2013
CATALOG AND COURSE SCHEDULE

NCSC
National Center for State Courts

ICM
Institute for Court Management

NEW CMP Licensee Program
ncsc.org/ICM
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 1,180 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 court houses, 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 course on caseflow management can help improve your operations, and bottom line, almost immediately. Our technology 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 purposes of courts, CourtTools, and human resources 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.

For broader circulation and greater exposure, 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 look forward to seeing you at one of our programs.

Mary McQueen
President
National Center for State Courts

John Meeks
Vice President
Institute for Court Management

ICM proudly presents our 2013 Catalog and Course Schedule, which contains information about the Court Management Program, the 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.

ICM offers twelve courses that can be taken individually or that can lead to two levels of ICM certification. Completion of the first tier of these courses will earn a participant the status of Certified Court Manager, while those who complete the second tier will attain the level of Certified Court Executive. All of the courses, which are primarily based on the Core Competencies developed by the National Association for Court Management, will be offered at NCSC headquarters in Williamsburg. In addition, all six of the “Certified Court Manager” courses are now available on-line for the first time.

2013 is the second year ICM is offering the CMP Licensing Program, which enables education providers to have their own faculty certified to teach ICM’s courses. See page 4 of the Catalog for details. ICM also continues to offer courses locally for court managers and staff through state and court partnerships.

Go to our website, www.ncsc.org/icm to learn more about what ICM can offer you and your court. Click on “Courses,” “Certification Programs,” or “Production Services” for information about all of our programs and services. 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 user friendly.

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.
In 2011, ICM began offering three levels of certification: the Certified Court Manager (CCM), the Certified Court Executive (CCE), and the ICM Fellows Certification. Participants are only eligible for CCE certification if they have achieved CCM status and successfully completed all 12 courses from CCM and CCE. 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 prepares 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 shown.
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](http://www.ncsc.org/icm) for news and course schedule updates. Note that courses can be taken individually according to your interests or needs or you can achieve certification by taking all the courses within a certification level. ICM offers three levels of certification: Certified Court Manager (CCM), Certified Court Executive (CCE), and ICM Fellow. For more information on certification, please turn to page 6.

### 2012 National Programs

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<thead>
<tr>
<th>Date</th>
<th>Course Title</th>
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<tr>
<td>August 14-16</td>
<td>Visioning &amp; Strategic Planning (CCE)</td>
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<tr>
<td>August 21-23</td>
<td>Managing Court Financial Resources (CCM)</td>
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<td>September 18-20</td>
<td>Court Community Communication (CCE)</td>
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<td>October 16-18</td>
<td>Fundamental Issues of Caseflow Management (CCM)</td>
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<td>November 6-8</td>
<td>Education, Training &amp; Development (CCE)</td>
<td>$645</td>
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<td>November 13-15</td>
<td>Managing Human Resources (CCM)</td>
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<tr>
<td>December 11-13</td>
<td>High Performance Court Framework (CCE)</td>
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### Distance Learning (Qualifies for Certified Court Manager credit)

<table>
<thead>
<tr>
<th>Course Title</th>
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<tr>
<td>Court Performance Standards: CourTools (CCM)</td>
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<tr>
<td>Fundamental Issues of Caseflow Management (CCM)</td>
<td>$595</td>
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<td>Managing Court Financial Resources (CCM)</td>
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<td>Managing Human Resources (CCM)</td>
<td>$595</td>
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<tr>
<td>Managing Technology Projects &amp; Technology Resources (CCM)</td>
<td>$595</td>
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<tr>
<td>Purposes &amp; Responsibilities of Courts (CCM) (Available beginning 11/1/12)</td>
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### Distance Learning Free Courses

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<td>Different Work: A First Course in Effective Supervision</td>
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</tr>
<tr>
<td>Evidence-Based Sentencing</td>
<td>Free</td>
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<tr>
<td>National Instant Criminal Background Check System for Judges</td>
<td>Free</td>
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<tr>
<td>National Instant Criminal Background Check System for Law Enforcement</td>
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### ICM’s Certification Policy

It is ICM’s policy that participants seeking program certification from ICM complete their course of study within a 7-year timeframe for each of the following two levels of certification — CMP Level One Certified Court Manager (CCM) and CMP Level Two Certified Court Executive (CCE).

### Early Bird Tuition Discount

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

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 Fellow.

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, CMP Licensees and Distance Learning

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

National Programs

In 2013, ICM will offer all twelve certification courses at NCSC headquarters in Williamsburg, Virginia. Participants can achieve CCM or CCE certification in one year, provided that every course has a sufficient number of registrants.

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 Mary T. Sammon, Director of National Programs, for more information at 757.259.1581, or via e-mail at msammon@ncsc.org.

CMP Licensee Program

The CMP Licensee Program offers court associations and court entities the opportunity to deliver ICM courses to its membership or its state/jurisdiction staff using their own certified faculty. Historically, ICM courses were only taught by ICM’s faculty or online. Now, CMP Licensees can have qualified court staff from their state or locality certified to teach ICM courses locally. Using this licensing system, participants can obtain two levels of ICM certification: Certified Court Manager (CCM) or Certified Court Executive (CCE). This cost-effective way to bring quality education to court staff has the following benefits:

- A licensing program is the least expensive way to offer ICM courses;
- The initial investment is the cost of sending your proposed faculty to an ICM national program in Williamsburg, VA.
Following a 2.5 day national program, they will participate in a .5 day adult teaching methods program where they will learn to apply the Kolb Experiential Learning Theory (ELT) concepts and perform a practicum demonstrating their capacity and competency with the course materials. Successful completion will result in their becoming ICM certified faculty. When they teach the course to state/jurisdiction staff or association membership, each attendee will pay a $200 fee to ICM;

- CMP Licensee partners may send a full team to a course to become ICM certified faculty for the price of one tuition.

**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 Sakai, 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.

ICM now offers the full set of certification courses necessary to achieve Certified Court Manager status in an online 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.

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).

**ICM’s Certified Faculty Policy**

All ICM certified faculty serve at the discretion of ICM. There are several categories of ICM certified faculty defined as follows:

**ICM National Faculty** are faculty who contract with ICM to teach ICM’s national programs and/or partnerships. They are precluded from teaching ICM course materials except with permission from ICM. They should always contact ICM when a state, court entity/association or a CMP Consortium state contacts them directly to teach an ICM course. Once notified, ICM will work with these faculty to effect a contract with said court/entity or may permit faculty to be hired by the CMP Consortium states to teach ICM courses. They may not serve as faculty for any CMP Licensee Program partner.

**CMP Consortium Faculty** are faculty who have been certified by ICM to teach ICM courses within their state. They may also teach the ICM courses for which they are certified in any of the seven (7) consortium states (AR, AZ, CA, CO, MD, MN or OH). They may not teach any ICM courses outside of the consortium states unless arranged by ICM. They may not serve as faculty for any CMP Licensee partner, except for the National Association for Court Management (NACM) provided they are a member in good standing.

**CMP Licensee Faculty** are faculty who have been certified by ICM to teach ICM courses only for their sponsoring CMP Licensee Program partner within the constraints of that CMP Licensee Program Agreement. They are precluded from teaching ICM course materials except under the direction of their sponsoring CMP Licensee Program partner or ICM. They are precluded from teaching portions of the course curricula at conferences. They may not serve as faculty outside the jurisdiction of their sponsoring CMP Licensee Program partner, except for the National Association for Court Management (NACM) provided they are a member in good standing.

**Other ICM Services**

**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 Sakai, 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.

Since 2011, those who obtain CCM and CCE certification are 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.

The courses constituting each certification program are listed below. Participants must achieve Certified Court Manager status prior to completing Certified Court Executive coursework. Please note that certification requirements may change in future years as ICM enhances its curricula.

Certified Court Manager
Court Performance Standards: CourTools
Fundamental Issues of Caseflow Management
Managing Court Financial Resources
Managing Human Resources
Managing Technology Projects & Technology Resources
Purposes & Responsibilities of Courts

Certified Court Executive
Court Community Communication
Education, Training & Development
Essential Components
High Performance Court Framework
Leadership
Visioning & Strategic Planning

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

ICM Fellows Program

Since 1970, more than 1,180 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 that includes four steps. 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 through national programs, partnerships, the CMP Licensee Program and/or the CMP Consortium. Those who earn CCE status through this method must complete the ICM Fellows Distance Learning Phase, an online component that prepares participants for the work necessary to complete the ICM Court Project Phase, the next phase toward attaining ICM Fellows certification.

“As President of the National Association for Court Management (NACM), I am very concerned about providing quality professional development opportunities for our members. Now that I have successfully completed the ICM Fellows Program and implemented my court research project on talent development and talent management, I better understand the value of the Program and can highly recommend it to other court managers. It was a positive and energizing part of my professional development as a judicial administrator and my research project is having a positive impact since being implemented in my home jurisdiction. If you are interested in enhancing your court management skills, I highly recommend the ICM Fellows Program.”

Kevin J. Bowling, JD, Court Administrator – 20th Circuit Court/Ottawa County Probate Court – West Olive, MI
Alternatively, candidates may apply to attend the ICM Fellows Program CCE Phase (Summer Residency) and complete CCE certification in three weeks. This option is intended for those who desire an intensive experience with classmates in a diverse environment. Participants must complete the ICM Fellows Distance Learning Phase that runs 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 the Certified Court Executive certification. After receiving CCE certification, participants continue to the Court Project Phase of the ICM Fellows Program.

The third step toward becoming an ICM Fellow is completion of the Court Project Phase. The Court Project Phase entails a court research and improvement project. Participants must design and complete an independent research project and present a written report to the Dean of the ICM Fellows Program for approval. The Dean will assign a project supervisor to each candidate to oversee their court project. 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 Court Project Phase, participants are eligible to attend the Presentation Phase.

The ICM Fellows Program Presentation Phase is the fourth step and the culmination of this professional development process. This final step includes a three-day master class held in Washington, D.C. 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.

APPLYING TO THE ICM FELLOWS PROGRAM

Applications should be submitted by August 1st for admission in January of the subsequent year. 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 resume (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 2,000 words on a public policy question chosen by the Dean. The essay may follow any standard style format but should be typed and double-spaced.

It is recommended that applicants to the ICM Fellows Program have a Bachelor’s Degree. Applicants interested in pursuing the ICM Fellows certification may submit completed applications to the Dean for entrance to the program by providing their materials to:

Amy McDowell
Education Program Manager
National Center for State Courts
300 Newport Avenue, Williamsburg, VA 23185
amcdowell@ncsc.org

Applicants should identify interest in obtaining the CCE coursework either through the summer residency program or completion of the coursework through attendance at the six CCE courses.

In 2011, ICM began offering three levels of certification: the Certified Court Manager (CCM), the Certified Court Executive (CCE), and the ICM Fellows Certification. Participants are only eligible for CCE certification if they have achieved CCM status and successfully completed all 12 courses from CCM and CCE. 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 prepares 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 shown.
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 2011 Star Award is Patricia Duggan from South Dakota.

Pat assumed her role as State Court Administrator in 2008 after serving the South Dakota trial courts for eight years, the Minnesota trial courts for five years, and the New Mexico AOC for five years before that. She has consistently demonstrated her passion for continuous learning and education in the court community. Having a B.S. degree in organizational leadership and an M.S. degree in management, she sought to become an ICM Fellow and graduated with the ICM Fellows class of 2004.

In her role as State Court Administrator, she supports a continuing partnership with State Court Administrator Sally Holewa of North Dakota to enable court administrative staff from both states to obtain their Court Manager certification from ICM. Pat’s Fellows research paper was on the subject of succession planning, and as a result of that paper, she actively collaborated with the National Association for Court Management (NACM) as chair of the workgroup that authored the Mini Guide on Succession Planning.

Pat has been a conference presenter on this issue as well.

As State Court Administrator she continues to concentrate heavily on leadership, mentoring, training, and staff development on all levels, encouraging court employees to advance their careers in many different ways.

“Thank you for this award. I’ve long been a believer of the John Maxwell credo: leadership is not learned in a day, it’s done day by day. I owe this award to the many people over the years who have supported my own personal and professional development, those who have modeled the way yet let me walk my own path, and those who have let me share my passion for learning in so many ways. This award represents a continuing responsibility to promote the advancement of the judicial system through the people who tend to it every day. I am proud to do so. Thank you.”

Patricia Duggan – State Court Administrator – Supreme Court of South Dakota – Pierre, South Dakota

Award of Merit

Each year the Vice President of ICM presents the Award of Merit for Applied Research to the Fellows graduate who has completed the most outstanding independent research project. The 2012 recipient is Victoria Brizuela, Unit Manager with the Orange County Superior Court.

Her paper, “The Aging Population of Orange County, California and its Impact on Court Services” focused on the increasing numbers of elderly in the county and the need to ensure that all persons who come before the court have equal access to justice. Ms. Brizuela’s research examined the projected increase in the caseload involving elders; what court programs are now being offered for elderly court users; best practices, techniques, and programs that have been implemented by other courts for elderly court users; and what programs can be implemented in Orange County to better serve the elderly.

By the year 2030, the elder population in Orange County will increase by nearly 94% from the 360,000 estimated in 2010. In response to this projected growth and through her research, Ms. Brizuela recommended that Orange County Superior Court actively collaborate with community groups and create alliances to address the needs of the elderly, conduct a comprehensive review of its current structure and procedures in handling cases involving the elderly to explore possibilities for integrating court calendars and coordinating courtroom proceedings, develop court training programs on best practices in serving older adults in the courts, and evaluate the potential benefits of establishing an Elder Community Court in Orange County.

Ms. Brizuela has been with the Orange County Superior Court for nearly 30 years, working in both the Civil and Appellate Division and the Family Law Division. She holds a Bachelor of Arts degree in Advertising from the Polytechnic University of the Philippines.

Previous Star Award Winners

2010 Donald E. Jacobson
2009 Robert A. Zastany
2008 Chris Crawford
2007 Collins E. Ijoma
2006 Pamela Ryder-Lahey
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 am thankful to the National Center for State Courts for the privilege of attending the ICM Fellows Program. It is indeed a great honor to receive the 2012 Institute for Court Management’s Vice President’s Award of Merit for Applied Research. Throughout this journey, I have met many faculty and colleagues and acquired a wealth of knowledge that I will use to better serve my court and the public. I dedicate this award to the leadership of the Superior Court of California, County of Orange for giving me the extraordinary opportunity to join a distinguished group of dedicated state court leaders — the ICM Fellows.”

Victoria Brizuela – Unit Manager – Orange County Superior Court – Santa Ana, California
Course Descriptions – Required Courses for Certified Court Manager (CCM)

**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.

**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.

**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.

ICM faculty have extensive experience in the courts and particular expertise in the subject area in which they teach. In addition to relying on their experience, ICM faculty also apply the latest research and scholarship in their course materials and activities. ICM faculty are committed to using interactive teaching methods, including case studies and extensive discussion of issues that concern course participants.
**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.

**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.

**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.

**High Performance Court Framework**

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 on 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.
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.

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.

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.
Free Distance Learning Resources

**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.

**Evidence-Based Sentencing**

One of the most important reforms in state sentencing and corrections taking place today is the incorporation of principles of “evidence-based practice” (EBP) into state sentencing and corrections policy and practice. Over the past fifteen years there has emerged a voluminous body of rigorous research demonstrating that certain research-based approaches to corrections and sentencing can effectively change offender behavior and significantly reduce offender recidivism.

This free on-line course was designed to inform judges about this research and help them incorporate EBP into their sentencing decisions and practices. Taught by Dr. Geraldine Nagy, Director of Travis County Community Supervision and Corrections Department, and the Hon. Roger K. Warren, President Emeritus of the National Center for State Courts, the course consists of 24 content modules that include nearly 4.5 hours of video presentations.

**National Instant Criminal Background Check System for Judges**

This course is the guide to the National Crime Information Center’s Protection Order File for Judges. The course contains an overview of the National Crime Information Center NCIC database, the Brady Handgun Violence Prevention Act of 1993 — Brady Act, and the FBI’s National Instant Criminal Background Check System — NICS, and the ten federal prohibitors which can disqualify an individual from the purchase or possession of a firearm. Special emphasis has been placed on the protection order prohibition and the criteria that must be satisfied in order to render someone federally prohibited from the purchase or possession of firearms.

“On behalf of Virginia’s Administrative Office of the Courts, we are pleased to partner with the Institute for Court Management in the development of teams of trainers to become certified to teach ICM courses. Through the CMP Licensee Program, Virginia will be able to offer cost-effective educational opportunities utilizing ICM tested curriculum to further educate and develop professionals within the court system. With educational needs high and funding limited, the Licensee Program provides opportunities that may not have existed previously.”

Paul F. DeLosh, Director of Judicial Services – Office of the Executive Secretary – Supreme Court of Virginia – Richmond, Virginia
National Instant Criminal Background Check System for Law Enforcement

This course is the guide to the National Crime Information Center’s Protection Order File for Law Enforcement. The course contains an overview of the National Crime Information Center NCIC database, the Brady Handgun Violence Prevention Act of 1993 — Brady Act, and the FBI’s National Instant Criminal Background Check System — NICS, and the ten federal prohibitors which can disqualify an individual from the purchase or possession of a firearm. Special emphasis has been placed on the protection order prohibition and the criteria that must be satisfied in order to render someone federally prohibited from the purchase or possession of firearms.

“The ICM Fellows Program expanded my perspective far beyond what my 25-year career within the court system could ever do. The techniques learned, partnerships developed and friendships planted will remain with me throughout my life.”

Sonya Kraski, Snohomish County Clerk – Snohomish County Superior Court – Everett, WA
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 Sakai 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 are responsible for making their own lodging and travel arrangements. A list of hotels and transportation services in the Williamsburg area is available on ICM’s online course registration page.

ATTENDANCE POLICY

Participants must attend all components 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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