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. 1,189 court managers, including thirteen 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 reengineer 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, CourTools, 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 transform your training programs into courses for online 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.

ICM proudly presents our 2014 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 online.

2014 is the third 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 6 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 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.
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. 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 8.

2013 National Programs

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<tr>
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<td>August 13-15</td>
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<tr>
<td>Visioning &amp; Strategic Planning (CCE)</td>
<td>August 20-22</td>
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<tr>
<td>Court Community Communication (CCE)</td>
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<td>Fundamental Issues of Caseflow Management (CCM)</td>
<td>October 15-17</td>
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<td>High Performance Court Framework (CCE)</td>
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Online Certification Courses

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<td>Court Performance Standards: CourTools (CCM)</td>
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<td>Fundamental Issues of Caseflow Management (CCM)</td>
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<td>Purposes &amp; Responsibilities of Courts (CCM)</td>
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Free Online Courses

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<tr>
<td>Different Work: A First Course in Effective Supervision</td>
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<td>Evidence-Based Sentencing</td>
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<tr>
<td>National Instant Criminal Background Check System</td>
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2014 National Programs

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<tr>
<td>Purposes &amp; Responsibilities of Courts (CCM)</td>
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<td>Essential Components (CCE)</td>
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<td>Managing Human Resources (CCM)</td>
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<tr>
<td>High Performance Court Framework (CCE)</td>
<td>December 9-11</td>
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Course Registration

Online at www.ncsc.org/icm

By email at icmregistrar@ncsc.org

Call us toll-free at (800) 616-6206

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.

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 the following two levels of certification — CMP Level One Certified Court Manager (CCM) and CMP Level Two Certified Court Executive (CCE).
Our History

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, D.C., 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.

Our Programs

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 ways to take courses: through National Programs; State, Local, and International Partnerships; the CMP Licensee Program; and Distance Learning.

National Programs
In 2014, 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. Those interested in National Programs or Partnerships may contact John Meeks, Vice President, for more information at (757) 259-5677 or by email at jmeeks@ncsc.org.

Instructive quote: "I would highly recommend attendance at all course levels offered by ICM and truly believe that the Fellows Program is a valuable and rewarding experience that is unmatched in our profession."
Our Programs

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. There are several categories of ICM certified faculty defined as follows:

- **ICM National Faculty** are faculty who have been certified by ICM to teach ICM courses only for their sponsoring CMP Licensee Program partner. They may not serve as faculty outside the jurisdiction of their sponsoring CMP Licensee Program partner.

- **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 must not serve as faculty outside the jurisdiction of their sponsoring CMP Licensee Program partner, except for the National Association for Court Management (NACM) or the Mid-Atlantic Association for Court Management (MAACM), provided they are a member in good standing.

- **ICM’s Certified Faculty Policy**
  - The initial investment is the cost of sending faculty to an ICM national program in Williamsburg, VA. Together with 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 achieving ICM certified faculty status. 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 and Online Learning
Recognizing that traveling to a National Program or forming a Partnership may not always be feasible, ICM also offers courses online. Our online learning environment is highly interactive and encourages participants to work at their own pace, incorporates adult learning principles to engage the learner and reinforce learning objectives, and uses rich-media elements to simulate a classroom environment.

ICM also offers all six certification courses necessary to achieve Certified Court Manager status completely online. Online versions of Certified Court Manager courses include quizzes, work exercises, reading assignments, discussion forums, and instructor feedback. In addition, ICM offers a limited number of free courses developed with government or grant funding.

Online Course Development
In tight economic times, creating online courses and training can address many obvious business problems, such as travel restrictions, staff turnover, limited faculty availability, and redundant training sessions. Our Education Technology staff has extensive online educational experience and can guide your court personnel through the process of creating your own courses and training for delivery online. Our services include curriculum development, faculty prep, rich-media development as well as hosting courses in our tech-supported online course management system. We will guide you through every aspect of building your course for delivery in an online environment.
Our Certification Programs

Certified Court Manager (CCM), Certified Court Executive (CCE) & ICM Fellows Certifications

ICM offers 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 twelve CCM and CCE courses. ICM also offers an alternate route to complete 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.

Court Management Program

The objective of the Court Management Program is to educate court managers in the core competencies of court administration. Participants may choose from the Certified Court Manager (CCM) or Certified Court Executive (CCE) Programs.

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. Those interested in the CCE program also have the option of completing certification requirements by attending the ICM Fellows Program Residential CCE Phase held annually in June at NCSC Headquarters.
ICM Fellows Program

Since 1970, 1,189 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 forty-five states, the District of Columbia, and eleven countries.

Becoming an ICM Fellow is a process of continual professional development that includes four steps.

Four Steps to ICM Fellow

Step 1
The first step for an ICM Fellow candidate is to achieve Certified Court Manager status.

Step 2
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 the ICM Fellows Program Residential CCE Phase held annually in June in Williamsburg, Virginia. Candidates who select this option complete CCE certification in three weeks. The Residential CCE Phase is intended for those who desire an immersion experience with classmates from a diverse environment. Participants must first complete the ICM Fellows Distance Learning Phase that runs from mid-January through mid-May. The Distance Learning Phase is then followed by the three-week, in-residence CCE Phase. 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, the third step of the ICM Fellows Program.

Alternatively, candidates 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 to complete the Court Project Phase. This Distance Learning Phase runs from mid-January through mid-August. Immediately following completion of the Distance Learning Phase, participants begin the Court Project Phase of the ICM Fellows Program.

Step 3
The 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.

Step 4
The step to becoming an ICM Fellow is then followed by the three-week, in-residence CCE Phase. This Distance Learning Phase runs from mid-January through mid-May. The Distance Learning Phase is then followed by the three-week, in-residence CCE Phase. 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, the third step of the ICM Fellows Program.

Step 5
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 the ICM Fellows Program Residential CCE Phase held annually in June in Williamsburg, Virginia. Candidates who select this option complete CCE certification in three weeks. The Residential CCE Phase is intended for those who desire an immersion experience with classmates from a diverse environment. Participants must first complete the ICM Fellows Distance Learning Phase that runs from mid-January through mid-May. The Distance Learning Phase is then followed by the three-week, in-residence CCE Phase. 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, the third step of the ICM Fellows Program.

Alternatively, candidates 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 to complete the Court Project Phase. This Distance Learning Phase runs from mid-January through mid-August. Immediately following completion of the Distance Learning Phase, participants begin the Court Project Phase of the ICM Fellows Program.

During the Court Project Phase, participants are eligible to attend the Presentation Phase, the final step to become an ICM Fellow.

Applying to the ICM Fellows Program

Applications for admission should be submitted by September 3, 2013. Applicants must submit the following materials:

1. A completed ICM Fellows Program application form (available online at www.ncsc.org).
2. 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.
3. A resume (two-page maximum) that demonstrates work experience and academic achievement.
4. 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.
5. A writing sample of no more than 2,000 words on a public policy question selected 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 admission to the program by providing the materials to:

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

At the time of application, candidates should identify whether the CCE certification has been achieved through attendance at the six CCE courses or will be completed through the ICM Fellows Residential CCE Phase.

Admitted candidates will begin Distance Learning coursework in January 2014.
Howard is a passionate champion for court education and continuous learning, Howard holds a BA in Criminal Justice, from New Jersey. Howard lectures throughout the country on case management and ethics in limited and general jurisdiction courts.

The topic Howard selected for his Fellows paper is "Intermunicipal Courts: A Common Choice," a research analysis of the statute at that time permitting two or more municipalities to enter into an agreement creating an intermunicipal (joint) court. A new intermunicipal court was created as a result of the project.

ICM Awards

Justice is the bedrock of this incredible work that we do. Our challenge and mandate as court managers is to anticipate and implement whatever is necessary to ensure equal access to justice. I was so fortunate to experience ICM and the Fellows program in the early stages of my career. Clearly, it has been the foundation of my career. And, of course, much of that foundation, my mantra, if you will, is that the principles of case management are absolutely essential to the success of our courts. Thank you so very much for this honor.

Howard H. Berchtold, Jr.

Renee L. Kimball

Award of Merit

Each year the Vice President of ICM presents the Award of Merit for Applied Research to the ICM Fellows Program graduate who has completed the most outstanding court improvement project. The 2013 winner is Renee L. Kimball, Universal Intake/Self-Help Center Director for the Fifth Judicial District of Pennsylvania, located in Pittsburgh, Pennsylvania. Her paper, "A Framework for Strategic Facilities Planning in the Fifth Judicial District of Pennsylvania," focuses on integrating strategic facilities planning with reengineering concepts to create effective facility design. Ms. Kimball’s research incorporated feedback from court users, external partners, judges, staff, and focus groups, along with an analysis of building plans and statistical data to synthesize ideas for facilities modifications.

Court operations in Pittsburgh are currently conducted in seven downtown locations. By exploring creation of regional justice facilities, the court increases its use of space while simultaneously enhancing customer satisfaction. Processes performed in the community may be consolidated in regional justice facilities, increasing the customer’s ability to complete multiple types of court business in one location and reducing the amount of space leased by the court. Additionally, incorporation of technology permits the court to repurpose resources needed for processes that can be performed remotely, further supporting regional justice facilities.

Ms. Kimball has been employed by the Fifth Judicial District since 2008. She holds a Bachelor of Arts degree from the University of Pittsburgh and a Juris Doctor from the University of Pittsburgh School of Law.

Previous Star Award Winners

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<tr>
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<td>Patricia Duggan</td>
<td>2004</td>
<td>Sue Dosel and Gordy Griller</td>
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<td>2010</td>
<td>Donald E. Jacobson</td>
<td>2003</td>
<td>Donald Cullen</td>
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<td>2009</td>
<td>Robert A. Zastany</td>
<td>2002</td>
<td>Janet G. Cornell</td>
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<td>2008</td>
<td>Chris Crawford</td>
<td>2001</td>
<td>Geoff Gallas and Carl Baar</td>
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<td>2007</td>
<td>Collins E. Ijoma</td>
<td>2000</td>
<td>Mary M. Brittain</td>
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<td>Pamela Ryder-Lahey</td>
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<td>Daniel H. Straub</td>
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<td>2005</td>
<td>D. J. Hanson</td>
<td>1999</td>
<td>Daniel H. Straub</td>
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To have my project considered among the caliber of work completed by my fellow graduates is a humbling experience to say the least. I owe my success to my advisor and Dean of the ICM Fellows program, Dan Straub, as well as the faculty of NCSC and my colleagues who assisted me throughout the entire process. The ICM Fellows program experience is unparalleled and shapes the realm of court administration through its graduates. I encourage those that have a passion for our field to challenge themselves through this rewarding experience.
Course Descriptions

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 targeted performance, 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 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 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, and 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 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 also explore 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 technology management skills, and integrate technology into 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 together 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 the court system as we know it today. Participants explore the foundations of the third branch of government and assess whether their courts are performing as the Founding Fathers intended. In addition, participants learn how courts balance the competing responsibilities to protect citizens’ due process rights, while 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 study different ways courts can be structured; different methods of managing cases and court calendars; and how to devise strategies to align court performance, court structure, court operations, and court processes with court purposes.
Course Descriptions

Required Courses for Certified Court Executive (CCE)

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 communication requires an extensive knowledge and practical understanding of a wide variety of media, communications principles, judicial canons, and emerging technologies.

In this course, participants 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 communication 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. While exploring the courts’ unique educational environment, 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 assess ways to support education using existing resources and learn how to seek new resources when necessary. Throughout the course, participants assess the current status of educational efforts at their own courts and make improvement plans where needed.

Essential Components
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 activities such as pretrial information gathering, social intervention on behalf of parties, legal representation, judicial canons, and enforcement of court orders. Security, facilities management, communications, equipment, and other functions that relate to 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 all of these 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.

Course Descriptions

Required Courses for Certified Court Executive (CCE)

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 learn to build on those principles and solve business problems by understanding how a court’s managerial culture can promote common goals and collegial cooperation, developing the capacity to measure performance, using performance data to identify business problems and guide improvements in business processes, and 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 acquire the knowledge and skills of leadership as a core competency, while exploring their own readiness to serve in a leadership role. Individual leadership styles and their impact in the work environment are considered, with emphasis on the importance of communication and the need for integrity in leaders. Participants learn the concept of adaptive leadership through practical exercises that address challenges facing the courts, such as the effective use and impact of technology.

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

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 learn to use concepts such as implementation, alignment, and line of sight to make their court an effective organization - 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.
Special Courses

The following five specialized courses are each available to a court, group of courts, or other agency. ICM staff will partner with the organization to plan the sessions and ICM faculty will present the curriculum. Contact John Meeks, Vice President, for more information at (757) 259-1567, or via email at jmeeks@ncsc.org.

**Caseflow Management and Performance in Child Abuse and Neglect Cases**

This course covers the fundamentals of caseflow management and applies them to child abuse and neglect case processing. Participants learn about federal legislation, such as the requirements of the Adoption and Safe Families Act, to improve their court's management of cases involving abused and neglected children.

Participants 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 learn to decrease time to permanency without increasing risk to children or diminishing due process.

**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 requires resilient court operations. Using the real-life experiences of court officials, this course provides 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 helps courts create and improve their own 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 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.

**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.

**Special Courses**

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

**Free Online Courses**

**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 course is designed to inform judges about this research and help them incorporate EBP into their sentencing decisions and practices. This program is 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.

**National Instant Criminal Background Check System**

This course is the guide to the National Crime Information Center’s Protection Order File. The course contains an overview of the National Crime Information Center NICS database, the Brady Handgun Violence Prevention Act of 1993 — the 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 is 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. This course has two tracks: one for judges and one for law enforcement officials.
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. Participants interested in funding opportunities should contact these organizations directly.

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, participants may create an account online to complete the course registration process. Full payment for each course must be received before participants may access course materials.

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, flyers, and/or on www.ncsc.org.

Connect with ICM

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General Information

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Atlantic City, New Jersey

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Trial Court Administrator
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Palm Bay, Florida

Mr. Kevin J. Bowling
Court Administrator
20th Circuit Court
West Olive, Michigan

Ms. Sally HoIewa
State Court Administrator
Supreme Court of North Dakota
Bismarck, North Dakota

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Manager, Education Division/CJER
Administrative Office of the Courts
San Francisco, California

Mr. Jeffrey Schrade
Division Director, Education Services
Arizona Supreme Court
Phoenix, Arizona

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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 are 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.

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The National Center for State Courts is an independent, tax-exempt, nonprofit organization in accordance with Section 501(c) of the Internal Revenue Code. To find out about supporting the work of the National Center, contact the Development Office at (800) 616-6110 or via e-mail at development@ncsc.org.