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.

Over 1,200 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 a budget crisis, courts must take a hard look at how they do business and reengineer their operations to become more efficient and effective.

ICM’s classic caseflow management course 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 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 2015 Catalog and Course Schedule, which contains information about ICM’s education products and services for court managers, staff, and judges. The Catalog has been redesigned to make it easier to find the education programs and instructional technology and online education services you are looking for.

The core of ICM’s educational offerings is a three level certification program. Completion of the first tier of six courses will earn a participant the status of Certified Court Manager (CCM), while those who complete the second tier will attain the level of Certified Court Executive (CCE). A participant who completes the CCE level of certification is eligible to attain the highest level of ICM certification and become a Fellow of the Institute for Court Management. Participants are also able to take courses individually and are not required to pursue certification.

ICM’s education programs and courses are available in a variety of formats that are designed to meet the needs of individuals, court associations, and state and local courts.

- Individuals can register for courses offered in Williamsburg or online.
- Courts and associations can offer ICM courses in two ways:
  1. ICM will partner with your court or association to bring our courses to your constituents, or
  2. ICM will help you develop your own faculty to teach our courses. See page 6 of the Catalog for details about the Licensee Program.

In addition to traditional and innovative education programs, ICM offers state of the art production capabilities such as videotaping your faculty for in-state courses and developing online courses.

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, certification programs, and instructional technology and online education services. Let us know how we can make our site more informative and easier to use.

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.
Course Schedule

The Institute for Court Management is the source courts count on for quality programming and educational opportunities. All courses are held in Williamsburg, Virginia unless otherwise noted. Visit www.ncsc.org/icm for news and course schedule updates. 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 stackable certification: Certified Court Manager (CCM), Certified Court Executive (CCE), and ICM Fellow. For more information on certification, please turn to page 8. For course descriptions, please see pages 14-17. For courses offered through the State Consortium or CMP Licensee Programs, please check with your state’s Administrative Office of the Courts for local course schedules.

2014 National Programs

<table>
<thead>
<tr>
<th>Course</th>
<th>Date</th>
<th>Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managing Court Financial Resources (CCM)</td>
<td>August 12-14</td>
<td>$645</td>
</tr>
<tr>
<td>Visioning &amp; Strategic Planning (CCE)</td>
<td>August 19-21</td>
<td>$645</td>
</tr>
<tr>
<td>Court Community Communication (CCE)</td>
<td>September 16-18</td>
<td>$645</td>
</tr>
<tr>
<td>Court Performance Standards: CourTools (CCM)</td>
<td>October 14-16</td>
<td>$645</td>
</tr>
<tr>
<td>Education, Training &amp; Development (CCE)</td>
<td>November 4-6</td>
<td>$645</td>
</tr>
<tr>
<td>Managing Human Resources (CCM)</td>
<td>November 18-20</td>
<td>$645</td>
</tr>
<tr>
<td>High Performance Court Framework (CCE)</td>
<td>December 9–11</td>
<td>$645</td>
</tr>
</tbody>
</table>

2015 National Programs

<table>
<thead>
<tr>
<th>Course</th>
<th>Date</th>
<th>Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purposes &amp; Responsibilities of Courts (CCM)</td>
<td>January 20-22</td>
<td>$645</td>
</tr>
<tr>
<td>Essential Components (CCCE)</td>
<td>February 24-26</td>
<td>$645</td>
</tr>
<tr>
<td>Fundamental Issues of Caseflow Management (CCM)</td>
<td>March 10-12</td>
<td>$645</td>
</tr>
<tr>
<td>Leadership (CCE)</td>
<td>April 14-16</td>
<td>$645</td>
</tr>
<tr>
<td>Managing Technology Projects &amp; Technology Resources (CCM)</td>
<td>May 12-14</td>
<td>$645</td>
</tr>
<tr>
<td>Managing Court Financial Resources (CCM)</td>
<td>August 11-13</td>
<td>$645</td>
</tr>
<tr>
<td>Visioning &amp; Strategic Planning (CCE)</td>
<td>August 25-27</td>
<td>$645</td>
</tr>
<tr>
<td>Court Community Communication (CCE)</td>
<td>September 15-17</td>
<td>$645</td>
</tr>
<tr>
<td>Court Performance Standards: CourTools (CCM)</td>
<td>October 13-15</td>
<td>$645</td>
</tr>
<tr>
<td>Education, Training &amp; Development (CCE)</td>
<td>November 3-5</td>
<td>$645</td>
</tr>
<tr>
<td>Managing Human Resources (CCM)</td>
<td>November 17-19</td>
<td>$645</td>
</tr>
<tr>
<td>High Performance Court Framework (CCE)</td>
<td>December 8-10</td>
<td>$645</td>
</tr>
</tbody>
</table>

Online Certification Courses

<table>
<thead>
<tr>
<th>Course</th>
<th>Date</th>
<th>Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Court Performance Standards: CourTools (CCM)</td>
<td>ongoing</td>
<td>$595</td>
</tr>
<tr>
<td>Fundamental Issues of Caseflow Management (CCM)</td>
<td>ongoing</td>
<td>$595</td>
</tr>
<tr>
<td>Managing Court Financial Resources (CCM)</td>
<td>ongoing</td>
<td>$595</td>
</tr>
<tr>
<td>Managing Human Resources (CCM)</td>
<td>ongoing</td>
<td>$595</td>
</tr>
<tr>
<td>Managing Technology Projects &amp; Technology Resources (CCM)</td>
<td>ongoing</td>
<td>$595</td>
</tr>
<tr>
<td>Purposes &amp; Responsibilities of Courts (CCM)</td>
<td>ongoing</td>
<td>$595</td>
</tr>
</tbody>
</table>

Free Online Courses

<table>
<thead>
<tr>
<th>Course</th>
<th>Date</th>
<th>Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Different Work: A First Course in Effective Supervision</td>
<td>ongoing</td>
<td>No cost</td>
</tr>
<tr>
<td>Evidence-Based Sentencing</td>
<td>ongoing</td>
<td>No cost</td>
</tr>
<tr>
<td>National Instant Criminal Background Check System</td>
<td>ongoing</td>
<td>No cost</td>
</tr>
</tbody>
</table>

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. Please note that tuition rates are subject to change.

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

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.

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.

Our Programs

Certification and Other Professional Development Opportunities for Current and Next-Generation Court Leaders

The Institute for Court Management presents a wide range of professional development opportunities to judges, court executives, administrators, managers, and court staff. We provide organized, consistent course offerings that support change in the courts. By creating a common culture and sense of belonging to a community of learners, courts remain competitive and retain employees. As a result, attendees improve decision making through use of critical thinking skills and in gathering and using data, move from awareness to knowledge to action, communicate an understanding of issues facing the courts, and increase productivity through improved competence and confidence.

ICM offers three levels of stackable certificates: Certified Court Manager (CCM), Certified Court Executive (CCE), and ICM Fellow, for those who seek broader exposure to the challenges and complexities of court administration in the 21st century. Additionally, other individual courses are available to improve knowledge, skills, and abilities in specific areas. We also offer the option for courts or justice system organizations to create their own courses and training for delivery online. Our services include curriculum development, faculty preparation, and rich-media development, as well as hosting courses in our tech-supported online course management system. ICM programs empower court leaders to approach issues with confidence through a variety of delivery options.

Courses for certification may be taken through:

- National Programs offered at the National Center for State Courts headquarters in Williamsburg, Virginia. Both CCM (six courses) and CCE certification (six additional courses) can be achieved in one year through attendance at these programs. Among the benefits of attending a National Program are the opportunities to network and learn from fellow attendees.
- An ICM Partnership conducted by ICM faculty in your home state. ICM will work with you 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). This can be 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.
- Online from your own office or home. This environment is highly interactive and allows participants to work at their own pace. Adult learning principles engage the learner and reinforce the learning objectives. All six of the courses required to achieve CCM certification, as well as a limited number of free courses, are available. There is open enrollment, with 24/7 access to course materials for a 90 day period from date of registration and payment, if required.
- A CMP licensing agreement between ICM and Consortium or Licensee states. This provides for a state or association to have their faculty trained and certified by ICM to teach the certification courses locally. This is the most cost-effective way to bring quality education home to your employees.

For further information on bringing ICM to your court, or on faculty certification, contact Patricia Duggan, Director of National Programs, at pduggan@ncsc.org, or call (757) 259-1581 or toll free (800) 616-6206.
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 hire 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 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.

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, or association membership, each attendee will pay a $200 fee to ICM;

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 partner within the constraints of that 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) or the Mid-Atlantic Association for Court Management (MAACM), provided they are a member in good standing.

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. Course content uses common, standardized software and responsive technical support is available by 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.

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 Instructional Technology and Online Education 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.

One of the most extraordinary educational opportunities available to those working in the judiciary is ICM’s licensee program. Training our court staff as licensee faculty, we have been able to create our own Missouri Court Management Institute and each group that goes through our program spreads the message of professionalism, effectiveness and efficiency across the judiciary of Missouri. Without the ICM Licensee Program, this sort of impact would have been unimaginable.

Anthony Simones, JD, PhD, Manager of Judicial Education and Programming, Office of State Courts Administrator, Jefferson City, Missouri
Our Certification Programs

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

ICM offers three stackable certificates: 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. These participants complete the Distance Learning and Intersession Phases as preparation 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 is outlined below.

CERTIFIED COURT MANAGER
- Court Performance Standards: CourtTools
- Fundamental Issues of Caseflow Management
- Managing Court Financial Resources
- Managing Human Resources
- Managing Technology Projects & Technology Resources
- Purposes & Responsibilities of Courts

ICM FELLOWS PROGRAM DISTANCE LEARNING PHASE
- Online component to prepare students for on-site coursework and the Court Project Phase

ICM FELLOWS PROGRAM COURT PROJECT PHASE
- Three-week in-residence program with three courses that meet NACM’s goals of national programs that are:
  - Accessible and affordable
  - Relevant to daily practice, and
  - Reflective of the full range of court management responsibilities.

Accordingly, certification requirements may change in future years as ICM enhances its curricula, either due to NACM’s revisions or to other business decisions that ICM deems prudent to be responsive to the changing court needs and to maintain the integrity of its programs.

Court Management Program

The objective of the Court Management Program (CMP) is to educate court managers in the core competencies of court administration. The former CMP comprised of five core courses plus a Concluding Seminar. CMP certification was the prerequisite to the former Court Executive Development Program (CEDP), for which successful completion resulted in the designation of Fellow of the Institute for Court Management. Beginning in 2008 and through 2010, the CMP underwent significant redesign and revision. There are now two levels of CMP certification: Certified Court Manager (CCM), which is a prerequisite for the second level, and Certified Court Executive (CCE), which is a prerequisite for admission to the Fellows program.

Since 2011, those who obtain CCM and CCE certification are educated in all ten of the core competencies recognized by the National Association for Court Management (NACM). The core competencies model resulted from a professional development review process begun in 1990, with Guidelines being produced and disseminated starting in 1996. As this catalog goes to print in the summer of 2014, NACM is in the midst of a project to update these core competencies. The impact of any revisions is not yet known but it is anticipated that ICM will continue to provide courses that meet NACM’s goals of national programs that are:

- Accessible and affordable
- Relevant to daily practice, and
- Reflective of the full range of court management responsibilities.

The courses constituting CCM and CCE certification are listed below; full course descriptions are available elsewhere in this catalog. Classes may be taken in any order; but the full series of courses at each level must be completed within seven years. All six of the CCM courses can be taken as an in-person program or online. CCE courses are offered in six separate in-person courses or in a single three-week residential program held each year in June at the NSCC. All in-person courses are available through National Programs at NSCC, ICM Partnerships, or Consortium or Licensee Programs. Interested persons may contact their state Administrative Office of the Courts or ICM to learn if their state is either part of the CMP Consortium or the CMP Licensee Program.

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

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

As Past President of the National Association for Court Management (NACM), I am continuously reminded of the need to bring quality education to court employees across the globe and ICM programs utilizing the NACM Core Competencies do just that. As an ICM Fellow, I am particularly aware of the benefits of their programs and what impact the certification courses and the court project phase can have on a local initiative. Following graduation at the Supreme Court, my project paper was distributed to a few legislators in my state and soon thereafter a request to disseminate the paper to the entire delegation was received. Ultimately, legislation was enacted to transfer juvenile jurisdiction from a lower court to the general jurisdiction court. Obviously, there are considerable efforts that drive legislative initiatives, but the argument proffered in the paper was understood by all levels of government allowing definitive action on a sensitive matter. 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.

Pamela Harris, State Court Administrator, Maryland
Our Certification Programs

ICM Fellows Program
Since 1970, over 1,200 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 and is the culminating certificate in ICM's stackable certificate program. Graduates include state and trial court administrators, judges, clerks of court in both state and Federal courts, and academics and consultants in forty-seven states, the District of Columbia, and eleven countries.

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

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

2. **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 and Intersession Phases, an online component that prepares participants to complete the Court Project Phase. The Distance Learning Phase runs from mid-January through mid-May and is immediately followed by the Intersession Phase, held from mid-May through mid-August. Following successful completion of the Intersession, participants begin the Court Project Phase of the ICM Fellows Program.

3. **Step 3**
   - 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.

4. **Step 4**
   - 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. during which participants present and reflect upon the results of their court improvement projects. Successful participants are recognized at a graduation ceremony and awarded certification as a Fellow of the Institute for Court Management.

Our Certification Programs Schedule

<table>
<thead>
<tr>
<th>Class of 2015</th>
<th>Presentation Phase</th>
<th>May 5 – 8, 2015</th>
<th>$1,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class of 2016 – RESIDENTIAL CCE OPTION</td>
<td>Distance Learning Phase</td>
<td>January 12 – May 4, 2015</td>
<td>$1,500</td>
</tr>
<tr>
<td></td>
<td>Residential Phase</td>
<td>May 31 – June 19, 2015</td>
<td>$1,500</td>
</tr>
<tr>
<td></td>
<td>Court Project Phase</td>
<td>August 10, 2015 – March 18, 2016</td>
<td>$1,500</td>
</tr>
<tr>
<td>Class of 2016 – POST CCE OPTION</td>
<td>Distance Learning Phase</td>
<td>January 12 – May 4, 2015</td>
<td>----</td>
</tr>
<tr>
<td></td>
<td>Intersession Phase</td>
<td>May 11 – August 7, 2015</td>
<td>----</td>
</tr>
<tr>
<td></td>
<td>Court Project Phase</td>
<td>August 10, 2015 – March 18, 2016</td>
<td>$1,500</td>
</tr>
</tbody>
</table>

Applying to the ICM Fellows Program

Applications for admission should be submitted by July 31, 2014. 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 2015.
ICM Awards

John Quincy Adams was once quoted as saying 'If your actions inspire others to dream more, learn more, do more and become more, you are a leader.' It seems to me Adams was not only describing the attributes of an individual leader, but also the Institute for Court Management as a true leader in the field of Judicial Branch Education. ICM provides high quality educational opportunities for court professionals and I feel privileged to have had the opportunity to benefit from the outstanding faculty, eventually joining the ranks of ICM Fellows. It is truly humbling to be selected as recipient of the 2013 ICM Fellows Star Award and I thank you for this honor.

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 2013 Star Award is Kevin J. Bowling from Michigan. Kevin is currently the Trial Court Administrator and Attorney Referee for the 20th Judicial Circuit Court and the Ottawa County Probate Court in Ottawa County, Michigan. His work in the judicial system spans 35 years with time spent as a court manager, attorney, judicial educator and court consultant, including service in western Africa as Deputy Chief of Party for the Nigeria Justice Sector Assistance Project. He has 20 years of service with the Michigan Supreme Court in a variety of positions, including State Judicial Educator and Regional Court Administrator. A Past President of the National Association for Court Management, Kevin is an active advocate for court education and staff development. He serves as Co-Chair of the COSCA/NACM Joint Technology Committee, and is a member of the DOJ Global Advisory Committee and the ICM Board of Advisors, as well as a former member of the Board of Directors for the National Association for Court Management and the National Association of State Judicial Educators. He is a member of the State Bar of Michigan, Ottawa County Bar Association, National Association for Court Management, National Association of State Judicial Educators, American Judicature Society, and Michigan Juvenile Justice Vision 20/20, as well as a member and former Vice President of the Michigan Association of Circuit Court Administrators. Kevin is a trained mediator and serves on the Board of Directors for Mediation Services in Holland, Michigan and is a Faculty member of the National Judicial College. The topic Kevin selected for his Fellows paper is Building Bench Strength, Succession Planning Readiness. His research is aimed at assessing a court's readiness to create and implement a talent development/talent management program to meet the future workforce needs of the court.

Previous Star Award Winners

<table>
<thead>
<tr>
<th>Year</th>
<th>Name</th>
<th>Year</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>Howard H. Berchtold, Jr.</td>
<td>2005</td>
<td>D. J. Hanson</td>
</tr>
<tr>
<td>2011</td>
<td>Patricia Duggan</td>
<td>2004</td>
<td>Sue Dosal and Gordy Griller</td>
</tr>
<tr>
<td>2010</td>
<td>Donald E. Jacobson</td>
<td>2003</td>
<td>Donald Cullen</td>
</tr>
<tr>
<td>2009</td>
<td>Robert A. Zastany</td>
<td>2002</td>
<td>Janet G. Cornell</td>
</tr>
<tr>
<td>2008</td>
<td>Chris Crawford</td>
<td>2001</td>
<td>Geoff Gallas and Carl Baar</td>
</tr>
<tr>
<td>2007</td>
<td>Collins E. Ijoma</td>
<td>2000</td>
<td>Mary M. Brittain</td>
</tr>
<tr>
<td>2006</td>
<td>Pamela Ryder-Lahey</td>
<td>1999</td>
<td>Daniel H. Straub</td>
</tr>
</tbody>
</table>

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 2014 winner is Karen L. Prochniewski, Training Manager for the United States District Court for the Eastern District of Wisconsin, located in Milwaukee, Wisconsin. Her paper, “Filling a Need: Strategic Training for Frontline Clerk’s Office Staff,” explores the viability of creating structured career development programs for frontline court employees. Ms. Prochniewski’s research analyzed existing professional training and development programs and court employee competencies and incorporated feedback from pilot program participants, court managers and training specialists.

Based on the findings of her research, Ms. Prochniewski concluded that standardized career development templates may be created for employee career paths. Implications of the research suggest that further career development of frontline court employees is a necessity for ongoing employee growth and that judicial and managerial support of career development programs is a necessary component to the success of such programs. She identifies opportunities to align court culture with individual court performance standards, techniques to address challenges associated with using employee development tools, and suggestions to actively administer a career development program.

Ms. Prochniewski has been employed by the United States District Court for the Eastern District of Wisconsin since 1996. She holds a Bachelor of Arts degree from Marquette University.

ICM Awards

Participation in the ICM Fellows Program substantially expanded my knowledge and perspective about the profession of judicial administration. As a result, I now look at things I previously took for granted in a whole new way. Throughout my journey, from the first course taken to graduating at the Supreme Court of the United States, this experience has given me the opportunity to acquire the knowledge, skills and abilities to lead my court into the future. Additionally, the relationships established with faculty and friends will last a lifetime. Thank you to NCSC and ICM for giving me this opportunity for professional growth. I am proud to be a Fellow of the Institute for Court Management.
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 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, 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

Course Descriptions

Required Courses for Certified Court Manager (CCM)

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 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 court’s 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, jury management, and enforcement of court orders. Security, facilities management, communications, equipment, and other functions that relate to 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, jury management, and enforcement of court orders.

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 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.

### Course Descriptions

<table>
<thead>
<tr>
<th>Course Descriptions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Required Courses for Certified Court Executive (CCE)</strong></td>
</tr>
<tr>
<td><strong>Court Community Communication</strong></td>
</tr>
<tr>
<td>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.</td>
</tr>
<tr>
<td>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.</td>
</tr>
<tr>
<td><strong>Education, Training &amp; Development</strong></td>
</tr>
<tr>
<td>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.</td>
</tr>
<tr>
<td>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 court’s 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.</td>
</tr>
<tr>
<td><strong>Essential Components</strong></td>
</tr>
<tr>
<td>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, 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 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.</td>
</tr>
<tr>
<td><strong>High Performance Court Framework</strong></td>
</tr>
<tr>
<td>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.</td>
</tr>
<tr>
<td><strong>Leadership</strong></td>
</tr>
<tr>
<td>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.</td>
</tr>
<tr>
<td>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.</td>
</tr>
<tr>
<td>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.</td>
</tr>
<tr>
<td><strong>Visioning &amp; Strategic Planning</strong></td>
</tr>
<tr>
<td>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.</td>
</tr>
<tr>
<td>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.</td>
</tr>
<tr>
<td>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.</td>
</tr>
</tbody>
</table>
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 Patricia Duggan, Director of National Programs, for more information at (757) 259-1581, toll free at (800) 616-6206, or via email at pduggan@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.

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.

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

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.
General Information

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.

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.

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. 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.

2015 ICM Board of Advisors

Mr. Howard H. Berchtold, Jr.
Trial Court Administrator
Superior Court of New Jersey
Atlantic City, New Jersey

Mr. Mark Van Bever
Trial Court Administrator
18th Judicial Circuit
Palm Bay, Florida

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

Mr. Paul F. DeLosh
Director of Judicial Services
Supreme Court of Virginia
Richmond, Virginia

Hon. David Gilbertson
Chief Justice
Unified Judicial System of South Dakota
Pierre, South Dakota

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

Mr. Gavin N. Lane
Manager, Education Division/CJER Administrative Office of the Courts
San Francisco, California

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

Ms. Suzanne Harper Stinson
Court Administrator
26th Judicial District Court
Benton, Louisiana

Dr. Daniel Straub
Dean, ICM Fellows Program
Institute for Court Management
Williamsburg, Virginia

Ms. M. Christy Tull
Vice President/Education Manager
Ohio Judicial College
Columbus, Ohio

Mr. John R. Meeks
Vice President
(737) 259-8567
jmeeks@ncsc.org

Ms. Belinda Smolen
Director, Instructional Technology and Online Education
(737) 259-8483
bsmolen@ncsc.org

Dr. Daniela P. Cordero
Vice President
(737) 259-8570
dpico@ncsc.org

Mr. Michael K. Schlegel
Vice President
(737) 259-8536
mschlegel@ncsc.org

Mr. John R. Meeks
Vice President
(737) 259-8567
jmeeks@ncsc.org

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.