New ICM Certification Programs

PLUS
Lower Tuition!

2011

ICM Institute for Court Management

Catalog and Course Schedule
MESSAGE FROM THE PRESIDENT

Since 1971, the National Center for State Courts has served as the information clearinghouse for our nation’s state courts, providing the latest research and data on court operations at all levels. Building upon and sharing that information through the educational programs of the Institute for Court Management is an important part of our mission. In fact, the work of NCSC and ICM has been crucial to the development of a whole generation of court leaders. More than 1,100 court managers, including nine state court administrators, have completed our ICM Fellows Program (formerly the Court Executive Development Program), and many court management jobs require an ICM certification.

Like the rest of the country, the courts are going through hard times. Courts are also learning that the old methods of dealing with tighter budgets, such as staff furloughs and layoffs, reduced hours, and even the closing of some courthouses, can only do so much to solve their budget problems without harming public trust and confidence in the justice system. To get through the current budget crisis, and to prepare for those to come, courts must take a hard look at how they do business and re-engineer their operations to become more efficient and effective.

ICM’s classic, always-updated courses on caseflow management can help improve your operations, and bottom line, almost immediately. Our Managing Technology Projects and Technology Resources course provides the tools you need to make sure you choose the right technology at the right time to improve service to both court staff and the public. Our courses on strategic planning and financial management can help you chart a course for the future, and budget for it.

ICM can also bring essential educational programs to your court for a reasonable cost. For example:

- Online courses on such topics as revenue enhancement and court performance standards allow court staff to study and learn at their own pace from their own offices, saving travel costs.
- ICM can design customized courses to fit your court’s specific needs.
- An ICM partnership can bring our Court Management Program directly to your court.
- ICM’s Production Services can develop and record your training programs for Web delivery.

I invite you to join us in building the next generation of court leaders. Everyone at NCSC and ICM looks forward to seeing you at one of our programs.

MESSAGE FROM THE VICE PRESIDENT

ICM proudly presents our 2011 Catalog and Course Schedule, which contains information about the Certified Court Manager and Certified Court Executive Programs, the ICM Fellows Program (formerly the Court Executive Development Program), national programs, distance learning, and other services. This year’s Catalog includes a wide variety of courses and education services designed to meet the needs of judicial branch personnel.

2011 marks the beginning of significant changes to ICM’s certification programs. As many of our participants know, ICM has been adding to its course inventory with the assistance of a consortium of states, the National Association for Court Management, and experts in court administration. This year, ICM will offer all twelve certification courses. Completion of the first level will earn a participant the status of Certified Court Manager, while those who complete the new second level will become a Certified Court Executive. All of the new courses will be offered at NCSC headquarters in Williamsburg. In addition, we continue to maintain many state and court partnerships that enable us to offer courses locally for court managers and staff.

We have also updated our website, www.ncsc.org/icm. Click on “Courses,” “Certification Programs,” or “Production Services” for information about all of our courses and certification programs. Our production capabilities include services such as videotaping your faculty for in-state courses and developing online courses. Please visit us on the Web and let us know how we can make our site more informative and easier to use.

ICM continues to educate and develop leaders in court administration for today’s judicial branch and for the future. We look forward to working with court managers who will lead the courts in the complex and challenging twenty-first century.

If you have any questions about ICM and what we can do for you or your court, please contact me or any member of the ICM staff.
Effective January 1, 2011 ICM will offer three levels of certification: the Certified Court Manager (CCM), the Certified Court Executive (CCE), and the NCSC-ICM Fellows Certification. Participants are only eligible for CCE certification if they have achieved CCM status. ICM also offers an alternate route to completing the Fellows Program (formerly known as the Court Executive Development Program). In lieu of attending the traditional three-week in-residence program in Williamsburg, a candidate may choose to complete CCE Certification and thereby qualify for the Court Project Phase. An online component will prepare students for the Court Project Phase. All course curricula are tied closely to the NACM Core Competencies and reflect what court managers need to know and be able to do to address today’s challenges in the courts. Each certification program is outlined in the diagram above.
Course Schedule

The Institute for Court Management is the source courts count on for quality programming and educational opportunities. All courses are held in Williamsburg, Virginia unless otherwise noted. Visit www.ncsc.org/icm for news and course schedule updates.

ICM offers three levels of certification: Certified Court Manager (CCM), Certified Court Executive (CCE), and ICM Fellows. For more information on certification, please turn to page 6.

**2010 National Programs**

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<thead>
<tr>
<th>Date</th>
<th>Program Title</th>
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<tbody>
<tr>
<td>September 20-22</td>
<td>Managing Human Resources</td>
<td>$845</td>
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<tr>
<td>November 16-18</td>
<td>High Performance Courts (CMP Concluding Seminar)</td>
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<tr>
<td>November 30-December 2</td>
<td>Caseflow Management and Performance in Child Abuse and Neglect Cases</td>
<td>$645</td>
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<tr>
<td>December 14-16</td>
<td>Jury Management (Chicago, IL)</td>
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**Distance Learning**

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<thead>
<tr>
<th>Program Title</th>
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<tr>
<td>Court Performance Standards: CourTools*</td>
<td>$595</td>
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<tr>
<td>Different Work: A First Course in Effective Supervision</td>
<td>$195</td>
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<tr>
<td>Fundamental Issues of Caseflow Management*</td>
<td>$595</td>
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<td>Introduction to Caseflow Management</td>
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<tr>
<td>Jury Systems Information: Cancelled</td>
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<td>Managing Court Financial Resources*</td>
<td>$595</td>
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<td>Presenting Court Data</td>
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<td>Revenue Enhancement: Cancelled</td>
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<td>Effectively Collecting Fines and Fees</td>
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<td>Building an Effective Drug Court</td>
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<td>Continuity of Court Operations: Cancelled</td>
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<td>Steps for COOP Planning</td>
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<tr>
<td>Judicial Education on Substance Abuse: Cancelled</td>
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<td>National Information Exchange Model: Cancelled</td>
<td>Free</td>
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<tr>
<td>How NIEM Works</td>
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*Qualifies for Certified Court Manager credit

**2011 National Programs**

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<th>Date</th>
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<tr>
<td>January 11-13</td>
<td>Purposes &amp; Responsibilities of Courts (CCM)</td>
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<td>February 22-24</td>
<td>Essential Components (CCE)</td>
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<td>March 15-17</td>
<td>Court Performance Standards: CourTools (CCM)</td>
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<td>April 12-14</td>
<td>Leadership (CCE)</td>
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<td>May 11-13</td>
<td>ICM Fellows Program Presentation Phase</td>
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<td>Managing Technology Projects &amp; Technology Resources (CCM)</td>
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<td>ICM Fellows Program CCE Phase</td>
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<td>Managing Court Financial Resources (CCM)</td>
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<td>September 20-22</td>
<td>Court Community Communication (CCE)</td>
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<td>October 18-20</td>
<td>Fundamental Issues of Caseflow Management (CCM)</td>
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<td>Education, Training &amp; Development (CCE)</td>
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<tr>
<td>December 6-8</td>
<td>High Performance Courts (CCE)</td>
<td>$645</td>
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**Early Bird Tuition Discount**

Any participant who registers and pays for any 2011 National Program at least sixty days before the start date of the course will receive a $50 tuition discount.

**Convenient Registration**

Phone  800.616.6206
E-mail  icmregistrar@ncsc.org
Web    www.ncsc.org/icm
At the First National Conference of the Judiciary, held in Williamsburg, Virginia, in 1971, U.S. Supreme Court Chief Justice Warren Burger called for the creation of a central resource for state courts. The National Center for State Courts began operations that same year at the headquarters of the Federal Judicial Center in Washington, DC, before moving to its permanent headquarters in Williamsburg in 1978.

NCSC’s current mission, improving the administration of justice through leadership and service to state courts, and courts around the world, springs logically from its original purpose: serving as an information clearinghouse so that innovations made in one court can benefit all courts.

Since its founding in 1971, NCSC has played a key role in the development of court administration worldwide.

Institute for Court Management

In 1969, prior to the foundation of NCSC, Chief Justice Burger initiated a series of meetings aimed at building the ranks of professional court managers. An American Bar Association task force grew out of Burger’s efforts, and included the leaders of the mid-twentieth-century court reform movement, among them Ernest C. Friesen, then Administrative Director of the United States Courts. The task force created the Institute for Court Management to provide training and education programs in an effort to improve public service in America’s state courts.

With funding from the Ford Foundation, ICM convened its first Board of Trustees meeting in February of 1970. The Board appointed Friesen as executive director. Friesen’s goal was to develop the future court executive in the full context of addressing the needs of the court system as a whole. The Institute pursued three basic objectives: to increase, store, and disseminate reliable knowledge pertaining to effective and efficient court management; to build acceptance of the court management function and develop the profession of court management; and to improve, through court management, popular satisfaction with the administration of justice.

In the 1980s, ICM merged with NCSC, consolidating and cross-pollinating a wealth of resources dedicated to the growth and development of the judicial branch.

ICM is the premier judicial branch education organization, universally recognized for quality curricula and customer service.
Professional Development Opportunities for Next-Generation Court Leaders

The Institute for Court Management offers program participants a wide range of professional development opportunities. Participants may enroll in individual courses to improve their knowledge, skills, and abilities in specific areas. In addition, ICM offers three levels of certification for participants who seek broader exposure to the challenges and complexities of court administration in the twenty-first century: Certified Court Manager (CCM), Certified Court Executive (CCE), and ICM Fellows.

Employers and employees may also use ICM programs to implement a professional development plan. Many courts have begun to invest in succession planning as mid- and upper-level managers from the baby boomer generation reach retirement age. ICM programs empower court leaders to approach these and other issues with confidence through a variety of delivery options.

National Programs, Partnerships, Distance Learning, and Production Services

ICM offers four means by which participants may complete courses: National Programs; State, Local, and International Partnerships; Distance Learning; and Production Services.

National Programs

In 2011, ICM will offer all twelve certification courses at NCSC headquarters in Williamsburg, Virginia. Participants can achieve CCM or CCE certification in one year.

Located near NCSC headquarters, The Colonial Williamsburg Historic Area offers an opportunity to experience life as it was in the 1770s and to relive the history of the making of our nation. Visitors will also learn about the roots of our system of government and courts.
State, Local, and International Partnerships

In addition to National Programs, ICM offers a more economical way for state, local, and international courts to offer professional development and certification for employees. We work with courts to plan, structure, schedule, and deliver courses to an individual court or group of courts (e.g., when multiple counties or courts within a state, or multiple states pool their resources). The per-person tuition cost of a Partnership course is significantly less than that of a National Program. Partnerships can make Certified Court Manager or Certified Court Executive certification a viable option for courts seeking to prepare employees for leadership and management roles, but that are unable to bear the cost of travel and tuition for National Programs.

In addition, specialized courses can be delivered in a partnership environment. Courses that may benefit state and local courts include Caseflow Management and Performance in Child Abuse and Neglect Cases, Emergency Management and Continuity of Operations Planning, Jury Management, and Research and Evaluation Methods. More information is available on page 12.

Those interested in National Programs or Partnerships may contact Dale Kasparek, Director of National Programs, for more information at 757.259.1547, or via e-mail at dkasparek@ncsc.org.

Distance Learning

Recognizing that traveling to a National Program or forming a Partnership may not always be feasible, ICM also offers courses online in a distance learning environment. ICM uses Blackboard, a recognized leader in online learning as the course management system to deliver courses. This learning environment is fully interactive and encourages participants to work at their own pace, incorporates adult-learning principles to engage the learner and reinforce learning objectives, and uses advanced media elements to simulate a classroom environment.

Online versions of Certified Court Manager courses include self-assessment tests, work exercises, reading assignments, threaded discussions, and instructor feedback. These courses require an estimated eighteen to twenty-five hours to complete.

Other courses focus on narrow topics with three to four hours of presentation materials and typically require six to ten hours to complete.

In addition, ICM offers a limited number of free courses developed with government or foundation funding.

Online courses require only a computer with an internet connection. Course content uses familiar, standardized software and responsive technical support is available via phone or e-mail to ensure participant success. Online courses have open enrollment and participants have 24/7 access to course materials for three months from the date of registration and payment (if required).

Production Services

ICM’s production expertise and multimedia capabilities enable courts to create their own online courses. Using the latest in video streaming and audio technology, courts can record training presentations at the Education Technology studio in Williamsburg and then stream them over the internet. This approach eliminates the need for courts to employ their own production and technology professionals. It also eliminates travel expenses and offers quick development on hot topics that require timely delivery of information and training.

Training presentations typically include PowerPoint slides and can be enhanced with video clips, text documents, Web pages, and PDF files. In cases where court personnel are unable to travel, ICM can also create a streamlined version of a presentation using PowerPoint slides and recorded telephone audio.

ICM’s expertise and technology support robust course development that uses advanced features, such as self-assessments, feedback, quizzes, and threaded discussions. Using Blackboard, these courses facilitate monitoring of student progress and provide automated notification for certification or completion requirements.

Those interested in Distance Learning and Production Services may contact Ray Foster, Director of Education Technology, for more information at 757.259.1557, or via e-mail at rfoster@ncsc.org.
Certified Court Manager and Certified Court Executive Programs

The objective of the Certified Court Manager and Certified Court Executive programs is to educate court managers in the core competencies of court administration.

Beginning in 2011, those who obtain CCM and CCE certification will be educated in all of the core competencies recognized by the National Association for Court Management. The NACM model is a summation of the knowledge, skills, and abilities court professionals must have in order to be effective managers and dynamic leaders.

Certification candidates may take courses as National Programs, as part of an ICM partnership, and/or as part of the ICM Consortium. Participants may contact their state Administrative Office of the Courts to learn if their state is part of the Consortium. Some courses are also available in a distance learning environment. Beginning in 2011, those interested in the CCE program will also have the option of completing certification requirements by gaining entry into the ICM Fellows Program (application required). Fellows Program candidates will earn credit for the six required courses during the ICM Fellows Program CCE Phase held in June at NCSC Headquarters.

“The Certified Court Manager program has provided me with the tools necessary to recognize and understand the initiatives of the state, assess the current status of those initiatives on a local level, and to monitor the continued progress in the future.”

Carolyn Woolf - Trial Court Administrator - Supreme Court of North Dakota - Minot, North Dakota

ICM Fellows Program

Since 1970, more than 1,100 court leaders have become Fellows of the Institute for Court Management. The ICM Fellows Program (formerly the Court Executive Development Program) is the highest and most demanding certification available from ICM. Graduates include state and trial court administrators, judges, clerks of court in both state and federal courts, and academics and consultants in more than thirty states and seven countries.

Becoming an ICM Fellow is a process of continual professional development. The first step for a candidate is to achieve Certified Court Manager status.

The next step is to achieve Certified Court Executive status. There are two ways to satisfy this requirement. A candidate for the ICM Fellows Program may achieve CCE status by attending each of the six required courses as national programs, partnerships, or through the ICM Consortium. Those who earn CCE status through this method must complete the ICM Fellows Distance Learning Phase, an online workshop, prior to advancing to the ICM Court Project Phase.
Alternatively, candidates may apply to attend the ICM Fellows Program CCE Phase (Summer Residency) and complete certification in three weeks. This option is intended for those who desire an intensified experience with classmates in a diverse environment. The CCE Phase application deadline is September 1. Those who gain admission must complete the ICM Fellows Distance Learning Phase that runs intermittently from January through mid-May. The Distance Learning Phase is then followed by the CCE Phase, a three-week in-residence program held in Williamsburg in June. ICM Fellows candidates who complete the three-week residency are awarded Court Executive Certification.

The ICM Fellows Program Court Project Phase entails a court research and improvement project. Participants must design and complete an independent research project and present a written report that must be approved by the dean of the ICM Fellows Program. The dean will assign an advisor to each candidate to oversee their projects. Approved reports are equivalent in quality to a master’s degree thesis and must include an abstract, introduction, literature review, methods, findings, conclusions and recommendations, appendices, and references.

Upon successful completion of the ICM Fellows Court Project Phase, participants are eligible to attend the culmination of this professional development process, the ICM Fellows Program Presentation Phase, a four-day master class held in Washington, DC. Successful participants are recognized at a graduation ceremony at the U.S. Supreme Court and awarded certification as a Fellow of the Institute for Court Management.

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**APPLYING TO THE ICM FELLOWS PROGRAM**

Applicants must submit the following materials:

- A completed ICM Fellows Program application form (available online at www.ncsc.org)
- A one-page cover letter explaining why the applicant wishes to pursue an ICM Fellowship, as well as his or her current duties, responsibilities, and career goals
- A résumé (two-page maximum) that demonstrates work experience and academic achievement
- One letter of recommendation from a direct supervisor or presiding judge that clearly indicates the applicant’s ability to commit to the time and cost of the Fellows Program
- A writing sample of no more than five double-spaced, typed pages on a public policy or court management issue; the essay may follow any standard style format

Applicants may submit completed applications to the dean of the ICM Fellows Program by providing the above materials to:

Toni Grainer  
National Center for State Courts  
300 Newport Avenue  
Williamsburg, VA 23185  
agrainer@ncsc.org
ICM Awards

Star Award

The Star Award is conferred upon an ICM Fellow who demonstrates excellence in the advancement of court administration through leadership and education.

The recipient of the 2009 Star Award is Robert A. Zastany. In addition to serving as ICM faculty, Mr. Zastany developed a partnership program with ICM enabling participants in Illinois and the surrounding area to attend ICM classes at a local community college. Mr. Zastany has been engaged in the professional development of court staff, enrolling a number of them in ICM programs and supporting them through completion of the Certified Court Manager Program. He has also encouraged and supported two of his court’s staff in their pursuit of ICM Fellowships.

Mr. Zastany has been the Executive Director of the Circuit Court of Lake County since 1984. He has served as a court consultant with NCSC’s International Division in Kosovo. He previously served as the Chief of Administrative Services in the Administrative Office of the Judiciary in Oklahoma and served as the Director of Secretariat Services at NCSC. He is a member of the National Association for Court Management, is active in NACM committee work, and has previously served as a member of the NACM Board of Directors.

Mr. Zastany is an ICM Fellow, class of 1988. He is a Certified Government Performance Manager from The Performance Institute in Arlington, Virginia. He holds Bachelor of Science and Master of Science degrees in Criminal Justice Administration, with concentrations in Program Planning and Evaluation and Military Science.

Award of Merit

Each year the Vice President of ICM presents the Award of Merit for Applied Research to the CEDP graduate who has completed the most outstanding independent research project. The 2010 winner is Ekpoanwan Erete Onyile. Her paper, “The Performance of Juvenile Diversion Programs in the Superior Court of New Jersey, Essex Vicinage” was selected from among many outstanding papers.

The goal of Ms. Onyile’s research was to improve the internal management and administrative practices of two juvenile diversion programs in the Essex Vicinage. At the crux of her paper are two arguments: first, that well-managed diversion programs can exponentially improve outcomes for youths who come into the juvenile justice system and prospectively prevent their further penetration into the system. Second, that well-managed programs can have important budgetary implications by enabling better utilization of scarce and expensive judicial resources. Ms. Onyile’s research approach involved scrutinizing, from a managerial perspective, key structural, organizational, and programmatic factors relating to the operation of the two programs in Essex Vicinage.

Ms. Onyile holds a Bachelor of Science degree in Education with a minor in Economics from the University of Ife, Ile-Ife, Nigeria and a Master of Public Administration degree from Iowa State University. Prior to her work at the Essex Vicinage she worked in a research capacity with the New Jersey Administrative Office of the Courts, Criminal Practice Division, and later with the Judicial Performance Program. She has also held research positions with the New Jersey Juvenile Delinquency Commission and the State of South Carolina Department of Probation, Parole and Pardon Services.

Previous Star Award Winners

2008 Chris Crawford
2007 Collins E. Ijoma
2006 Pamela Ryder-Labey
2005 D. J. Hanson
2004 Sue Dosal and Gordy Griller
2003 Donald Cullen
2002 Janet G. Cornell
2001 Geoff Gallas and Carl Baar
2000 Mary M. Brittain
1999 Daniel H. Straub

“I personally believe that the building blocks of my career were held together over time by the numerous courses I have taken through ICM, highlighted by CEDP. The knowledge, networking, and friendships that have been fostered through these educational opportunities shaped the future, growth, and successes that I have been blessed with in my life.”

Robert A. Zastany - Executive Director - Circuit Court of Lake County, 19th Judicial Circuit - Waukegan, Illinois

“The CEDP program enabled me to explore a subject that I am very passionate about: helping youths and families. The program also afforded an opportunity to push the boundaries of my research skills while working on a problem with practical implications for enhancing the administration of justice. ICM faculty are outstanding, and my advisor, Dr. Fred Cheesman, was as passionate about the project as was I. Thanks to ICM, I am now completely and forever a convert and practitioner of Evidence-Based Management!”

Ekpoanwan Erete Onyile - Assistant Family Division Manager - Superior Court of New Jersey, Essex Vicinage - Newark, New Jersey
Course Descriptions - Required Courses

Court Community Communication

Communication is fundamental to the success of any organization. For courts, effective communication with the various communities they serve is central to the administration of justice. In the always-connected information age of the twenty-first century, managing court communications requires an extensive knowledge and practical understanding of a wide variety of media, communications principles, judicial canons, and emerging technologies.

In this course, participants will learn basic skills and techniques for making courts more understandable, including how to manage customer service, the difference between legal advice and legal information, how to communicate using various technology applications, how to explain complex processes without using jargon, and how to identify and accommodate audiences with special communications needs. Other topics include community outreach programs and public information, with an emphasis on managing online tools, media relations, and leadership and program development.

Court Performance Standards: CourTools

Learn how to use CourTools and the Court Performance Standards as a framework to guide your court into the future by setting target performances, then monitoring, evaluating, and learning from results. Learn why a court should measure its performance. Learn how to introduce CourTools into your court as a means of assessing court performance and guiding management and leadership decisions. Learn the importance of identifying the dynamics of court culture when undertaking performance measurement.

The CourTools measures and Court Performance Standards are used in hundreds of courts throughout the United States and other countries and are widely acknowledged as the standard for effective judicial administration. The Court Performance Standards have been endorsed by the Conference of Chief Justices, Conference of State Court Administrators, National Association for Court Management, National College of Probate Judges, American Judges Association, Judicial Council of California, and numerous courts and court systems.

The ten CourTools are the next evolution of performance standards and are intended to provide a framework for courts to assess their performance across operations, embracing both internal and external stakeholders.

Education, Training & Development

Educating, training, and developing court staff is crucial to the judicial branch and to each local court, not only to promote effective operations in the near term, but also to foster continual improvement in the future. Judicial education has been in place and has evolved over the years; however, court staff education is a more recent area of concern and concentration in the courts. New employees must learn how to perform their work; existing employees must learn to implement new processes and procedures; and all must learn the most effective ways to serve the public. High-quality employees need opportunities to prepare for more complex work and increased responsibility in the court. Every manager has a responsibility for the education, training, and development of employees in their courts.

Participants in this course will learn the fundamentals of adult education and instructional design as well as different approaches to developing employees. The courts’ unique educational environment will be explored and participants will learn how to approach education not only for the purpose of effectively performing daily work, but also as a key factor in achieving their court’s mission or strategic plan. In addition, participants will assess ways to support education using existing resources and learn how to seek new resources when necessary. Throughout the course, participants will assess the current status of educational efforts at their own courts and make improvement plans where needed.
**Required Courses - Continued**

### Essential Components

The Essential Components are those programs and services that support judicial decision making and the adjudication of court cases. Essential components greatly impact court performance and the quality of justice. They include such activities as pretrial information gathering, social intervention on behalf of parties, legal representation, jury management, and enforcement of court orders. Security, facilities management, communications, equipment, and other functions that relate to the infrastructure and management of the court enterprise are also essential components. Court leaders must understand the needs, nature, and level of service of the court and how to deliver the essential components.

Whether or not the court has direct control over the management of essential component programs and services, their effectiveness must be measured based upon how they support the overall aims of the courts as a separate branch of government. This course examines how essential components relate to the mission, role, and purpose of courts, as well as how to improve the effectiveness of these programs and services through the application of technology, consideration of appropriate service delivery methods, and collaboration with stakeholders.

### Fundamental Issues of Caseflow Management

In this course participants will assess the effectiveness of their court's caseflow management system and learn how to develop a system that ensures timely and just disposition of all cases in collaboration with stakeholders. Participants will also learn the fundamentals of caseflow management, strategies to create or enhance their court's caseflow management program, and how to adopt an effective differentiated case management plan.

Unnecessary delay diminishes justice and increases the cost of litigation; however, delay is not inevitable. Participants will be able to reduce the size and age of their pending case inventory and streamline caseflow processes by adopting the fundamentals taught in this course.

### High Performance Courts

The High Performance Court Framework informs court leaders of actions they can take to integrate performance improvement into ongoing operations. These actions include focusing on key administrative principles that define high performance. In this course, participants will learn to build upon those principles and solve business problems:

1. by understanding how a court's managerial culture can promote common goals and collegial cooperation;
2. by developing the capacity to measure performance;
3. by using performance data to identify business problems and guide improvements in business processes; and
4. by communicating with a variety of stakeholders to successfully implement business changes.

Taken together, the steps form a quality cycle that courts can follow to enhance the effectiveness and efficiency of the administration of justice.

### Leadership

Leaders have evolved into quick-change artists who inspire, communicate a vision, and master today's workforce and work environment. Leaders are found at all levels of an organization and must always seek to refine their knowledge and skills. Just as leaders have a responsibility to improve themselves, courts have the responsibility to develop those who aspire to be the leaders of the future.

In this course, participants will acquire the knowledge and skills of leadership as a core competency, while exploring their own readiness to be in a leadership role. Individual leadership styles and their impact in the work environment will be considered, with emphasis on the importance of communication and the need for integrity in leaders. Participants will learn the concept of adaptive leadership through practical exercises dealing with challenges facing the courts, such as the impact of technology and its effective use.

In addition, participants will develop strategies and action plans to work effectively beyond the confines of the judiciary with other stakeholders and branches of government. Participants will also learn how to articulate a clear vision and develop a workforce that is dynamic and has a sense of purpose.
Managing Court Financial Resources

Courts can only play their vital role in society if they have adequate financial resources. This course provides the knowledge required to maximize court funding. Learn the building blocks of finance and discover how to plan, prepare, review, present, execute, and monitor a budget. Experience a journey inside the mind of the funding authority. Learn tips to “bring home the bacon” in an economic climate where courts compete with other agencies for scarce resources. Review practical steps courts can take during difficult fiscal times.

Participants will engage in discussions and exercises designed to develop an understanding of how to manage a court’s financial resources. Topics include:

- Financial foundations and reporting
- The synergy between strategic planning and budgeting
- The full budget cycle
- Surviving budget reductions
- Success through informal contacts
- Understanding the mind of the funding authority

Managing Human Resources

Human resource management helps an organization achieve its mission and goals by acquiring and maintaining a productive workforce. While human resource management is typically assigned to upper-level management (e.g., HR Manager, HR Director, Court Administrator, Clerk of the Court), effective management of employees extends to middle management and to first-level supervisors as well. Employees who do not have supervisory responsibility also benefit from an awareness of fundamental human resources laws and concepts.

In this course, participants learn about laws that impact human resource management in courts. Participants will understand how sound human resources practices, policies, and procedures can help a court achieve legal compliance, and how poor attention to detail, ineffective communication, and lack of follow-through can create employment issues with significant legal consequences. In addition, participants will learn sound recruitment, selection, and retention procedures, and performance management principles that encourage a high-performance work environment. Participants will learn how to develop good employee relations and understand the intricacies of operating in an environment shared by employee interest groups and organized labor. Further, participants will learn the importance of organizational development in a diverse world and the importance of career development, mentoring, and succession planning.

Managing Technology Projects & Technology Resources

Technology can help court leaders better manage the judicial branch. Court leaders must be savvy about available technology tools, project planning, project management, technology standards, and how to apply technology to support court operations. Learn how to assess technology options, implement technology solutions, and manage the non-technical issues that are essential to success.

This course is based on the National Association for Court Management Information Technology Management Core Competency Curriculum Guideline and is designed to help judges, administrators, and clerks of court manage technology and technology resources, enhance their technology management skills, and integrate technology into their management strategies. Court technology professionals will find the course helpful in increasing their understanding of court functions and operations. ICM encourages state and local courts to send a judge, administrator, clerk, and information technology specialist as a technology team-building experience.

Purposes & Responsibilities of Courts

This course is intended to provide a historical and societal context for the development of our court system as we know it today. Participants will explore the foundations of the third branch of government and assess whether their courts are performing as the Founding Fathers intended. In addition, participants will learn how courts balance their competing responsibilities of protecting the rights of citizens to due process of law, while also moving cases to disposition as efficiently as possible. This course is an opportunity for participants to consider how the principles underlying the purposes and responsibilities of courts, which are shared by all courts, can result in different ways of accomplishing the same goals. Participants will study different ways courts can be structured, different methods of managing cases and court calendars, as well as how to devise strategies to align court performance, court structure, court operations, and court processes with court purposes.
Visioning & Strategic Planning

Every effective organization operates in pursuit of a well-articulated and understood vision, supported by a thoughtful roadmap that connects every position and function in the organization. This course provides the tools court leaders and managers need to develop a vision and achieve goals using strategic planning.

Court leaders often assume that the vision and mission of a court is self-evident and that the process of achieving consensus for a vision is a waste of effort. This course demonstrates that having a vision and a strategic plan is an effective way to define priorities and allocate limited court resources. The course is based on the National Association for Court Management’s Core Competencies and is designed to develop practical skills for court leaders and managers.

Participants will learn to use concepts such as implementation, alignment, and line of sight, to make their court an effective organization and not one that uses a periodic, disconnected planning method. The course agenda ranges from the general to the specific and includes theory, practice, models, methods, and tips for success.

Caseflow Management and Performance in Child Abuse and Neglect Cases

Unnecessary delay increases the time it takes to achieve permanent homes for abused and neglected children; however, delay is not inevitable. With these specialized cases, it is important to balance the goal of efficiency with the best interests of the child. The value of timely permanency must be balanced against child safety and well-being.

This course will cover the fundamentals of caseflow management and apply them to child abuse and neglect case processing. In addition, participants will learn about federal legislation, including the requirements of the Adoption and Safe Families Act. A key feature of the course will be a discussion of “Toolkit” performance measures specifically created to measure the achievement of better outcomes for children. Participants will learn how to use these measures to improve their court’s management of cases involving abused and neglected children.

Participants will also assess the effectiveness of the caseflow management process for their court’s child abuse and neglect cases. By adopting the fundamental caseflow management principles taught in this course, participants will learn to decrease time to permanency without increasing risk to children or diminishing due process.

This course is intended for trial court managers, court clerks, and court staff who must manage caseflow and implement strategies to achieve timely permanency for abused and neglected children. This course is most effective when court teams attend with counterparts from child welfare agencies.

Emergency Management & COOP Planning

Functions performed daily at courthouses help sustain one of our basic ideals: the rule of law. Restoring essential court functions after an emergency, so as to preserve this ideal, requires resilient court operations. Using the real-life experiences of court officials, this course will provide a court-specific, all-hazards emergency management approach designed to give judges, court administrators, and other court officials the information and tools needed to build resilient court operations with the goal of preserving the rule of law. This course will help courts create and improve their Continuity of Operations Planning.

Jury Management

In many courts, jury operations are an essential, but relatively minor, trial support unit that runs mostly beneath the radar of busy court administrators. What many administrators fail to realize is that poor performance in jury operations can cost courts tens of thousands of dollars each year in unnecessary expenses, while simultaneously undermining the ability of the court to guarantee a jury pool that reflects a fair cross-section of the community. Citizens who experience poor operational performance while serving as prospective jurors also take home negative impressions of the court, undermining public trust and confidence in the justice system. In this course, participants will learn how to identify strengths and weaknesses in jury operations; how to estimate the fiscal impact of poor performance; and how to use tools, performance measures, and best practices to address those problems.
Research & Evaluation Methods

Increasingly, courts are using social- and management-science research methods to address long-standing problems that have defied solution by other means. This course provides a broad overview of key research and evaluation concepts that have proven useful to courts, particularly for justifying budgetary needs. Participants will learn valuable research tools and strategies that will be immediately applicable upon returning to the job.

Faculty will present a variety of practical research methods and evaluation designs for analyzing, interpreting, and presenting research results. Emphasis will be given to an important, but often overlooked, aspect of the research process: effectively communicating research results to policy makers. The course is enriched by participatory exercises and numerous examples culled from court research projects conducted by the instructors. Evaluation topics include logic model construction, critical elements of process, outcome/impact, and cost-effectiveness evaluations. Key research techniques will be demonstrated, including survey construction and administration and data analysis.

This course targets court personnel interested in becoming better-informed consumers of research produced by others (such as consultants), and in planning research and evaluations of their own.

Trial Court Leadership and Governance for Presiding Judges and Court Administrators

Trial courts face unprecedented, complex problems that result in unique challenges for the presiding judges and court administrators who lead state and local justice systems. Performance standards, judicial assignments, backlogged calendars, budget cutbacks, and a host of other issues confront court leaders daily. Understanding and improving leadership skills for chief/presiding judges and court administrators is central to addressing these problems and moving trial courts effectively to a more desirable future.

NCSC’s Presiding Judge Committee encourages administrative judges to attend this course with their administrator as a team.
Different Work: A First Course in Effective Supervision

This self-paced course is designed for new supervisors who wish to learn how to become effective managers. Course materials employ a step-by-step approach that guides participants through the principles of the “categorically different work” of managing staff, who in some cases may be former co-workers. This course is designed for people for whom management training may not be available, but who are required to be effective managers nevertheless. Each course unit includes various resources, such as readings, exercises, and video clips.

Introduction to Caseflow Management

This course builds a sequential understanding of the fundamentals of caseflow management and the skill sets necessary to perform effective case management. In addition to addressing common caseflow issues, the course is based on the National Association for Court Management Caseflow Management Core Competency Curriculum Guideline in order to ensure a comprehensive approach to the topic. The seven course modules include resource links, reading exercises, assessment instruments, and video segments to assist participants in addressing unit competencies.

Jury Systems Technology

This course explores how many contemporary technologies have been adapted for use in jury management systems. Offering tremendous opportunities to improve the efficiency and cost-effectiveness of the jury system, these technologies make jury service a more pleasant and convenient experience for citizens who are summoned. However, like all technological innovations, there are drawbacks. With careful planning and attention to the principal goals of the jury system, court administrators can avoid the most common mistake—implementing technology for technology’s sake—and make sound decisions about which technologies offer the most promise for their courts. Also covered are policies and practices that must be adopted to ensure those technologies are implemented and operate as intended.

Presenting Court Data

This course will help court staff convert data into effective presentations. Faculty will demonstrate that a few basic design principles can be the catalyst for effective presentations, whether on paper or using an electronic format. Five topical modules are presented: data graphics, data tables, color and visual separation, data display, and raw data. Media presentations guide participants through basic design principles using court data. The course emphasizes content familiarity as the most critical factor in creating presentations and reinforces the idea that there is no right or wrong way to present data.

Revenue Enhancement: Effectively Collecting Fines and Fees

Tips for increasing court revenue can be invaluable in tight financial times. This course addresses the fundamentals of revenue enhancement as derived from the experiences of courts across the country, as well as the tools and steps necessary to develop more effective methods of collecting fines and fees. Composed of eight modules on topics such as policy considerations, outsourcing, compliance, and costs, each unit includes a video segment, a PowerPoint presentation, and a self-assessment exercise. Each unit also includes resources such as readings, exercises, and video clips.

Free Distance Learning Resources

Building an Effective Drug Court Team

The role of teams is essential in developing and supporting the drug court model. This course is designed to strengthen the leadership and team-building capabilities of drug courts; to provide instructional modules for use by drug courts to improve their organization, operations, and productivity; and to provide a resource for trainers/facilitators to assist drug courts in improving the collaboration and performance of their interdisciplinary teams.

This course was prepared under a Cooperative Agreement with the Bureau of Justice Assistance, U.S. Department of Justice, and the National Drug Court Institute, in collaboration with the National Center for State Courts and National Association of Drug Court Professionals.
Continuity of Court Operations: Steps for COOP Planning

This self-paced course is designed to help judges and other court officials develop and practice a continuity of operations plan. The course guides participants through a set of steps to help them create a structure and framework for planning; work through specific elements of their COOP plans and find agreement on procedures to follow in the event of an emergency; and create a testing, training, and exercise program to maintain the effectiveness of the plan.

Developing a COOP plan for courts, including special considerations related to planning for a pandemic, is a complex undertaking that requires coordination with a variety of organizations and agencies, such as corrections, emergency management, law enforcement, the private bar, prosecutors, the public defender's office, and public health officials.

This course, and the Continuity of Court Operations: Steps for COOP Planning Guide on which it is based, were supported by Grant No. 2006-MU-BX-K019, awarded by the Bureau of Justice Assistance. The Bureau of Justice Assistance is a component of the Office of Justice Programs, which also includes the Bureau of Justice Statistics, the National Institute of Justice, the Office of Juvenile Justice and Delinquency Prevention, and the Office for Victims of Crime. Points of view or opinions in this course are those of the authors and do not represent the official position or policies of the U.S. Department of Justice.

Judicial Education on Substance Abuse

This course explores the nature of alcohol and other drug abuse, as well as the dynamics of recovery in the court context. It is intended as a primer for judges who handle all types of cases. Its goal is to encourage judges in all types of courts to share current information and work with experts in other disciplines to develop new systemic approaches to address the large and challenging court population of alcohol and drug abusers.

This program was prepared with the support of a grant from the State Justice Institute (SJI-01-N-210-CH3-1). The points of view expressed are those of the authors and do not necessarily represent the official position or policies of the State Justice Institute.

National Information Exchange Model: How NIEM Works

This course begins with a brief discussion of the history and governance of the National Information Exchange Model, then quickly delves into the inner workings of NIEM. In addition to exploring the technical architecture, the course covers the development of Information Exchange Package Documentation. This includes a definition of IEPDs, why they are important, how to create them, and what to do with them. The final course modules explore how to go beyond the creation of IEPDs and into actual implementation.

This course is not intended for managers; rather, it is designed for those seeking a basic technical overview. An understanding of XML and XML Schema is required. Course certificates are available for those whose written IEPD submittals are reviewed and approved.

This course was created with the support of the Bureau of Justice Assistance and in coordination with the IJIS Institute. The Bureau of Justice Assistance is a component of the Office of Justice Programs, which also includes the Bureau of Justice Statistics, the National Institute of Justice, the Office of Juvenile Justice and Delinquency Prevention, and the Office for Victims of Crime. Points of view or opinions in this course are those of the authors and do not represent the official position or policies of the U.S. Department of Justice.

“Learning the core competencies in the Certified Court Manager program has given me the confidence necessary to excel in my job and to be an effective court leader.”

Patricia Seguin - Community Outreach Director - Maricopa County Superior Court - Phoenix, Arizona
Financial Assistance

Financial assistance may be available from foundations and various government and state agencies, such as the Bureau of Justice Assistance, Court Improvement Project, National Highway Traffic Safety Administration, State Justice Institute, and state traffic safety agencies. Members of MAACM and NACM may also be eligible for scholarships from those organizations.

General Enrollment and Participant Information

Participants may register for any ICM course online at www.ncsc.org/icm or by calling 800.616.6206. Upon receipt of a registration form, ICM will e-mail an acknowledgment and invoice to each participant. Participants will then receive a confirmation letter four to six weeks before the start date of the course(s). Some courses fill up quickly; therefore, we recommend that participants register early. ICM also advises participants to wait until receiving course confirmation(s) before making any non-refundable travel arrangements.

For Distance Learning courses, ICM will e-mail participants the appropriate login and password information needed to access course materials. Full payment for each course must be received before participants may access course materials. ICM advises participants to access the Blackboard site in advance of beginning coursework to determine if any software upgrades will be required before viewing course materials and/or listening to presentations. Any such upgrades are free and self-installing. Participants will be prompted if upgrades are needed.

PAYMENT

Participants may pay for courses by check or money order (payable to the National Center for State Courts) or by credit card (American Express, MasterCard, or Visa). All payments must be made in U.S. dollars. ICM must receive payment before the start of a course unless prior arrangements are made. Certificates of course completion will be issued only to those participants who have paid for the course.

HOTEL INFORMATION

Participants must make hotel reservations directly with the hotel. A block of rooms is reserved for participants; refer to the National Center for State Courts/Institute for Court Management when making reservations in order to receive the group rate.

ATTENDANCE POLICY

Participants must attend all educational sessions of a course in their entirety in order to earn Certification. ICM advises all participants to plan their travel accordingly.

PARTICIPANT CANCELLATION POLICY

Registered participants may receive a full tuition refund or waiver only if ICM receives a written cancellation notice (U.S. mail, fax, or e-mail) at least ten business days before the start date of the course. Otherwise, a $100 administrative fee will be assessed. No refunds will be made after the start of a course.

The National Center for State Courts reserves the right to photograph program participants for publicity purposes. Please be aware that these photos are for NCSC use only and may be used in future catalogs, brochures, pamphlets, and/or flyers, and/or on www.ncsc.org.

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ICM Staff

John R. Meeks  
Vice President  
757.259.1567  
jmeeks@ncsc.org

Toni Engle  
Administrative Manager  
757.259.1541  
tengle@ncsc.org

Ray Foster  
Director, Education Technology  
757.259.1557  
r foster@ncsc.org

Toni Grainer  
Conference & Meeting Planner  
757.259.1586  
tgrainer@ncsc.org

Gordon Griller  
Director, Trial Court Leadership Programs  
757.259.1883  
g griller@ncsc.org

Linda Hardy  
Senior Administrative Specialist  
757.259.1528  
l hardy@ncsc.org

Dale Kasperek  
Director, National Programs  
757.259.1547  
d kasperek@ncsc.org

Brian McGuire  
Senior Administrative Specialist/Registrar  
757.259.1518  
b mcguire@ncsc.org

Wes Poole  
Media Development Manager  
757.259.1579  
wpoole@ncsc.org

Mary Sammon  
Principal Court Management Consultant  
757.259.1581  
msammon@ncsc.org

Dan Straub  
Dean, ICM Fellows Program  
412.429.1322  
danielstraub@comcast.net

Shirley Sutherland  
Program Planner  
757.259.1858  
s sutherland@ncsc.org

Chelsea Woodall  
Web Media Specialist  
757.259.1869  
w woodall@ncsc.org

2011 ICM Advisory Council

Mr. Howard H. Berchtold, Jr.  
Trial Court Administrator  
Superior Court of New Jersey  
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Houston, Texas

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ICM Institute for Court Management