree in Clinical Laboratory Sciences from Temple University as well as an MBA from St. Joseph’s University, both located in Philadelphia, Pennsylvania, USA. He is also a Certified Association Executive (CAE) from the American Society of Association Executives (ASAE).

Dan Garner, Ph.D.
President, CEO and Executive Director
Houston Forensic Science Center, Inc.

Dan joined the Houston Forensic Science Center in 2013 and serves as the President, Chief Executive Officer and Executive Director. Dan received his bachelor of arts in chemistry from David Lipscomb College in Nashville, Tennessee, and his Ph.D. in medicinal chemistry from the University of Tennessee at Memphis. Prior to his current position, Dan was chief of the forensic services section of the International Criminal Investigative Training Assistance Program, a component of the U.S. Department of Justice’s Criminal Division.

Before taking over the forensic services section at the U.S. Department of Justice, Dan was president of Cellmark Diagnostics, Inc. – a DNA-based genetic testing business. As the company’s first laboratory director in 1987, Dan set up the laboratory and served in various positions of management as the company grew into the market leader in forensic DNA testing.

Dan began his 40-plus year career in forensic science with the Forensic Science Laboratory of the Bureau of Alcohol, Tobacco and Firearms when it was still part of the U.S. Department of Treasury. Dan has also published numerous articles and testified as an expert in federal, state and military courts. Additionally, he has held teaching positions at George Washington University and the Antioch School of Law, now the University of the District of Columbia David A. Clarke School of Law.

Michael Garvey, Ph.D.
Director, Office of Forensic Science, Philadelphia Police Department; Deputy Managing Director, City of Philadelphia

Michael Garvey serves as the Director of the Office of Forensic Science for the Philadelphia Police Department and a Deputy Managing Director for the City of Philadelphia, responsible for all forensic services of the Philadelphia Police Department. Director Garvey also serves as an advisor to the Philadelphia Police Department on issues related to homeland security, counter-terrorism, and intelligence matters. Director Garvey participates in numerous national forensic organizations and is the Chairperson of the Major Cities Chiefs Association’s Forensic Science Committee. Additionally, he serves as an adjunct professor in Biology and Forensic Science at the University of the Sciences in Philadelphia, and Temple University in the Fox School of Business and Beasley School of Law.

Prior to joining the Philadelphia Police Department, Director Garvey served the U.S. Government for fifteen years as a scientific expert and manager in both the Federal Bureau of Investigation and the Central Intelligence Agency. In these positions, he worked traditional criminal casework, counter-terrorism cases, and other intelligence operations around the globe. Dr. Garvey earned a Bachelor of Science (BS) in biology.
with sociology minor from the Philadelphia College of Pharmacy and Science, a Master of Science in Forensic Science (MSFS) with a concentration in molecular biology from the George Washington University, and a doctorate (Ph.D.) in biodefense/microbial forensics from the George Mason University.

**Erica Gersowitz**  
*Criminal Justice Manager*  
Laura and John Arnold Foundation

Erica Gersowitz is an attorney experienced in complex legal, regulatory and policy issues. Prior to joining the Foundation, Erica practiced at Kaye Scholer LLP, where she represented individuals and companies in federal and state criminal investigations, developed corporate compliance programs for Fortune 500 companies, and represented a New York State Senate special investigative committee. She also served as a staff member to the New York Attorney General’s Criminal Justice Transition Team. Before law school, she was a grant writer at the Exploratorium museum, in San Francisco, California. Erica holds a J.D. from Fordham University, where she was a member of the Stein Scholars Program for Public Interest, and a B.A. in History from Wesleyan University.

**Dean M. Gialamas, MS, D-ABC**  
*Division Director, Technology and Support Division*  
Los Angeles County Sheriff's Department

Dean Gialamas is the Division Director (civilian Chief) for the Los Angeles County Sheriff Department's Technology and Support Division. In his role, he leads and manages the Department's technology services, which includes communications, fleet, information technology, records, biometric identification, forensic sciences, crime analysis and law enforcement information sharing programs. With over 1,100 sworn and technical personnel and a budget over $216 million, the Division supports the entire Department in the application of science, technology and innovation services to public safety.

As a former crime lab director, he is an active member of several professional organizations, including current President of CACLD, a past President of ASCLD, and has been appointed to several state and federal task forces and workgroups regarding forensic science issues, including the National Commission on Forensic Science.
**John F. Hollway**  
*Associate Dean and Executive Director*  
Quattrone Center for the Fair Administration of Justice, University of Pennsylvania Law School

John F. Hollway is Associate Dean and Executive Director of the Quattrone Center for the Fair Administration of Justice at the University of Pennsylvania Law School. He is the author of *Killing Time: An 18-Year Odyssey from Death Row to Freedom*, which covered the case of John Thompson, a Louisiana Death Row inmate who was exonerated and freed after 18 years in prison. Thompson was the plaintiff in the pivotal Supreme Court decision, Connick v. Thompson. *Killing Time* won the National Independent Book Award for non-fiction in 2011, and was one of the Chicago Sun-Times’ Best Books of the Year in 2010.

In 2012, he founded Hollway Advisory Services, a consulting firm specializing in criminal justice reform research projects, including the California Wrongful Convictions Project, which is identifying and measuring the costs of all wrongful convictions in California state and federal courts.

Hollway graduated from Penn in 1992 with a BA in Diplomatic History and a minor in East Asian Studies, and received his JD with honors from the George Washington University Law School.

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**Hon. Sven Holmes**  
*Vice Chairman- Legal, Risk and Regulatory*  
KPMG LLP

Sven Erik Holmes is the Vice Chair – Legal, Risk and Regulatory for KPMG LLP. In this role, he oversees the Firm’s risk management functions as well as its office of general counsel, office of government affairs, security department and ethics and compliance program. Judge Holmes also serves as KPMG’s Chief Legal Officer, Counsel to the Board of Directors and as a member of the Management Committee. Judge Holmes was a partner with the Washington, D.C. law firm of Williams & Connolly LLP when he was appointed by President William J. Clinton as United States District Judge for the Northern District of Oklahoma, where he served for ten years, the last three as Chief Judge. Judge Holmes served in a number of key positions in law, government and academia prior to joining the Firm, including: Adjunct Professor of Constitutional Law, University of Tulsa College of Law, 1999-2005; General Counsel and Staff Director, Senate Select Committee on Intelligence, 1987-1989; Select Committee on Secret Military Assistance to Iran and the Nicaraguan Opposition (Iran-Contra Investigation), 1987; Executive Director, Democrats for the 80’s (Independent Political Action Committee), 1983-1985; and Administrative Assistant, Oklahoma Governor David L. Boren, 1975-1977. Judge Holmes is a Member of the Board of Directors for Equal Justice Works, and a Member of the Boards of Trustees for St. Mary’s College of Maryland and Ford’s Theatre. Judge Holmes received his A.B. from Harvard University, his J.D. from the University of Virginia School of Law and his LLM in taxation from Georgetown University Law Center. He is a member of the District of Columbia, Oklahoma, and New York bars.
Dr. Max Houck  
*Director*  
Washington, DC Department of Forensic Science

Dr. Houck is an internationally recognized forensic expert with research interests in forensic science, the forensic enterprise and its management. He has worked in the private sector, the public sector (at the regional and federal levels), and in academia. Dr. Houck has published widely in the forensic sciences. His casework includes the Branch Davidian Investigation, the September 11 attacks on the Pentagon, the D.B. Cooper case, the US Embassy bombings in Africa, and the West Memphis Three case, among hundreds of others. Dr. Houck is a founding co-editor of the journal Forensic Science Policy and Management, with Dr. Jay Siegel; he has also co-authored a major textbook with Dr. Siegel, *Fundamentals of Forensic Science*. Dr. Houck is a Fellow of the Royal Society of Chemistry.

Ted Hunt  
*Chief Trial Attorney*  
Jackson County, Missouri (Kansas City) Prosecutor’s Office

Ted Hunt is Chief Trial Attorney at the Jackson County Prosecutor’s Office in Kansas City, Missouri. He has been a prosecuting attorney for over 22 years. In that time, he has prosecuted well over 100 felony jury trials, the vast majority of which have involved the presentation of forensic evidence.

Mr. Hunt is a teaching faculty member for a number of organizations that train prosecutors, law enforcement, and laboratory analysts on various aspects of the investigation and litigation of cases involving scientific science. He is also the author of a number of legal journal articles on the investigation and prosecution of cases involving DNA evidence.

Mr. Hunt is an appointed member of the National Commission on Forensic Science; the NIST OSAC Legal Resource Committee; the Board of Directors for the American Society of Crime Laboratory Directors Laboratory Accreditation Board (ASCLD/LAB); the International Association of Chiefs of Police (IACP) Forensic Science Committee; and the Missouri Crime Laboratory Review Commission. He is also the Chairman of the Missouri Association of Prosecuting Attorneys Forensic Science Best Practices Subcommittee. Mr. Hunt is a Member of the American Academy of Forensic Sciences and an Associate Member of the Midwest Association of Forensic Scientists.

Mr. Hunt is the 2013 recipient of the President’s Award from the Missouri Association of Prosecuting Attorneys for Exemplary Performance as a Prosecuting Attorney, and has been twice recognized by his peers as both Prosecutor of the Year and Trial Attorney of the Year.

Emanuel J. Katranakis  
*Inspector of Police*  
New York Police Department

Emanuel Katranakis is an Inspector of Police with the NYPD with over 25 years of law enforcement experience with the NYPD. He is the Commanding Officer, Forensic Investigations Division of the NYPD. The NYPD Forensic Investigations Division consists of the Police Crime Laboratory, Crime Scene Unit, Latent Print Section and the Bomb Squad with a total staff of 500. During his last 18 years of work in the forensic field, Inspector Katranakis has responded and overseen thousands of crime scenes throughout the city which include some of the most significant and high profiled cases. In his current role, he is responsible for hundreds of thousands of evidence item collected annually by the NYPD, that includes 50,000 items of DNA evidence. Inspector Katranakis has a Bachelor of Science in Physics, is a certified ISO (International
Organization for Standardization) assessor with the American Society of Crime Laboratory Directors / Laboratory Accreditation Board (ASCLD/LAB) and a certified Crime Scene Investigator with the International Association for Identification (IAI).

Pam King
Assistant Public Defender
State of Minnesota Board of Public Defense

Pam King works full-time as an attorney for the Office of the Public Defender for the State of Minnesota. Ms. King's caseload consists of cases involving complex litigation and/or forensic science. She also consults with public defenders on a variety of issues including forensic DNA, forensic pathology, toxicology and drug chemistry. In 2011 she was named one of Minnesota Lawyers' Attorneys of the Year for her role as part of the defense team in Minnesota's source code litigation. She has been a participant and is now facilitates the Minnesota State Public Defender DNA Institute, working with a small group of lawyers to become proficient in forensic DNA testing and interpretation. She presents and teaches regularly in Minnesota and nationally on forensic science issues as well as litigation skills. Ms. King is currently serving as a Commissioner on the National Commission on Forensic Sciences. She is a member of the American Academy of Forensic Sciences, the National Association of Criminal Defense Lawyers, the National College of DUI Defense Lawyers, the Minnesota Society for Criminal Justice, as well as the Olmsted County and Dodge County Bar Associations. She graduated from William Mitchell College of Law and completed her undergraduate at Drake University. Prior to working for the Minnesota State Public Defender, Ms. King had a private practice representing clients at the trial court level in the areas of criminal and family law. During this time she also held a part-time public defender contract. Ms. King lives in Rochester, Minnesota with her husband and three dogs.

Roger Koppl
Professor of Finance; Faculty Fellow, Syracuse University Forensic and National Security Sciences Institute
Whitman School of Management, Syracuse University

Roger Koppl is Professor of Finance in the Whitman School of Management of Syracuse University and a faculty fellow in the University's Forensic and National Security Sciences Institute. Koppl has served on the faculty of the Copenhagen Business School, Auburn University, Fairleigh Dickinson University, and Auburn University at Montgomery. He has held visiting positions at George Mason University, New York University, and Germany’s Max Planck Institute of Economics. Professor Koppl is a past president of the Society for the Development of Austrian Economics. He is the editor of Advances in Austrian Economics and an occasional blogger at ThinkMarkets.

Koppl’s research has appeared in Journal of Economic Perspectives; Journal of Economic Behavior and Organization; Law, Probability and Risk; Criminology & Public Policy; Industrial and Corporate Change; Society; and other scholarly journals. His research interests include forensic science administration, which is the study of how organization affects error rates in forensic science. His work in this area has been featured in Forbes, Reason, Slate, The Huffington Post, and other media outlets. Koppl’s other research interests include the theory of economic expectations, complexity economics, Turing computability in economics, epistemics in economics, and the “Austrian” tradition of economic thought.
Dr. Marc LeBeau, Ph.D., F-ABFT  
Chief Scientist of the FBI Laboratory’s Scientific Analysis Section  
Federal Bureau of Investigation

Marc A. LeBeau, PhD, is the Chief Scientist of the Scientific Analysis Section of the FBI Laboratory. He has worked as a Forensic Chemist and Toxicologist for the FBI since 1994 and has testified as an expert in federal, state, and county courts throughout the United States.

Dr. LeBeau holds a Bachelor’s degree in Chemistry and Criminal Justice from Central Missouri State University (1988) and a Master of Science degree in Forensic Science from the University of New Haven (1990). He was employed in the St. Louis County Medical Examiner’s Office (1990-1994), before beginning his career with the FBI. In 2005, he received his Doctorate in toxicology from the University of Maryland – Baltimore.

As a Fellow of the American Board of Forensic Toxicology, Dr. LeBeau is active in numerous scientific organizations. He is a member and Past-President of the Society of Forensic Toxicologists. Additionally, Dr. LeBeau serves as the President-Elect of The International Association of Forensic Toxicologists, is a Fellow of the American Academy of Forensic Sciences, and a member of the American Society of Crime Laboratory Directors.

Dr. LeBeau has served as the chairman of the Scientific Working Group on the Forensic Analysis of Chemical Terrorism (SWGFACT) and co-chair to the Scientific Working Group on the Forensic Analysis on Chemical, Biological, Radiological, and Nuclear Terrorism (SWGCBRN). He was also a co-chair of the Scientific Working Group for Forensic Toxicology (SWGTOX). He is currently the Toxicology Subcommittee Chair of the Organization of Scientific Area Committees (OSAC) and a Commissioner on the National Commission on Forensic Science.

In 2004, Dr. LeBeau won the FBI Director’s Award for Outstanding Scientific Advancement and in 2008 he was the recipient of the End Violence Against Women (EVAW) International Visionary Award.

Dr. Barry Logan, Ph.D., F-ABFT  
Vice President of Forensic Science Initiatives and Chief of Forensic Toxicology  
NMS Laboratories

Dr. Barry K. Logan is a graduate of the University of Glasgow in Scotland with degrees in chemistry (1982) and forensic toxicology (1986). He received four years’ postdoctoral training in forensic toxicology at the University of Tennessee Center for Health Sciences in Memphis. In 1990, he was appointed State Toxicologist and Assistant Professor of Laboratory Medicine at the University of Washington in Seattle, and in 1999 he was appointed Director of Forensic Laboratory Services Bureau for the Washington State Patrol. He served in both positions until 2008, when he joined NMS Labs in Willow Grove, Pennsylvania, as National Director of Forensic and Toxicological Services. NMS Labs is a leading provider of esoteric toxicological testing services, specializing in new drug detection and forensic analysis. Dr. Logan’s responsibilities include management of toxicology resources, new test design and development, quality management, and expert testimony in forensic toxicology and chemistry.

Dr. Logan is Board Certified by the American Board of Forensic Toxicologists (ABFT), and has over one hundred (100) publications in toxicology and analytical chemistry. His recent work has focused on the analytical and interpretive toxicology of emerging recreational and designer drugs. Since 2010, Dr. Logan has served as Executive Director at the Center for Forensic Science Research and Education at the Fredric Rieders Family Renaissance Foundation in suburban Philadelphia. The Center supports educational
programs in the forensic sciences for high school and graduate students, and continuing professional education for forensic science professionals.

Dr. Logan has received the International Association of Forensic Toxicologists’ mid-career achievement award in 2004, the AAFS Rolla N. Harger Award in 2010, the National Safety Council's Robert F. Borkenstein Award in 2011, and the Widmark Award from the International Council on Alcohol, Drugs and Traffic Safety (ICADTS) in 2013. Dr. Logan was the distinguished guest lecturer for the 2014 Saferstein Memorial Lectureship in March of 2014, and was appointed as a Member of the Forensic Science Standards Board (FSSB) of the Organization of Scientific Area Committees (OSAC) at the National Institute of Standards and Technology (NIST) in June, 2014. He has served in various positions on the Board of the AAFS since 2005, and as President in 2013.

Kevin Lothridge
Chief Executive Officer
National Forensic Science Technology Center (NFSTC)

Kevin Lothridge is an accomplished forensic scientist and business leader with 28 years of experience in the international forensics industry. As CEO of NFSTC, he has transformed the organization from relying heavily on grant-funding to a robust, competitive contract-driven business with annual revenues exceeding $30 million. To accomplish the organization’s long-term strategic goals, Mr. Lothridge diversified the board of directors to represent the broader scope of NFSTC’s capabilities, structured and continues to refine the business model, and works to bring in large-scale, multi-year programs and contracts that support the company’s mission. During Mr. Lothridge’s 15 years with NFSTC, he has opened up numerous new business lines, diversified revenue streams, and positioned the organization as a thought-leader within the scientific and forensic communities.

In 2003, he served as Acting Chief of the Investigative and Forensic Science Division of the National Institute of Justice (NIJ). During this time, Mr. Lothridge instituted four new programs as part of the DNA Initiative (President’s DNA Initiative) for the national forensic science community. Prior to joining NFSTC, he served as chief forensic chemist and laboratory director for the Pinellas County Sheriff’s Department and the Pinellas County Forensics Laboratory.

Mr. Lothridge holds a bachelor’s degree in Forensic Science from Eastern Kentucky University and a master’s degree in Management from National Louis University. He has served as president of the American Society of Crime Laboratory Directors (ASCLD) and is a Fellow with the American Academy of Forensic Sciences.

Douglas M. Lucas, MSc, Dsc (Hon)

Doug Lucas retired in 1994 from the Centre of Forensic Sciences in Toronto following 37 years of service, 27 as the Centre’s Director. He has published over 40 papers and chapters on a variety of forensic science topics. Doug also has been active with professional associations and is a past president of the Canadian Society of Forensic Sciences, the American Academy of Forensic Sciences, the International Association of Forensic Sciences, and the American Society of Crime Laboratory Directors (ASCLD).

Post-retirement, Doug has served as a consultant internationally to forensic laboratories, primarily with respect to management and/or quality assurance issues. This included serving in an investigation by the DOJ Office of the Inspector General of allegations of misconduct and improper practices by staff of the FBI Laboratory, and an investigation by an Independent Investigator of serious problems in the Houston Police Department Crime Laboratory. Another major activity involved serving as a member of an international “Peer Review Panel” advising the Judicial Tribunal for the “Bloody Sunday Inquiry” in Northern Ireland and...
a major investigation by the Northern Ireland Police Service of the Omagh Bombing in which 29 people were killed by an IRA bomb. He has also served as an scientific advisor in civil suits or judicial inquiries into wrongful conviction cases in the United States and Canada.

Ed McCann
First Assistant District Attorney
Philadelphia County District Attorney's Office

Edward McCann has been with the Philadelphia District Attorney’s Office for more than 21 years. He began his career in the Law Division, litigating miscellaneous motions and state habeas corpus petitions on serious felony cases, including homicides. He later moved to the trial division, trying dozens of major felony and homicide cases before becoming the Chief of the Felony Waiver Unit in 1998, where he supervised attorneys with 1-3 years of experience. From 2002-2009, Ed was the Chief of the Homicide Unit, overseeing the investigation and prosecution of all homicides that occurred in the City of Philadelphia. He led the grand jury investigation of the death of Danieal Kelly, a 14-year-old girl who died of neglect in her home while supposedly being monitored by the city’s Department of Human Services, and he has personally handled the prosecutions of all the cases that resulted from that investigation. Ed also was the lead prosecutor in the trial of the murder of Police Officer John Pawlowski, who was killed in the line of duty in 2009.

In 2010, Ed became the Deputy of the Trial Division, overseeing more than 200 trial attorneys, detectives and support staff. Ed supervised all of the trial units in the office including the Homicide Unit, Family Violence and Sexual Assault Unit as well as all of the geographic prosecution bureaus. He was promoted to First Assistant District Attorney in 2011. In this capacity he oversees the daily operations of the entire District Attorney’s Office. He is instrumental in the making of all prosecutorial, administrative and investigative decisions for the office. He has been a frequent lecturer on trial advocacy and mental health defenses for the Philadelphia District Attorney’s Office, Pennsylvania District Attorneys Association, the National District Attorneys Association and Aequitas (the Prosecutor’s Resource on Violence Against Women).

Dr. Irving Nachamkin
Director, Division of Laboratory Medicine, Department of Pathology & Laboratory Medicine
Perelman School of Medicine, University of Pennsylvania

Dr. Nachamkin is Professor of Pathology & Laboratory Medicine and Director of the Division of Laboratory Medicine at the Hospital of the University of Pennsylvania. He joined the department in 1982 after a fellowship in Clinical Microbiology in the Department of Pathology at Medical College of Virginia, Richmond. He received a Doctor and Master of Public Health degrees prior to fellowship training from the School of Public Health, University of North Carolina-Chapel Hill. As Director of Laboratory Medicine and licensee under CLIA and CAP for the department, he has overall responsibility for oversight of the clinical diagnostic laboratories at HUP including clinical chemistry, hematology, hematopathology, molecular diagnostics, coagulation, immunology, clinical microbiology and point of care testing. The division has 22 faculty members and over 250 staff. In addition to the above, Dr Nachamkin’s subspecialty practice is in clinical microbiology and is board certified in Medical Microbiology.
Peter Neufeld  
Co-Director  
The Innocence Project

Barry Scheck and Peter Neufeld co-founded and are Co-Directors of the Innocence Project at the Benjamin N. Cardozo School of Law. In 1988, Peter and Barry became involved in studying and litigating issues concerning the use of forensic DNA testing. Their work not only shaped the course of case law across the country but helped lead to an influential study by the National Academy of Sciences on forensic DNA testing, as well as important state and federal legislation setting standards for the use of DNA testing. They both serve as members of the New York State's Commission on Forensic Science, a body that regulates all crime and forensic DNA laboratories in the state.

Peter and Barry have litigated and taught extensively in both the “hard” and behavioral forensic sciences. Their trials frequently redefine and expand the parameters of permissible defenses involving forensic psychiatry and laboratory science. Most of this work is pro bono and of public interest. Their cases often result in enhancing public awareness of systemic problems, improving the criminal justice system, and legislative reform.

In February 2000, Actual Innocence: Five Days to Execution, and Other Dispatches From the Wrongly Convicted, written by Peter, Barry, and Pulitzer Prize-winning New York Times reporter Jim Dwyer, was published by Doubleday. This non-fiction book grew out of the cases and stories of the Innocence Project.

John Neuner  
Executive Director  
The American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB)

Mr. Neuner currently serves as the Executive Director of the American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB). He is a graduate of Campbell University and has been an active participant in the forensic science profession for over thirty-five years.

John began his career in the Identification Division at the Federal Bureau of Investigation (FBI) in Washington, D.C. After a short time at the FBI, he moved to the North Carolina State Bureau of Investigation (SBI), where he served nearly thirty years in the crime laboratory division – including experience in the latent print discipline and progressive crime laboratory management positions, retiring as Deputy Assistant Director of the crime laboratory division. Since retiring from the North Carolina SBI in 2002, he has served in various roles at ASCLD/LAB, including oversight of the implementation of the ASCLD/LAB-International accreditation program based on international standards. John has presented numerous assessor training courses, both nationally and internationally, and continues wherever possible to help educate the forensic science community on conformance with internationally accepted quality management practices and accreditation requirements.

Dr. Steven Raper  
Associate Professor of Surgery  
Perelman School of Medicine

Dr. Raper has been a member of the standing faculty at the University of Pennsylvania since 1993, tenured since 1999. He is currently Vice-chairman for Quality and Risk Management in the Department of Surgery. In this role, he is responsible for, among other things, ensuring smooth running of the weekly Morbidity and Mortality conference, planning and implementation of malpractice risk reduction initiatives, and oversight of the many quality metrics for which the Department is judged internally and externally. Clinically, Dr. Raper
works in the Division of Gastrointestinal Surgery; his practice consists of 1/3 complex reconstructive GI tract and abdominal wall surgery, 1/3 bariatric surgery, and 1/3 'bread and butter' general surgery. His academic interests include error reduction in clinical practice, improving physician-patient communication, informed consent, and legal aspect(s) of human subjects research.

David Rudovsky  
**Senior Fellow**  
University of Pennsylvania Law School


In the classroom Rudovsky integrates doctrine and practice to give his students a comprehensive understanding of legal principles and their role and application in the courts. His awards include a MacArthur Foundation Fellowship and Award for Accomplishments in Civil Rights Law and Criminal Justice, the ACLU Civil Liberties Award, and most recently his fifth Harvey Levin Award for Excellence in Teaching at the Law School. He also won a University of Pennsylvania Lindback Award for Teaching Excellence in 1996.

Susan Silbey, Ph.D.  
**Leon and Anne Goldberg Professor of Humanities, Sociology and Anthropology; Professor of Behavioral and Policy Sciences, Sloan School of Management; Head, Anthropology**  
Massachusetts Institute of Technology

Professor Susan S. Silbey is Leon and Anne Goldberg Professor of Humanities, Professor of Sociology and Anthropology, Professor of Behavioral and Policy Sciences, Sloan School of Management, and Head of Anthropology at the Massachusetts Institute of Technology.

Silbey is interested in the governance, regulatory and audit processes in complex organizations. Her current research focuses on the creation of management systems for containing risks, including ethical lapses, as well as environment, health and safety hazards.

Tania Simoncelli  
**Assistant Director for Forensic Science**  
White House Office of Science and Technology Policy

Tania Simoncelli currently serves as Assistant Director for Forensic Science in the White House Office of Science and Technology Policy (OSTP). She came to OSTP from the U.S. Food and Drug Administration (FDA), where she served as Senior Advisor in the Office of the Commissioner, providing guidance and leadership on complex initiatives that required coordination across the centers for drugs, biologics, medical devices, and tobacco products. From 2003-2010, Simoncelli worked as the Science Advisor to the American Civil Liberties Union, where she spearheaded the development of ACLU’s successful Supreme Court challenge to the patenting of human genes and advised ACLU leadership and staff on a number of other science policy issues. In 2013, Simoncelli was named by the journal Nature as one of “ten people who mattered this year” for her work with the ACLU in overturning gene patents. Simoncelli holds a BA in Biology & Society from Cornell University and an MS in Energy and Resources from the University of California, Berkeley, and is co-author with Sheldon Krimsky of *Genetic Justice: DNA Data Banks, Criminal Investigations, and Civil Liberties* (Columbia University Press: 2010).
Kevin Steele  
*First Assistant District Attorney*  
Montgomery County District Attorney's Office, PA

As supervisor of the legal staff, the First Assistant District Attorney oversees all operations in the District Attorney's Office, including personnel, policy matters, special assignments, and case assignments. As supervisor of the Detective Bureau, First Assistant DA Kevin R. Steele works closely with the Chief County Detective to formulate office policy and procedures. He also oversees all county detective homicide investigations and investigations involving consensual and non-consensual wiretap interceptions. Prior to his current position, Mr. Steele was chief of the Trials Division where he oversaw the Major Crimes, Narcotics, Sex Crimes, Economic Crimes, Grand Jury, Domestic Violence and Insurance Fraud/Arson Units. Before running the Trials Division, First Assistant DA Steele served as captain of the Narcotics Unit. First Assistant DA Steele has also been appointed as a Special Deputy Attorney General. Mr. Steele received his Master of Laws Degree in Trial Advocacy from Temple University, his law degree from the Dickinson School of Law of the Pennsylvania State University, and his undergraduate degree in Criminal Justice from the George Washington University.

William C. Thompson  
*Professor of Criminology, Law, and Society and Psychology & Social Behavior and Law*  
UC Irvine

William C. Thompson is interested in human factors associated with forensic science evidence, including contextual and cognitive bias in forensic analysis and the communication of scientific findings to lawyers and juries. Mr. Thompson has written about strengths and limitations of various types of forensic science evidence, particularly DNA evidence, and about the ability of lay juries to evaluate evidence. His work is multidisciplinary, it involves law, psychology, various areas of biology (particularly genetics and molecular biology), and statistics. He is also interested in institutional and cultural factors that sustain bad scientific practices in forensic laboratories.

Joanna Weiss  
*Director of Criminal Justice*  
Laura and John Arnold Foundation

Joanna Weiss is an experienced attorney and project manager who joins the Foundation after a varied career in New York City government, where she held legal, operational, and policy roles. Joanna worked in the Office of the Criminal Justice Coordinator improving efficiency, transparency, and fairness in administrative courts. She also served as the Chief Program Officer for the City’s Business Integrity Commission and oversaw the implementation of the City’s first agency-wide cloud-based data management system. Prior to that, she worked in the Office of the Mayor as the Executive Director of the New Business Acceleration Team, a group dedicated to simplifying and accelerating the process of opening a new business in New York City. Joanna began her career in the New York City Law Department and served as a Senior Counsel representing the City in 9/11-related litigation and policy decisions. She holds a J.D. from the George Washington University Law School, an M.A. from the George Washington University Elliott School of International Affairs, and a B.A. in Political Science from Bryn Mawr College.
APPENDIX C. CALENDAR OF UPCOMING EVENTS.

1. **January 29 – Sam Gross.** Sam Gross, from the University of Michigan Law School, is coming to present to the Faculty on the National Registry of Exonerations. After the meeting, we have reserved a room and some additional time for a meeting between Sam and the Affiliated Faculty to discuss ways to collaborate with the NRE, and/or to use the NRE’s data in novel ways.

2. **February 4 – John Lentini.** John Lentini, perhaps the preeminent fire scientist in the US today, will keynote the Levy Scholars Luncheon. He will speak about shifting science and its applications in arson, and will have a separate meeting with interested faculty about research or reform opportunities in cases that include expert testimony on arson.

3. **March 2 – 5 – Michael Morton, Exoneree Fellow.** Michael Morton will be our Inaugural Exoneree Fellow. Our current schedule is as follows:
   a. **March 2.** Michael to present his case to the Wrongful Convictions seminar students.
   b. **March 3.** Evening panel discussion on Brady v. Maryland co-sponsored with the Toll Public Interest Law Center and the Pennsylvania Innocence Project. Confirmed panelists include Michael, David Rudovsky, and Temple Dean Joanne Epps. We are hoping that a Toll Public Interest Honorary Fellow will also participate, potentially Brian Stevenson or Steve Bright is our next choice.
   c. **March 4.** Closed-door strategy meeting at the Constitution Project, Washington DC on potential legislative strategies to reform Brady and address absolute immunity. We are working with the CP now on an invitation list, but have confirmed Rob Cary from Williams & Connolly, who recently published a book on the Ted Stevens case, which he and our colleague Brendan Sullivan litigated.
   d. **March 4 or 5 (tentative).** Michael and John Hollway to present to the Washington, DC Penn Alumni Club.

4. **April 20 – Quattrone Center Spring Symposium.** Working Title: “Creating a Scorecard for Criminal Justice.” Keynote Speaker is Mark Moore, Ph.D. Additional speakers and panels TBD. Mark is the author of *Recognizing Public Value* and *Creating Public Value*, among other books. He is a global thought leader with deep expertise in two fields: criminal justice reform and how governmental and non-profit organizations can generate public value. For thirty years, he was the Guggenheim Professor of Program Criminal Justice Policy and Management at the Kennedy School, and he currently serves as the Kennedy School’s Hauser Professor of Nonprofit Organizations and Simon Professor of Education, Management, and Organizational Behavior.

5. **April 21 – Advisory Board Meeting.** We will provide an update on Center activity and Mark Moore will lead us in a discussion on how to measure the impact of the Quattrone Center going forward.
THE QUATTRONE CENTER FOR THE FAIR ADMINISTRATION OF JUSTICE APPLIES AN INTERDISCIPLINARY SYSTEMS APPROACH MODELED ON AVIATION AND MEDICAL REFORMS TO ELIMINATE ERRORS IN CRIMINAL JUSTICE.

In the early morning hours of Jan. 16, 1985, four policemen entered the New Orleans home of John Thompson’s grandmother. As the horrified elderly woman watched — along with Thompson’s girlfriend and their 3-year-old son — they handcuffed the 22-year-old African-American youth and hauled him into custody for the murder of a well-to-do New Orleans hotel executive.

The only problem was that Thompson had not committed the murder. For Thompson, it was the start of an 18-year odyssey in prison — 14 of them on Louisiana’s death row — as he struggled to prove his innocence.

After a trial and 14 years of appeals, Thompson’s final appeal was rejected by the U.S. Supreme Court in 1999. Weeks before his execution, private investigators found results of a blood-typing test that had been withheld by prosecutors. The blood test, along with other newly discovered evidence in possession of the New Orleans Police Department, ultimately led to Thompson’s retrial and acquittal on all charges.

Now think about how different the outcome could have been for Thompson and thousands of others like him if a systemic model had existed that is better equipped to handle complexity than the current case-by-case approach, which for all its good intentions, has the potential to go horribly, lethally wrong.

John Hollway C’92, author of an acclaimed book on the Thompson case, has thought about it. Putting into practice what he learned from the case, Hollway is now leading a significant reform effort as the first executive director of the Penn Law-based Quattrone Center for the Fair Administration of Justice.

“You can think of it as a startup in the field of criminal justice reform, and every startup needs an audacious goal,” Hollway says. “Our audacious goal is to create a criminal justice system that doesn’t need an appellate system, because we get the right guy, in the right way, every time. If we do that, wrongful convictions will vanish.”

That’s the mission of the Quattrone Center, which has brought together Penn faculty from throughout the University, including Law, Criminology, Medicine, Wharton, Social Policy & Practice, Nursing, Engineering and more in the
pioneering application of a “systems approach” used successfully to reduce errors in healthcare and aviation.

With a transformative $15 million gift to the Law School from The Frank and Denise Quattrone Foundation, of which Frank Quattrone W’77 and his wife, Denise Foderaro SAMP ’78, are trustees, Hollway is overseeing the creation of a new national research and policy think tank whose goal is at once lofty and daunting: to be the catalyst for long-term structural improvements to the U.S. criminal justice system from top to bottom.

“The National Registry of Exoneration has identified almost 1,450 cases where innocent individuals have been incarcerated and had their convictions overturned, but no one really knows just how many innocent people are in prison, or how many people who actually commit crimes get away with them — and both are errors in the system,” says Hollway, who explores the Thompson case in Killing Time: An 18-Year Odyssey from Death Row to Freedom.

Although the cases that receive the most newspaper ink or air time frequently involve murder, the Quattrone Center is looking into the circumstances surrounding all types of crimes committed by all types of alleged perpetrators — and what goes wrong along the way.

“People tend to think that these wrongful convictions only happen to poor people or minorities,” Hollway says, “and many times that’s so. But Frank Quattrone’s case shows it can happen to anybody.”

Quattrone, a high-profile investment banker, took some of the most star-studded names in the tech world public during the dot.com boom, Netscape and Amazon among them. But when federal investigators looked into the activities of his employer, global bank Credit Suisse, Quattrone found himself accused of obstruction of justice due to an e-mail reply he had written endorsing a lawyer’s reminder to his team to follow the company’s document retention policy.

Quattrone and his family endured four years of highly publicized investigation and scrutiny, during which time he was forbidden from working in his chosen field, and he was convicted of obstruction of justice. His conviction was overturned on appeal and the case was reassigned to a different judge “in the interests of justice,” an unusual and telling step for an appeals court that needed to ensure that his case received an unbiased hearing. Ultimately, all charges were dropped, and a securities industry ban against Quattrone, imposed by regulators, rescinded. He has resumed his successful career in the banking field, but the experience left its scars.

“Frank and Denise and their family know firsthand that the criminal justice system doesn’t always make the right decisions for the right reasons,” Hollway says. “It says a lot about them that after going through their ordeal, they didn’t remove themselves from the system. Instead, they looked around and thought, ‘How can we prevent what happened to us from happening to others?’ “

The day of Frank Quattrone’s conviction, the couple read a story in a local newspaper in California about a man who had been exonerated after 20 years in prison. The story showed that this was far from an isolated case, and it struck a chord with the Quattrones, who were compelled to conduct their own research, which educated them about the magnitude of the problem. It didn’t take long for the Quattrones to approach Penn with a proposal to create a data-driven, interdisciplinary center geared to a sweeping reform of the criminal justice system through the systemic prevention of unjust outcomes.

“The great thing about being here at Penn is not only do we have access to a host of world-renowned legal scholars, but in the four-block radius around the Law School, we have access to interdisciplinary researchers who are world-class across the board,” says Hollway, who graduated from the University in 1992 with a bachelor of arts in diplomatic history and East Asian studies before going on to the George Washington University Law School.

The ultimate goal of the Center, he says, is to create a set of guidelines covering best-practice procedures for conducting a line-up, charging a jury, overseeing custodial interrogations, ensuring a scrupulous chain of custody for evidence — all the dozens of steps up and down the criminal justice ladder — and then to collaborate with jurisdictions to embrace them.

The Center is already working with
a number of jurisdictions to implement best practices in eyewitness identification, and has partnered with several district attorneys who want to correct past mistakes and prevent future ones using objective, scientifically proven tools of Root Cause Analysis that optimizes operational procedures to improve the reliability and safety of a system. And recently, the National Institute of Justice selected the Quattrone Center and several agencies in Philadelphia, including the Philadelphia Police Department, District Attorney’s Office and Court of Common Pleas, to participate in a pilot program that will apply its pioneering approach to reducing error in the criminal justice system.

Stephanos Bibas, a professor of law and criminology at Penn and director of the Supreme Court Clinic at the Law School, is a faculty member with the Quattrone Center. A former federal prosecutor with the Southern District of New York, he has been up close and personal with the criminal justice system, and has seen firsthand both its strengths and its flaws.

“We place a lot of confidence on eyewitness and informants’ testimony, but no one has actually ever tested it systematically,” Bibas says. “I, like everyone else, assumed the system worked well. It was intuitive.”

But as the legal scholar points out, it is not infallible.

“Over the last decades, our confidence in the system has been shaken. It’s still probably true that most of the people we arrest and convict are guilty, but it’s troublesome how many aren’t,” Bibas says. “Virtually everybody wants to get the right guy, but we have too much faith in our ability to look someone in the eye and tell whether he’s telling the truth … or not.”

He and others involved with the center believe criminal justice lags behind other fields by years, if not decades, in creating institutional guidelines for examining where things can go wrong.

As far back as the 1930s, the aviation industry created a pilots’ checklist designed to minimize accidents, and over the years created standardized procedures for determining why a plane crash took place: studying black box recordings, combing through wreckage on the ground, conducting detailed audits.

Medicine, too, has its hospital review boards and its comprehensive pre-surgery checklists aimed at guaranteeing that the orthopedist doesn’t set your left wrist if the right one is broken.

These approaches have shown demonstrable results, Hollway says, pointing to statistics from the Federal Aviation Administration showing the accident rate per 100,000 flight miles declining from more than 33 in 1962 to approximately 7 or fewer from 1982 on after stringent self-regulating guidelines were put in place.

As Hollway explains, the National Transportation Safety Board deploys a team of interdisciplinary experts who study everything from the engineering of the plane to the design of the runway to the sleep records of the people involved to the certification of every mechanic who worked on the plane.

“When we convict the wrong person, or when we have the right person in custody and let them go, that’s the criminal justice system’s equivalent of a plane crash,” Hollway says. “We think we can greatly improve the ‘safety’ of the crimi-
nal justice system if we approach our mistakes using these same principles.”

David Rudovsky, a member of a core group of Penn Law faculty members at the Center working to develop research programs and protocols, has witnessed the failures of the criminal justice system in his work as a civil rights attorney.

In a high-profile case that ended successfully earlier this year, Rudovsky worked with the Pennsylvania Innocence Project to help secure the release of two men falsely accused of the 1995 murder of a North Philadelphia restaurant and bar owner.

Eugene Gilyard and Lance Felder were 16 at the time of the killing; they insisted they were not guilty, that the police had used faculty identification procedures. But not until another inmate confessed to the crime in 2010 did they feel a sliver of hope for a reversal.

The Pennsylvania Innocence Project, a nonprofit working to exonerate people convicted of crimes they did not commit and to prevent innocent people from being convicted, took on their case. Lawyers for the project sent a letter to the Philadelphia District Attorney’s Office asking the prosecutor to re-investigate the case, and later petitioned for a new trial.

Rudovsky, a member of the Innocence Project’s board of directors, says that although DNA evidence was not a factor in their exoneration, the Gilyard/Felder case is representative in many ways of the kinds of errors to which the criminal justice system is vulnerable.

The major causes of wrongful convictions are mistaken identification testimony, false confessions, police and prosecutorial misconduct, including failure to disclose exculpatory evidence, unreliable forensics testimony, and ineffective defense counsel, Rudovsky says.

The Quattrone Center, he says, will study and investigate the causes of wrongful convictions using a “systems” model with the aim of implementing needed reforms in the criminal justice system.

John MacDonald, who has been studying the criminal justice system for almost two decades, believes one of the weakest links in the chain is the point between arrest and actual charges.

“I think this is an area where there’s lots of potential for error,” says MacDonald, chair of criminology and associate professor in Penn’s School of Arts and Sciences. “Much of that is because you basically have a low standard of evidence in charging someone, so people can get arrested falsely and charged on really flimsy evidence.”

MacDonald, who says his role at the center will predominantly involve research, expects to team up with Holloway in the spring to teach a class on conviction integrity.

Although there is some overlap in the work of the Innocence Project and the Quattrone Center, Rudovsky and others on the Center’s team point out that the Center neither litigates nor advocates for clients as the Innocence Project does. Nor does the Center take on individual cases to review.

Rather, as it continues to ramp up, the new unit will bring to bear the unique resources of a major university with an ambitious agenda of research collaborations with criminal justice practitioners, and symposia.

For its first two-day conference last April, the center brought in keynote speaker Christopher Hart, vice chairman of the National Transportation Safety Board, who used case histories of transportation accidents around the world to stress the importance of finding the root causes of such mishaps and making systemic changes, rather than assigning blame.

In some regions of the country, change is already happening, Holloway says, and the center hopes to capitalize on these innovations to create models that other jurisdictions can use. In Dallas, for example, then-newly elected District Attorney Craig Watkins launched the city’s Conviction Integrity Unit in 2007 to root out and fix the wrongful convictions his predecessors had won.

“IT’S IMPORTANT TO HAVE AN INTERDISCIPLINARY APPROACH … IF YOU’RE PRESENTED WITH ACADEMICS, …
Former federal prosecutor Steven M. Cohen L’88 applauds the creation of these units — he calls them “first-generation second-look bureaus” — but cautions that reformers are likely to face pushback from the law enforcement establishment.

“Sociologists will tell you that once an institution has obtained a conviction, institutional bias is very strong to keep that conviction in place,” says Cohen who watched such a dynamic play out firsthand in the case of two men, David Lemus and Olmado Hidalgo, serving 25 years to life for the 1990 murder of a bouncer at the Palladium, an East Village nightclub in Manhattan.

“I stumbled on this case and I came to believe the wrong people were sitting in jail,” recalls Cohen, now a private practitioner with Zuckerman and Spaeder in New York. “The New York police detectives involved in the case agreed with me, members of my office agreed with me, but the Manhattan DA’s office, which obtained the conviction, had a hard time accepting that they had convicted two innocent men. Here were people who were completely honorable who couldn’t get out of the way of their own bias.”

It was Cohen, who later became secretary to New York Gov. Andrew Cuomo in addition to serving as the governor’s counselor and chief of staff in the Office of the New York Attorney General, who pushed to reopen the Palladium case after a member of a drug-and-extortion gang confessed that he, and not the two men in jail, was responsible for the slaying.

Cohen spent years as a private lawyer seeking to overturn the convictions of Lemus and Hidalgo, ultimately winning the release of one man; the other was acquitted after a retrial.

He acknowledges that change won’t come easy, but believes the Quattrone Center can have a positive impact because of its diverse nature.

“That’s why it’s important to have an interdisciplinary approach. If the recommendations come from a bar association that is perceived as being made of the defense bar, say, it’s far easier for the prosecutor’s office to be dismissive. But if you’re presented with academics, social scientists, former prosecutors who say collectively these are the best practices, that would be much easier to embrace.”

Similarly, John Hollway hopes to win buy-in from both practitioners and the judiciary partly because the center’s approach is not confrontational but collaborative.

“Until now,” the center’s executive director says, “the primary mechanism for redressing any mistakes has been litigation, so you don’t get prosecutors and defense attorneys working together. We’re saying to everybody, ‘Hey, we can help you do your job more efficiently.’ It’s a refreshing change from focusing on blame.”

Fredda Sacharow is a former editorial page editor and a freelance writer whose work has appeared in The New York Times, NJBiz, the Jewish Exponent and various publications of Rutgers and Columbia universities.

... SOCIAL SCIENTISTS, FORMER PROSECUTORS WHO SAY THESE ARE BEST PRACTICES, THAT WOULD BE MUCH EASIER TO EMBRACE,” SAYS STEVEN M. COHEN L’88.
APPENDIX E. PENN CURRENT ARTICLE
A more perfect criminal justice system

By Greg Johnson

America’s system of criminal justice is supposed to be equal, exact, and colorblind, but it is not without its flaws. Created by human beings, it is at the mercy of human error, usually made in good faith, although occasionally with ill intent.

The National Registry of Exonerations maintains a list of nearly 1,500 people who were wrongly convicted of a crime and later cleared of all charges. The Registry catalogs exonerations only since 1989, leaving potentially thousands of other innocent people languishing in prison while the truly guilty roam scot-free.

In order to build a more perfect criminal justice system, Penn Law School opened the Quattrone Center for the Fair Administration of Justice in August of 2013 with a core mission of taking a systematic approach to improving accuracy. The Center was established by a $15 million gift from the Frank and Denise Quattrone Foundation.

John F. Hollway, an associate dean at Penn Law and executive director of the Quattrone Center, says its overall goal is to reduce errors in the administration of criminal justice.
Penn Law School

Penn Law opened the Quattrone Center for the Fair Administration of Justice in 2013 with a core mission of improving accuracy in the criminal justice system.

Instead of a conventional litigation-based approach, he says the Center is “taking a step back and looking at the criminal justice system as a system,” and utilizing evaluation and problem-solving tools from other complex, zero-tolerance-for-error industries like aviation and health care.

“At the end of the day, criminal justice is a system where everybody has the same goal, which is to get the right guy in the right way, and to hold perpetrators of crime accountable for their actions in ways that preserve our constitutional rights,” Hollway says. “We’re looking to make sure the system does that every time.”

Errors in the criminal justice system are defined broadly, and include wrongful convictions resulting from perjured testimony or false confessions, eyewitnesses identifying the wrong suspect, underfunded and inefficient defense lawyers failing to investigate leads or pushing their clients to plead guilty, prosecutors withholding exculpatory evidence, or defendants who cannot make bail and plead guilty in order to be released in exchange for time served.

“The possible ways we can find error is limited only by the number of people interacting in the system,” Hollway says. “There are lots of things that can go wrong.”

Most of the errors are accidental and result from multifactorial mistakes made by hardworking people acting with sincerity and performing their civic duties to the best of their ability.

“Police don’t go into the game to frame innocent people—except in the movies or novels,” says Stephanos Bibas, a professor of law and criminology at Penn Law and an affiliated faculty member at the Quattrone Center. “Prosecutors don’t set out for it; they want to be the guys in the white hats, and yet somehow there are these horrible injustices.”
Bibas, a former federal prosecutor, says that when he was in law school in the early 1990s, when DNA evidence was in its infancy, it was still possible to believe that the criminal justice system punished the right people in the overwhelming majority of cases, with only a scant number of wrongful convictions. He says the growing number of false convictions has “shaken the faith of a lot of people in what we all assumed was the accuracy of the criminal justice system.

“It’s probably a small minority of cases in the system, but if it’s a few percent or a fraction of a percent, that’s still tens of thousands of cases,” Bibas says. “Our system processes millions of cases a year.”

The absolute number of wrongful convictions is impossible to quantify due to the fact that only about 3 percent of cases go to trial. Ninety-five to 97 percent of cases are resolved by plea-bargaining.

Scholars have examined race in the criminal justice system, mass incarceration, and the War on Drugs, and organizations like The Innocence Project are confronting wrongful convictions on a case-by-case basis, but Bibas and Hollway say the Quattrone Center is breaking new ground by focusing on how to correct broad-scale, systemic-level issues rather than litigating a case at a time.

“Litigation is useful for redressing a past wrong, but it’s not a very useful tool for preventing a wrong that hasn’t happened yet,” Hollway says.

The aviation industry attacked the problem of errors in the 1970s after a number of airplane crashes, and the health care industry followed suit in the 1990s. Hollway says the criminal justice system has not undergone a similar assessment because there have not been catastrophic errors that compel a top-to-bottom review of the entire process.

“In aviation, when there’s a plane crash, everybody knows about it,” he says. “In criminal justice, when the wrong person gets convicted, that can take years or decades for us to figure out and unravel.”

The Center is drawing upon experts from a variety of disciplines to produce some of the basic, primary research for the nascent field.

In addition to Penn Law’s Bibas and Senior Fellow David Rudovsky, one of the nation’s leading civil rights and criminal defense attorneys, the Quattrone Center’s affiliated faculty includes members from the Department of Criminology in the School of Arts & Sciences, the Perelman School of Medicine, and the School of Nursing.

“We’re engaged with a lot of folks who are experts in organizational management or behavioral psychology or sociology that have been trained on quality improvements and systems improvements and safety improvements in these other fields,” Hollway says. “It’s really fascinating to watch them come in and look at criminal justice and realize just how translatable the knowledge is.”

Hollway says there has been encouraging adoption of the Center’s research and findings. The Center is partnering with the Montgomery County District Attorney’s Office to improve professional standards and is working with public defenders in San Francisco on ways to modify plea bargain practices to reduce errors.

He says the Center would like to implement new processes in criminal justice offices around the country and have district attorneys and public defenders use them in their offices.

There is universal agreement about the importance of ensuring accuracy in the criminal justice system, and Hollway says the Center is trying to help each part of the system function the way it was intended, and to its highest optimization.

“Sometimes the system gets there and sometimes we fall a little short,” he says. “But the consequences of any one failure are pretty substantial. I think we owe it to our communities to set the bar at perfection and work from there.”

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APPENDIX F:

BIO OF MARK MOORE, KENNEDY SCHOOL OF GOVERNMENT, HARVARD
Mark Moore
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Profile
Mark H. Moore is the Hauser Professor of Nonprofit Organizations and was formerly the Faculty Chair of the Hauser Center for Nonprofit Organizations. He was the Founding Chairman of the Kennedy School's Committee on Executive Programs, and served in that role for over a decade. From 1979-2004, he was the Guggenheim Professor of Criminal Justice Policy and Management and Faculty Chairman of the Program Criminal Justice Policy and Management at the Kennedy School. His research interests are public management and leadership, civil society and community mobilization, and criminal justice policy and management. His publications include Creating Public Value: Strategic
Moore's work focuses on the ways in which leaders of public organizations can engage communities in supporting and legitimatizing their work and in the role that value commitments play in enabling leadership in public sector enterprises.

Moore holds a B.A. from Yale University (Summa Cum Laude and Honors with Exceptional Distinction in Political Science and Economics), and an M.P.P. and Ph.D. from the Kennedy School of Government, Harvard University.

Courses

Not Offered

| DPI-312 | Sparking Social Change |

Year

| SUP-720Y | Research Seminar in Criminal Justice Policy and Management |

Media Expertise

Mark Moore welcomes media inquiries on the following subjects:

Criminal Justice
Management
Non-Governmental Organizations
Nonprofit Management
Police

Additional experts may be found by clicking on each subject listed. You may contact faculty directly or if you need assistance contact the Communications Office at 617-495-1115.
Public value

Public value describes the value that an organization contributes to society. The term was originally coined by Harvard professor Mark H. Moore who saw it as the equivalent of shareholder value in public management. Public value is supposed to provide managers with a notion of how entrepreneurial activity can contribute to the common good. Nowadays, public value is no longer limited to the public sector, but is used by all types of organization, including non-governmental organizations and private sector firms.

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Definitions

Public values are those providing normative consensus about (1) the rights, benefits, and prerogatives to which citizens should (and should not) be entitled; (2) the obligations of citizens to society, the state and one another; and (3) the principles on which governments and policies should be based.

Bozeman, 2007[1]

Public value is value for the public. Value for the public is a result of evaluations about how basic needs of individuals, groups and the society as a whole are influenced in relationships involving the public. Public value then is also value from the public, i.e., "drawn" from the experience of the public. The public is an indispensable operational fiction of society. Any impact on shared experience about the quality of the relationship between the individual and society can be described as public value creation. Public value creation is situated in relationships between the individual and society, founded in individuals, constituted by subjective evaluations against basic needs, activated by and realized in emotional-motivational states, and produced and reproduced in experience-intense practices.

Meynhardt, 2009[2]

The definition that remains equates managerial success in the public sector with initiating and reshaping public sector enterprises in ways that increase their value to the public in both the short and the long run.

Moore, 1995[3]

Public Value then is the combined view of the public about what they regard as valuable.

Talbot, 2006[4]
Public value in the public sector

The research program on public value was kicked-off by Mark H. Moore, who published a book on the subject, *Creating Public Value Strategic Management in Government*, in 1995. In this sense, public value can be instituted as an organising principle in a public sector organisation, providing a focus in the context of which individual employees are free to pursue and propose new ideas about how to improve the working of the organisation, in terms of efficiency or services. Public organisations seeking to use public value as a principle need to create a corporate culture in which the pursuit of public values by employees is rewarded just as pursuing shareholder value is rewarded in private corporations. The concept has been taken up initially by academics, think tanks and NGOs, and later by a number of public sector organisations in the United Kingdom and other countries.

In 2004 it was used by the BBC as the cornerstone of its manifesto for the renewal of its charter.

In 2006 Accenture launched the Institute for Public Service Value, to explore how public value is created in government organizations.

In 2006, the Center for Technology in Government (CTG) in partnership with SAP AG, conducted research on the topic of public value in the context of governments’ investments in Information Technology (IT). The results of this research found that governments’ ability to realize the full value of IT investments is not completely measurable in terms of financial results. More specifically, the five U.S. and international governments studied, looked for the full value of government IT investments in both the internal value to government operations and the broader political and social returns to the public at large.

From this point of view, there are two sources of public value: 1. Value that results from improving the government itself as an asset to society and 2. value that results from the delivery of specific benefits directly to persons or groups.


The German Federal Employment Agency uses the public value concept to better understand its contribution to society that goes beyond simple task fulfillment and make it a yardstick for management decisions. An empirical study has shown that a particular value of this organization is seen in its contribution to social peace in Germany.[5]

Public value in the private sector

Public value is also taken up by private sector companies that want to maintain a license to operate and understand what implications new strategies and projects might have in terms of public value creation/ destruction. Such analyses can be done using a Public Value Scorecard as proposed by Timo Meynhardt and Peter Gomez.[6] Public value acknowledges that established business paradigms such as customer value or stakeholder value risk overemphasizing certain aspects of business' value contribution to society at the expense of other important dimensions. It pledges for a redefinition of the entire notion of value creation as it takes utilitarian and hedonistic as well as political and moral aspects of value creation into account. [7]

A number of firms use public value to obtain management information helping to take strategic decisions. Examples include:

- Fresenius Medical Care, a German producer of medical supplies and operator of dialysis clinics, complements its balanced scorecard with the Public Value Scorecard. Through the inclusion of an external perspective the
firm wants to gain a better understanding of the public value of healthcare service that are supplied by private firms. In a first project, the firm has systematically measured the public value of its dialysis centers in Great Britain. The management wants to use the insights gained in this study for positioning towards the firms' stakeholders.\[8\]

- The football club FC Bayern Munich uses to public value approach to systematically assess the challenges pertaining to its societal role that come along with its growth from a regionally embedded football club to a global entertainment brand. For a football club that enjoys permanent public attention and is seen as a role model by many people, such questions are especially relevant. Different public values such as "Mia san mia" (Bavarian for "us is us") and "global brand image" are partly in tension with each other. The structured compilation of the club's societal value can be used as management information for strategic decision-making. \[9\]

Demarcation from related concepts

- Public services - a term usually used to mean services provided by government to its citizens
- Public good - a good whose availability is not reduced (non-rival) due to consumption by others, and which no one can be effectively excluded (non-excludable) from using

References


External links

http://en.wikipedia.org/wiki/Public_value
- Accenture Institute for Public Service Value http://www.accenture.com/publicservicevalue
- James Crabtree, New Statesman, 27 September 2004, "The revolution that started in a library" (http://www.newstatesman.com/200409270026)
- BBC, June 2004, Building Public Value (http://downloads.bbc.co.uk/info/policies/pdf/bpv.pdf) - BBC report on renewal of its charter
- Mark Moore's Harvard profile (http://ksgfaculty.harvard.edu/Mark_Moore)
- Website of the Center for Leadership and Values in Society at the University St. Gallen [9] (http://www.clvs.unisg.ch)


Categories: Government

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APPENDIX G:

RESUME OF SANDRA MAYSON, QUATTRONE CENTER RESEARCH FELLOW
CURRENT POSITION

New York University School of Law, New York, NY
Furman Academic Fellow, 2014 – present

RESEARCH AND TEACHING INTERESTS

Primary: Criminal Law, Criminal Law Theory, Criminal Procedure, Evidence
Secondary: Constitutional Law, Immigration Law, Professional Responsibility, Federal Courts

EDUCATION

New York University School of Law, New York, NY
J.D., magna cum laude, 2009
Honors: Order of the Coif
Florence Allen Scholar (top ten percent of class after four semesters)
Institute of International Law & Justice Scholar (full tuition merit award)
Articles Editor, New York University Law Review
Activities: Symposium Chair & Project Leader, Law Students for Human Rights
Alumni Outreach Chair, OUTlaws

Yale University, New Haven, CT
B.A., summa cum laude, 2003
Honors: Phi Beta Kappa
Distinction in Comparative Literature (French, English, Spanish)
Activities: Director, FOCUS on New Haven
Regional Director, National Student Partnerships
Semester at Université de Paris X

CLERKSHIPS

U.S. Third Circuit Court of Appeals, Philadelphia, PA 2012 – 2013
Law Clerk to the Honorable Dolores K. Sloviter

Law Clerk to the Honorable L. Felipe Restrepo

PUBLICATIONS AND MANUSCRIPTS

Collateral Consequences, Persons and Punishment (draft manuscript).

PRACTICE EXPERIENCE

*Trial Attorney & Equal Justice Works Fellow*
Represented indigent defendants in criminal proceedings (including extensive felony motions, writ and trial practice). Won verdict of not guilty on felony charges in three of four jury trials. Developed and implemented immigrant-defense program to ensure language access and effective representation for non-citizens arrested in Orleans Parish. Counseled and trained Louisiana defenders statewide on immigration issues for non-citizen clients. Created, recruited, trained and supervised volunteer “language access corps.”

*Legal Fellow*
Assisted in development and litigation of federal and state civil rights cases. Drafted amicus brief in First Amendment case. Provided direct representation in court collections cases. Researched and developed constitutional challenges to sex offender registration law.

SELECTED PRESENTATIONS

*Padilla and You: Meeting the Challenge of Effective Criminal Defense of Noncitizens in Louisiana after Padilla v. Kentucky*
CLE lecture and workshop presented in five Louisiana parishes in 2011.

*Collateral Consequences, Persons and Punishment*

*Feeling Free: Culpability and (the Experience of) Free Will*
Presentation, New York University School of Law Scholarship Clinic, April 12, 2013.

OTHER PROFESSIONAL EXPERIENCE

*Summer Law Clerk.* Assisted trial attorneys with investigation and litigation; drafted evidentiary motions.

*Legal Extern.* Provided research support for immigrant clients and public defenders on immigration consequences of criminal dispositions. Staffed “crimmigration” hotline.

**Permanent Mission of Palau to the United Nations** 2008
New York Civil Liberties Union, New York, NY 2007
Legal Intern. Developed constitutional claims in border-search suit. Initiated project to limit ion scanning of visitors to NY prisons.

Racimos de Ungurahui, Peru 2007 – 2008
Summer Law Clerk. Assisted Amazonian Achuar people in U.S. federal tort action against Occidental Petroleum, Inc. Conducted legal trainings in Achuar communities and for Peruvian lawyers, led on-site workshop with local workers to map oil spill sites, developed legal briefs.

France and Chile 2005 – 2006
Interpreter (for National Public Radio correspondent).
Freelance Journalist (for Philadelphia Inquirer, Santiago Times and Pacifica Radio).

Oceana, Washington, DC 2003 – 2005

CARECEN, Washington DC 2004 – 2005
Citizenship Instructor. Taught citizenship classes in English and Spanish to lawful permanent residents applying to naturalize.

Other Academic Experience

Professor Joseph Weiler, NYU School of Law 2009
Teaching Assistant (for International Law survey course).

Dr. Elizabeth Young-Bruehl, New York, NY 2002 – 2003
Research Assistant. Conducted research for author (Hannah Arendt biographer) and psychoanalyst for book project on child abuse and trauma.

Professor Michael Graetz, Yale Law School 2002
Summer Research Assistant. Sourced and edited an article in progress.

Professional Memberships and Associations

Pennsylvania State Bar (active since 2012)
Louisiana State Bar (active 2009-2012; currently inactive)
U.S. Eastern District of Pennsylvania (admitted to practice 2014)

Other Information

Fluent (but rusty) in French and Spanish, proficient in reading Italian. SCUBA diver, tennis novice, runner and avid reader of fiction.