



2018

Catalog
Course Schedule
2017 Annual Report

From the Executive Office

The Institute for Court Management (ICM) is proud to present its 2018 catalog. The catalog contains information about ICM's courses and certification programs as well as information about ICM's distance education services, provided by our Creative Learning Services team. The catalog is written both for individuals and for an audience of judicial branch education staff and administrators who decide whether to invest in court manager and staff education for their state or court organization.

ICM -- the educational arm of the National Center for State Courts -- was established in 1970 under the leadership of Chief Justice of the United States Warren E. Burger to support the work of the state courts through education, research, information and consulting. Throughout ICM's more than four decades of partnership with the state courts, our focus has remained on the issues and trends most important to the administration of justice, resulting in continuous progress toward the achievement of justice for all.

This year's catalog highlights the courses that build toward ICM certifications. We are excited to announce that each of the six courses for the Certified Court Manager (CCM) credential have been revised, and work is underway on the revision of courses leading toward the Certified Court Executive (CCE) credential. In order to align our courses with the residential Fellows program, the CCE courses are being revised and two courses are being created this year (see pages 6-8 for a summary of changes and a new look for our certification model).

The catalog annually features ICM Fellows, including the ICM Star Award winner, the Award of Merit for Applied Research, and a list of the court projects written by the most recent Fellows class. You will also find a list of contributors to the Joan Cochet ICM Scholarship Fund as well as the recipients of the scholarship for the 2017 graduating class. Nearly 1,300 court managers, including several state court administrators, have completed the ICM Fellows Program, and many court management jobs require an ICM certification.

ICM and NCSC are constantly improving our programs and methods to better support the work of the state courts. We thank you for your partnership, and hope you will join us in building the next generation of court leaders.

Please write to or call Margaret Allen or John at mallen@ncsc.org or jmeeks@ncsc.org (757-259-1581 for Margaret; 757-259-1567 for John) and let us know what you think about the catalog. Thank you for your support of ICM!

Mary C. McQueen
President
National Center for State Courts



John R. Meeks
Vice President
Institute for Court Management



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Our History

ICM to Celebrate 50 Years of Education

2020



- 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.

Founding of NCSC

1970



- The first Court Executive Development Program class (now called ICM Fellows) spent a total of eleven weeks in class before beginning work on their Court Projects, for a total of twenty-six weeks of immersive instruction. A member of the class, Harvey Solomon, went on to be the second Executive Director of ICM after Ernest Friesen.

Founding of ICM/
First Fellows Class
Graduates

1970



ICM Merges
with NCSC

1986



2011

ICM Launches New Certification Model

- Three Levels of Certification: Certified Court Manager; Certified Court Executive; and ICM Fellow.



2000

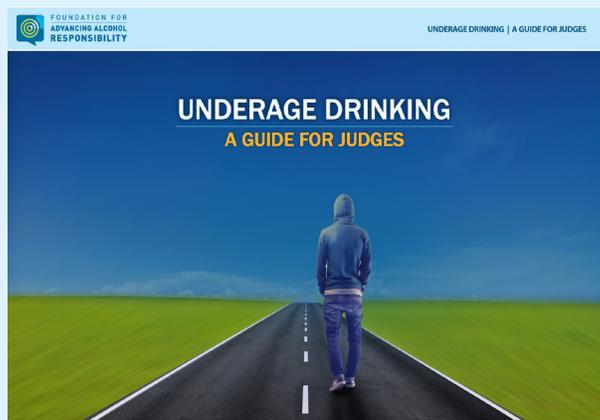
30 Years of Fellows

- The body of literature related to the work of court administration has grown exponentially over the years, in no small part due to the Fellows Court Projects generated by hundreds of Fellows between 1970 and 2000, and more since then.

Creative Learning Services



Jurors & New Media | A Guide for Judges



Effective Judicial Interventions for Underage Drinking Offenders



Court Security Officer Training

Interactive Course Design & Development

The Creative Learning Services team at ICM creates courses with an interactive, adaptive, and personalized learning approach using the most current instructional design and technology delivery methods.

Our Innovative Approach

CLS will structure your online delivery and content based on:

Evidence-Based Pedagogy

Storytelling

Instructional Design Approach

Immediate Application

Metrics

Take One of Our (Free) Courses for a Spin!

Try one of ICM's free online courses and see how we've brought learning to life. We've focused on user interaction, real-life scenarios and virtual environments – so you can take what we teach and put it immediately into action in your job. Today's online courses need to be available 24/7 and compatible with a variety of mobile devices including smartphones and tablets.

ICM's Creative Learning Services staff have the expertise to design enhanced, online learning modules utilizing an interactive approach while hosting them in a modern, user-friendly interface. We will work with you to create effective online courses using an evidence-based instructional design process. Try one of our courses for yourself and we think you'll find it to be one of the best courses you've taken online in a very long time.

Need to Bring YOUR Training to Life?

To get started, contact
Chelsea Woodall
Director of Creative Learning Services
cwoodall@ncsc.org
(757) 259-1876



What Can ICM Offer You?



“What did I like best about the course? So many things: the content, the style of presentation, the presenter herself. I especially like the ideas I got that I can apply to my current job situation and use to improve myself, my work product, and the way I supervise.”

ICM Course Participant



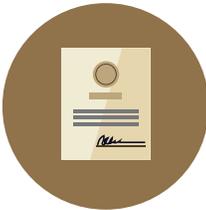
Online Courses

All six courses leading to the Certified Court Manager credential are available online. Free non-certificate courses are also available.



Partnerships

Our courses.
Our certified faculty.
Your location.



Licensees

Our courses.
Your certified faculty.
Your location.



National Programs

Network with court managers from around the country. Complete CCM & CCE in one year – all 12 courses are offered annually in Williamsburg or another location.

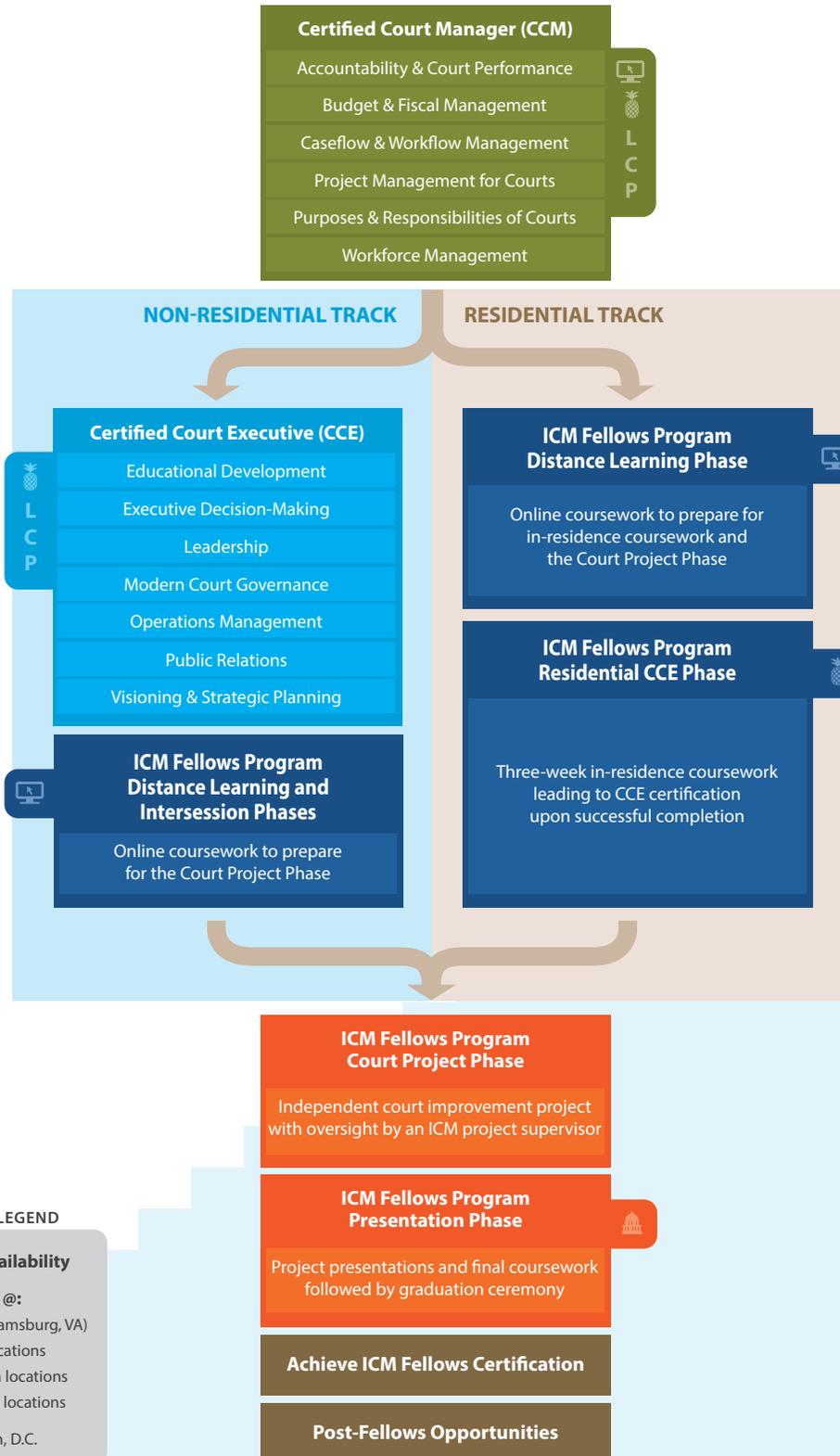
Institute for Court Management Custom Education Services

The Institute for Court Management empowers court leaders to approach work-related challenges with confidence through a variety of learning delivery options. ICM presents a wide range of professional development opportunities to judges, court executives, administrators, managers and court staff.

Though ICM is well-known for our courses leading to the CCM and CCE certifications, we also provide assistance to courts or justice system organizations who wish to create their own in-person or online courses. Our services include curriculum development, faculty preparation, and course delivery, as well as hosting courses in our tech-supported online course management system.

ICM Certification Model

ICM offers three stackable certificates: Certified Court Manager (CCM), Certified Court Executive (CCE), and ICM Fellow. Participants are only eligible for CCE certification if they have successfully completed all CCM (Level I) and CCE (Level II) courses. ICM also offers an alternate route to complete the Fellows Program. In lieu of attending the traditional three-week in-residence program in Williamsburg, a candidate may choose to complete CCE certification in Williamsburg or a local ICM-certified program. These participants complete the Distance Learning and Intersession Phases as preparation for the Court Project Phase. Course curricula align with the NACM Core 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.



Course Revisions

Course Revision Process

ICM's courses are reviewed and evaluated on an ongoing basis. Just as the NACM Core Competencies were the basis for our original courses, the NACM Core remains an important resource in our course revision process. As of January 1, 2018, all of ICM's Certified Court Manager courses will have been revised. Revisions to the CCM online courses are in progress and will be made available as they are completed. Work has begun on the Certified Court Executive course revisions, and online versions of those courses will be developed as revisions are completed.

The courses constituting CCM and CCE certification are listed below; full course descriptions are available on pages 9-12 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 separate in-person courses or in a single three-week residential program held each year in June at the NCSC as part of the Fellows Program. All in-person courses are available through National Programs offered at NCSC's Williamsburg campus (or other location); ICM Partnerships; or Consortium or Licensee programs. Interested persons may contact their state court administrative office, judicial education office or ICM to learn if there are ICM courses available in their states.

Court Management Program Courses

New course titles are reflected immediately below; original titles are listed below and on page 8.

Certified Court Manager (Level I)

- Accountability & Court Performance
- Budget & Fiscal Management
- Caseflow & Workflow Management
- Project Management for Courts
- Purposes & Responsibilities of Courts
- Workforce Management

Certified Court Executive (Level II)

- Educational Development
- New! Executive Decision-Making
- Leadership
- New! Modern Court Governance
- Operations Management
- Public Relations
- Visioning & Strategic Planning



"Participating in the Fellows Program has been invaluable to me professionally. I felt challenged and supported throughout the process and am very grateful for the opportunity it gave me to acquire expertise on an issue important to the courts in my state. I highly recommend the program."

*Scott Griffith,
NACM President 2016-2017*

Certified Court Manager (Level I)

NEW COURSE TITLE	FORMER COURSE TITLE
Accountability & Court Performance	Court Performance Standards with CourTools
Budget & Fiscal Management	Managing Court Financial Resources
Caseflow & Workflow Management	Fundamental Issues of Caseflow Management
Project Management for Courts	Managing Technology Projects & Technology Resources
Purposes & Responsibilities of Courts	(no title change)
Workforce Management	Managing Human Resources

CCM Course Revision Highlights:

Why Project Management? Over time, ICM received feedback that while technology is a crucial element of court management, many court administrators do not directly manage IT functions, but rather work with an IT director. The new course includes technology project examples, but offers a broader picture of how court managers can effectively manage projects of all types.

Certified Court Executive (Level II)

NEW COURSE TITLE	FORMER COURSE TITLE
Educational Development	Education, Training & Development
Executive Decision-Making	<i>New in 2018!</i>
Leadership	(no title change)
Modern Court Governance	<i>New in 2018!</i>
Operations Management	Essential Components
Public Relations	Court Community Communication
Visioning & Strategic Planning	(no title change)

Wait a Minute! Are there seven courses now?

Answer: Yes, there are now seven courses required for the CCE credential. With the shorter versions of Educational Development and Public Relations, this new seven-course series is the same amount of class time (and same number of days) as the original six-course series.

What if I've already taken some CCE courses? Do I need to re-take revised courses or plan to also take the new ones?

Answer: It depends, but generally, no. Situations will vary depending on the ICM courses available in your state, but our goal is to be as accommodating as possible so that completed coursework can seamlessly be credited toward the next ICM credential in your sights. Contact icm@ncsc.org or call 800-616-6160 with specific questions.

CCE Course Revision Highlights:

The High Performance Court Framework (HPCF) course is being phased out. For those who take the course through the end of 2018, it will still count toward the CCE credential. The HPCF material is being included in the Accountability & Court Performance course as well as the Operations Management course.

Operations Management replaces the Essential Components course with a new executive, policy-level focus. The course includes content on COOP plans, records management, managing problem-solving courts and specialty dockets. As mentioned above, the High Performance Court Framework is now included as a tool for managing court operations.

Two courses are being revised into a new, shorter format. Educational Development and Public Relations (see former titles above) will be one day and one and a half days, respectively, and when offered by ICM, will be presented back-to-back to simplify travel planning. The shorter courses reflect feedback received from participants – that while the information was interesting and valuable, the 2.5-day course offerings provided a deeper level of content than needed for most court managers.

Two new courses will be introduced in 2018 – Executive Decision-Making and Modern Court Governance. These courses not only align with the NACM Core, but also create a more parallel experience for those who take the CCE courses and those who obtain their CCE Certification at the Fellows Residential Program. Participants in the Executive Decision-Making course will experience an executive-level view of measuring court performance with a focus on the executive as diagnostician.

The new Modern Court Governance course will be an executive level extension of our current Purposes & Responsibilities of Courts course that focuses on Courts as Institutions and incorporates the newly released NACM Core court governance competency.

CCM Course Descriptions

Required Courses for Certified Court Manager (CCM)

Accountability & Court Performance (formerly Court Performance Standards with CourtTools)

This course will provide court managers with tools they can use to analyze court performance, implement improvements, and achieve performance goals. The course teaches court leaders and managers how to collect, understand, and use data to guide decision-making. Participants will also improve their skills in communicating effectively with court leaders about how their court's data can be used to improve court performance.

The course makes the link between practical tools for measuring court performance, such as CourtTools, and other resources that explain why it is important to measure performance. Those other resources are the purposes and responsibilities of courts, the principles of caseflow management, and the High Performance Court Framework, including court culture, the High Performing Court Quality Cycle, and the principles of efficiency, effectiveness, productivity, and procedural fairness.

Caseflow & Workflow Management (formerly Fundamentals of Caseflow Management)

This course will provide participants with the opportunity to discover and become familiar with known and proven elements of caseflow management (the protocols and actions a court provides for case processing) and workflow management (the elements and resources provided by a court in support of caseflow management activities). Participants will learn how to apply best practices of caseflow and workflow management to their court, as well as analyze the effectiveness of their courts' current caseflow management system and practices. The course helps court professionals understand what is affecting caseflow positively or negatively in their court, and will provide practical tools to improve their courts' caseflow and workflow.

Budget & Fiscal Management (formerly 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 in an atmosphere of intense competition from other government entities. Designed for court professionals with varying levels of involvement with the court's budget, this course defines the building blocks of finance and explains how to plan, prepare, review, present, execute, and monitor a budget. Participants will review practical steps courts can take during difficult fiscal times, including maintaining open communication both within the court and with justice partners. In addition, the relationship between a court's strategic plan and budgeting is explored. New content includes a focus on special budget issues related to facilities management. Throughout the course, participants engage in discussions and exercises designed to develop an understanding of how to manage a court's financial resources.

Required Courses for Certified Court Manager (CCM)

Project Management (replaces Managing Technology Projects & Technology Resources)

In this course, participants are introduced to Project Management with an emphasis on court technology projects. As stated in the NACM Court Operations Management Core Competency, project management is an essential part of the business of courts today. Participants will study how governance and project alignment with the court's vision, mission and goals is fundamental to effective project management.

Participants will learn the fundamentals of project management, from initial planning to post-project evaluation. Topics include assessing the current environment, leaving from past projects, identifying stakeholders, and creating communication strategies.

Purposes & Responsibilities of Courts

What are the purposes of courts? The answers to this seemingly rudimentary question are explored during this foundational ICM course. The course helps to connect today's court professionals with the lofty ideals set forth by those who founded our country through an overview of colonial history, the rule of law, and other important historical and current-day events and practices. To that end, participants explore the foundations of the third branch of government and assess whether their courts are performing as the Founding Fathers envisioned. In addition, participants learn how courts can 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. Throughout the course, participants will reflect on whether the performance, structure, operations, and processes of their courts align with court purposes.

Workforce Management (formerly Managing Human Resources)

Workforce management helps an organization achieve its mission and goals by acquiring and maintaining a productive workforce. While workforce 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 workforce management in courts. Participants will understand how sound workforce 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 strong 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.

CCE Course Descriptions

Required Courses for Certified Court Executive (CCE)

Educational Development (formerly Education, Training & Development)

Learning organizations remain competitive by continually transforming themselves, in part through the educational development of their employees. In this course, participants will explore the courts' unique environment to determine which educational needs are priorities for court staff at all stages of their careers. Using a variety of national, state and local resources, participants will assess educational efforts at their own courts and identify areas for improvement, with the goal of not just teaching staff how to perform tasks, but enabling staff to help their courts achieve the established vision and strategic planning goals.

Executive Decision-Making *New Course*

Court executives need to be able to propose improvements to court administration that can enhance a court's effectiveness, efficiency, fairness, and accessibility. But, how does a court executive determine what can be improved? How should the executive propose changes to the presiding judge and other court leaders? This course builds on the fundamentals contained in the Accountability and Court Performance CCM course to provide court executives with the skills to: evaluate data; be a knowledgeable consumer of research studies; diagnose court operations problems; and communicate the proposed solutions. This course gives court executives the tools they need to contribute to executive decision-making in the courts.

Leadership

In this course, participants will 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 will be considered, with emphasis on the importance of communication and the need for integrity in leadership. Participants will learn the concept of adaptive leadership through practical exercises dealing with challenges facing the courts, such as the impact of technology and its effective use. In addition, participants will develop strategies and action plans to work effectively beyond the confines of the judiciary with other stakeholders and branches of government. Participants will also learn how to articulate a clear vision and develop a workforce that is dynamic and has a sense of purpose.

Modern Court Governance *New Course*

Strong governance is the key to well-run courts, yet the organizational structure of courts, the autonomy of individual judges, and other factors make courts notoriously difficult to govern. In this course, participants learn how to apply the principles of good governance to court operations. Using the historical framework of the judicial branch and courts as institutions, the National Association for Court Management's Court Governance Core materials, and organizational theory, this course explores how court executives can improve their own courts' governance.

Required Courses for Certified Court Executive (CCE)

Operations Management (formerly Essential Components)

Court professionals know that there is much to manage that happens outside of court proceedings. In this course, participants will focus on the many topics related to the programs and services that support judicial decision-making and the adjudication of court cases. Whether or not the court has direct control over the management of essential programs and services, court leaders must understand the needs, nature, and level of service of the court and how to manage these key operations functions. This course examines how operations management relates to the mission, role, and purpose of courts, as well as how to improve the effectiveness of programs and services through the application of technology, consideration of appropriate service delivery methods, and collaboration with stakeholders. New content includes information and resources regarding COOP plans, records management, managing problem-solving courts and specialty dockets. Participants will examine the High Performance Court Framework as a tool for managing court operations.

Public Relations (formerly Court Community Communications)

The purpose of the Public Relations course is to provide court managers with tools they can use to promote community engagement and increase public trust and confidence, all while fulfilling their duty to provide appropriate administrative and case-related information to the media and the public via electronic and in-person avenues. The course teaches court leaders and managers how to craft and deliver messages about court activities and performance, as well as to educate staff about walking the fine line between providing legal advice vs. legal information. Participants will improve their skills in communicating effectively with the media and consider requirements for communicating in a crisis.

The topics in this course are touched upon in ICM's Certified Court Manager courses, but in this executive-level course, participants will acquire the tools to communicate effectively on behalf of their courts through communications with the public, court partners, the bar, and the media.

Visioning & Strategic Planning

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

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

Participants will learn to use concepts such as implementation, alignment, and line of sight, to make their court an effective organization and rather than 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.

ICM Fellows Program

Since 1970, nearly 1,300 court leaders have become Fellows of the Institute for Court Management. The ICM Fellows 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.



ICM Fellows Class of 2019 Timeline



ICM Fellows Program Schedule

Class of 2018		
Court Project Phase	August 18, 2017 – April 6, 2018	\$1,500
Presentation Phase	May 1-4, 2018	\$1,000
Class of 2019 - RESIDENTIAL CCE OPTION		
Distance Learning Phase	January 24, 2018 – May 11, 2018	\$1,500
Residential Phase	June 3 – 22, 2018	\$1,500
Court Project Phase	August 17, 2018 – April 5, 2019	\$1,500
Presentation Phase	May 2019	\$1,000
Class of 2019 - POST CCE OPTION		
Distance Learning Phase	January 24, 2018 – May 11, 2018	---
Intersession Phase	May 16, 2018 – August 17, 2018	---
Court Project Phase	August 17, 2018 – April 5, 2019	\$1,500
Presentation Phase	May 2019	\$1,000

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. CCE status may be achieved 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 January to May. The Distance Learning Phase is then followed by the three-week, in-residence CCE Phase in June. 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, CCE status may be achieved by attending CCE courses through national programs, partnerships, the Licensee program, and/or the Consortium. Those who earn CCE status through this method must complete the ICM Fellows Distance Learning and Intersession Phases, online components that prepare participants to complete the Court Project Phase. The Distance Learning Phase runs from January to May and is immediately followed by the Intersession Phase, held from May through August. Following successful completion of the Intersession Phase,

participants begin the Court Project Phase of the ICM Fellows Program.

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.

The Dean will assign a project supervisor to each candidate to oversee the court project. Approved reports are equivalent in quality to a master's degree thesis and must include an abstract, introduction, literature review, methods, findings, conclusions and recommendations, appendices, and references. Completed reports add to the growing court administration literature and are maintained in the NCSC Library and readily accessible online. Upon successful completion of the Court Project Phase, participants are eligible to attend the Presentation Phase, the final step to become an ICM Fellow.

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 four-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.

Applying to the ICM Fellows Program

Applications for admission are accepted in September of each year. Applications and supporting materials may be submitted electronically. 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.

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

Distance Learning coursework will begin in January.

Applicants interested in pursuing the ICM Fellows certification may submit completed applications to the Dean for admission to the program by forwarding materials to:

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



Course Schedule

Courses can be taken individually or certification may be achieved. ICM offers three levels of stackable certification: Certified Court Manager (CCM), Certified Court Executive (CCE), and ICM Fellow. All courses are held in Williamsburg, Virginia unless otherwise noted. For courses offered through Consortium or Licensee programs, please check with your state court administrative office for scheduling information.

Course dates and locations are subject to change. All courses are 2.5 days in length unless noted otherwise in the Course Schedule.

2018 National Programs

\$745

Purposes & Responsibilities of Courts (CCM)	February 27-March 1, <i>Las Vegas, NV</i>	●
Educational Development (CCE)	March 13	●
Public Relations (CCE)	March 14-15 (1.5 days)	●
Caseflow & Workflow Management (CCM)	April 10-12	●
Leadership (CCE)	May 1-3	●
Project Management for Courts (CCM)	May 15-17, <i>Minneapolis, MN</i>	●
Budget & Fiscal Management (CCM)	August 14-16	●
Visioning & Strategic Planning (CCE)	August 21-23	●
Accountability & Court Performance (CCM)	September 11-13	●
Operations Management (CCE)	October 2-4	●
Workforce Management (CCM)	October 23-25	●
Modern Court Governance (CCE) <i>New Course</i>	November 6-8	
Executive Decision-Making (CCE) <i>New Course</i>	November 27-29	

Course Registration

ONLINE: www.ncsc.org

EMAIL: icm@ncsc.org

PHONE: (800) 616-6160

Table Key

- Revised Course
- Course also available online at a rate of \$595

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 CCM or CCE certification must complete the course requirements within 7 years for each credential.

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. Please note that tuition rates are subject to change.

ICM's mission is to educate, inform, and support current and next generation management and leadership of the state courts

ICM Board of Advisors

Hon. Jennifer Bailey, JD

Circuit Court Judge
11th Judicial Circuit Court Judge
Miami, Florida

Sally Holewa, ICM Fellow, MPA

State Court Administrator
Supreme Court of North Dakota
Bismarck, North Dakota

Howard H. Berchtold, Jr., ICM Fellow

Trial Court Administrator
Superior Court of New Jersey
Atlantic and Cape May Counties
Atlantic City, New Jersey

Gavin N. Lane

Principal Manager
Judicial Council of California
San Francisco, California

Kevin J. Bowling, ICM Fellow, JD, MS

Court Administrator
20th Circuit Court
West Olive, Michigan

Jeffrey Schrade, CCE

Education Services Division Director
Arizona Supreme Court - AOC
Phoenix, Arizona

Paul F. DeLosh, ICM Fellow, MS

Director of Judicial Services
Supreme Court of Virginia
Richmond, Virginia

Daniel Straub, ICM Fellow, PhD

Dean, ICM Fellows Program
Institute for Court Management
Williamsburg, Virginia

Pamela Q. Harris, ICM Fellow

State Court Administrator
Supreme Court of Maryland - AOC
Annapolis, MD

M. Christy Tull, CCM, MA

Director
Supreme Court of Ohio Judicial College
Columbus, Ohio

Stephanie C. Hines, ICM Fellow, MPA

HR Manager and EEO Officer
Supreme Court of Georgia - AOC
Atlanta, GA

Mark Van Bever, CMA, ICM Fellow, MBA

Trial Court Administrator
18th Judicial Circuit
Palm Bay, Florida

ICM Awards



Linda Romero Soles (right) with ICM Director of National Programs Margaret Allen.

"It is indeed an honor to receive the 2016 ICM Star Award. In my career, I have always believed in continuous education and learning, pushing beyond my comfort zone, and mentoring future court leaders.

My sincere thanks to ICM for facilitating and supporting all of my efforts in this regard."

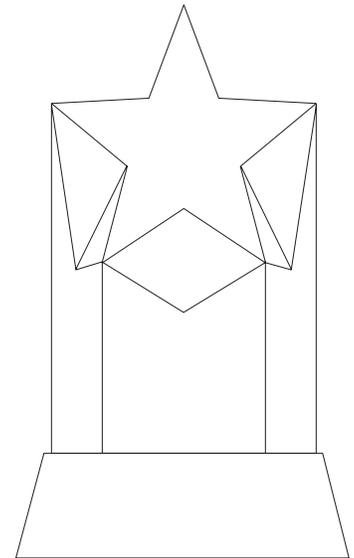
Linda Romero Soles
Chief Executive Office
County of Merced
Superior Court of California

Star Award

The Star Award is conferred annually upon an ICM Fellow who demonstrates excellence in the advancement of court administration through leadership and education. The recipient of the 2016 Star Award is Linda Romero Soles from California.

Linda is the Chief Executive Officer for the Superior Court of California, County of Merced. She has extensive experience in the courts, having served in the Superior Courts of both Merced and Stanislaus Counties as well as the United States District Court, Central District of California in Los Angeles. Dedicated to the professional development of others, Linda has participated on numerous court committees such as the Trial Court Facilities Working Group, Legislation Working Group, Trial Court Facility Advisory Modification Committee, Education Leadership Committee, Trial Court Budget Working Advisory Group, and Co-Chair of the Joint Rules Committee. She is a past Board member for the National Association for Court Management. As faculty, she has facilitated courses for the California Presiding Judges/ Court Executive Officers Institute, the California Judicial Council, the Arkansas Administrative Office of the Courts, the California Courts' Center for Judicial Education and Research, and Michigan State University's Judicial Administration Program. As faculty for ICM, she facilitated the first NCSC class in Spanish for the Judiciary of Puerto Rico.

Linda holds a Master of Public Administration with a certificate in judicial administration from the University of Southern California. She is a graduate of San Diego State University with a bachelor's degree in criminal justice administration. Linda is a 2006 Fellow of the Institute for Court Management. Congratulations Linda!



Previous Star Award Winners

2015	Mark Van Bever
2014	Jude Del Preore
2013	Kevin J. Bowling
2012	Howard H. Berchtold, Jr.
2011	Patricia Duggan
2010	Donald E. Jacobson
2009	Robert A. Zastany
2008	Chris Crawford
2007	Collins E. Ijoma
2006	Pamela Ryder-Lahey
2005	D. J. Hanson
2004	Sue Dosal and Gordy Griller
2003	Donald Cullen
2002	Janet G. Cornell
2001	Geoff Gallas and Carl Baar
2000	Mary M. Brittain
1999	Daniel H. Straub

Star Award Presentation

Join us for the presentation of the 2017 Star Award at the ICM Fellows Reception on Wednesday, July 25, 2018 at the NACM Annual Conference! For more information about the award and the nomination process, please visit ncsc.org/icmfellows.

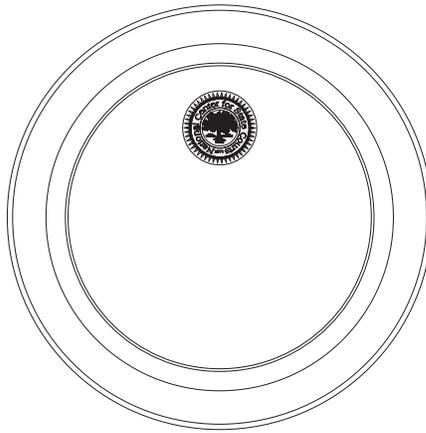
Award of Merit

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 2017 recipient is Petra H. Mandigo Hulm, Chief Deputy Clerk with the North Dakota Supreme Court in Bismarck, North Dakota. NCSC's Dr. Nicole Waters, a Principal Court Research Consultant with the Research Division, provided guidance to Ms. Hulm as her Project Supervisor.

Ms. Hulm's paper, "One Size Does Not Fit All: Differential Appellate Case Management in North Dakota," explored the importance of continual and purposeful examination of appellate caseload management. Her project measured timelines for appeals compared to the appellate standards informally adopted by the North Dakota Supreme Court to identify potential areas for improvement. Ms. Hulm also analyzed practices in states with similar appellate jurisdiction and structure to assess techniques employed by other state courts of last resort.

Ms. Hulm has been employed with the Supreme Court of North Dakota since 2010. She holds a Juris Doctor from the Creighton University School of Law in Omaha, Nebraska and a Bachelor of Arts in chemistry/biology from Ripon College in Wisconsin.

Ms. Hulm was selected by her classmates as the spokesperson for the ICM Fellows Class of 2017. She addressed remarks to the newly-designated ICM Fellows during graduation ceremonies



at the U.S. Supreme Court on May 5, 2017. "This program honed our skills for effective problem-solving and presentations. We learned to make evidence-based decisions, analyze data, and effectively present our positions. Each of our projects examined a gap or research question that has not yet been answered. I encourage all of you to reflect on what we learned. Always work to make a positive impact in your courts. Use what you have learned to improve the ultimate purpose of courts to fairly and timely resolve disputes between parties."

Congratulations Petra!



Petra H. Mandigo Hulm

"The Fellows Program gave me a deep understanding of court management. I gained invaluable tools to assist my Court to effectively analyze the issues it faces, and I learned how to support recommendations with evidence and sound reasoning."

Petra H. Mandigo Hulm,
Chief Deputy Clerk,
North Dakota Supreme Court,
Bismarck, North Dakota

The Joan K. Cochet Memorial Scholarship



Joan K. Cochet

Joan's love of learning was evidenced in her mentorship of numerous undergraduate and graduate interns and court professionals pursuing the ICM Fellows certification.



Congratulations to Rebecca M. Absey and Edwin T. Bell, the 2017 recipients of the Joan K. Cochet Memorial Scholarship!

The Joan K. Cochet Memorial Scholarship of the Institute for Court Management is named in memory of the late Joan K. Cochet. As the NCSC Library Resource Manager, Joan was a true professional in every regard and was known for her gracious and generous spirit. Joan's love of learning was evidenced in her mentorship of numerous undergraduate and graduate interns and court professionals pursuing the ICM Fellows certification. The scholarship is presented annually to a candidate of the Institute for Court Management's Fellows Program who demonstrates financial need. ICM would like to recognize the following individuals who graciously contributed to the **Joan K. Cochet Memorial Scholarship** in her memory.

Robert N. Baldwin
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Nicole Waters
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Bobbie R. Williams
Gwen W. Williams
Chelsea Woodall
Cheryl L. Wright
Robert A. Zastany

ICM Fellows Events

ICM Fellows Leadership Seminars at NACM Annual Conferences

ICM created the annual ICM Fellows Leadership Seminar in 2013 to bring together ICM Fellows for informative discussion about court trends and networking with other Fellows. ICM hosted the fifth annual ICM Fellows Leadership Seminar on Sunday, July 9, 2017, in Arlington, VA at the NACM Annual Conference. J.D. Gingerich, Director of the State Courts Partnership at the University of Arkansas, Little Rock William H. Bowen School of Law, engaged the group of nearly 50 Fellows in a conversation about "ICE in the Courts." Other topics included the latest poll results reflecting public opinion of the state courts, the annual Fellows Challenge, and a session on modernizing conservatorships with predictive analytics.

Stay tuned for information about the Sixth Annual ICM Fellows Leadership Seminar to be held July 22, 2018 in Atlanta, Georgia, as well as a "50 Years of ICM" celebration in 2020!

The ICM Fellows Program Class of 2017



Front Row (Left to Right)

Edwin T. Bell – Deputy Court Administrator, Superior Court of DeKalb County, Decatur, GA
Improving the Pro Se Legitimation Litigant Experience

Judy K. Rupp – Court Administrator, Montgomery County Circuit Court, Rockville, MD
Examining the Implementation of the One Family/One Judge Approach

Karen M. Mareck – Deputy Director, Court Services Division, Minnesota State Court Administration, St. Paul, MN
Document Security Classification: Considering the Court Administrative Process

Aaron Samuel Williamson – Criminal Court Project Manager, Hennepin County District Court, Minneapolis, MN
Electronic Court Reminders

Petra H. Mandigo Hulm – Chief Deputy Clerk, North Dakota Supreme Court, Bismarck, North Dakota
One Size Does Not Fit All: Differential Appellate Case Management in North Dakota

Shannon Meyer – Court Operation Supervisor, Scott County District Court, Shakopee, MN
Initiatives for Accurate and Timely Criminal History Records in Three Minnesota Counties

Second Row (Left to Right)

Laura A. Spain – Deputy Court Administrator, Tucson City Court, Tucson, AZ
Achieving Excellence: Mastering Quality Assurance at Tucson City Court

Keith Bradley Kaplan – Assistant Court Administrator, Phoenix Municipal Court, Phoenix, AZ
Model for the Successful Implementation of Court Technology

Heather Rae Seets – ADR Services Program Manager, Yavapai County Superior Court, Prescott, AZ
Victim Offender Mediation and Dialogue in Adult Criminal Cases

Kelly Hutton – Assistant Trial Court Administrator, North Dakota Court System Unit 1, Grand Forks, North Dakota
Caseflow in North Dakota: From Measurement to Management

Robert F. Noote – Chief Magistrate, Chesapeake Magistrate's Office, Chesapeake, Virginia
Exploring Retention Issues in the Chesapeake Magistrates' Office

Rebecca M. Absey – Clerk of District Court, Grand Forks District Court, Grand Forks, ND
Improving Performance with Justice System Partners

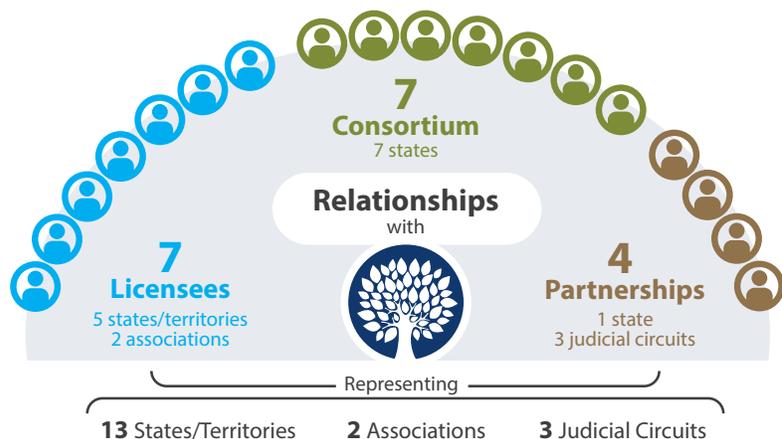
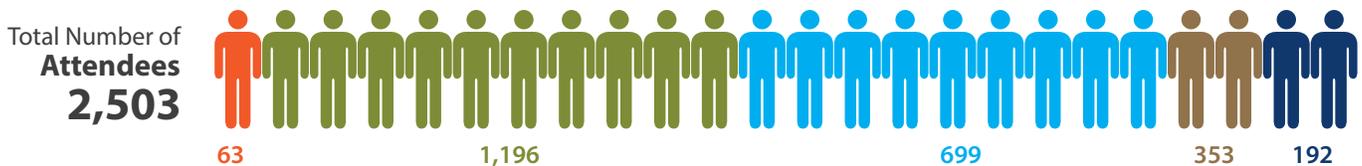
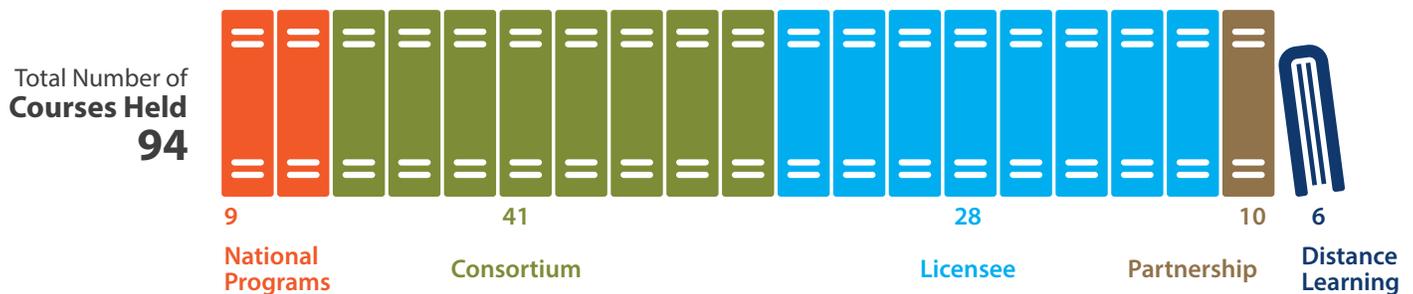
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ICM National Faculty are faculty who contract with ICM to teach ICM's national programs and/or partnerships. They are precluded from teaching ICM course materials except with permission from ICM. They should always contact ICM when a state, court entity/association or a Consortium state contacts them directly to teach an ICM course. Once notified, ICM will work with the faculty to effect a contract with said court/entity or may permit faculty to be hired by the Consortium states to teach ICM courses.

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 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.

Licensee Faculty are faculty who have been certified by ICM to teach ICM courses only for their sponsoring Licensee program partner within the constraints of that Licensee Program Agreement. They are precluded from teaching ICM course materials except under the direction of their sponsoring Licensee Program partner or ICM.

ICM Programs at a Glance 2017



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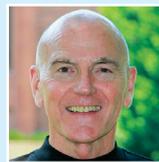
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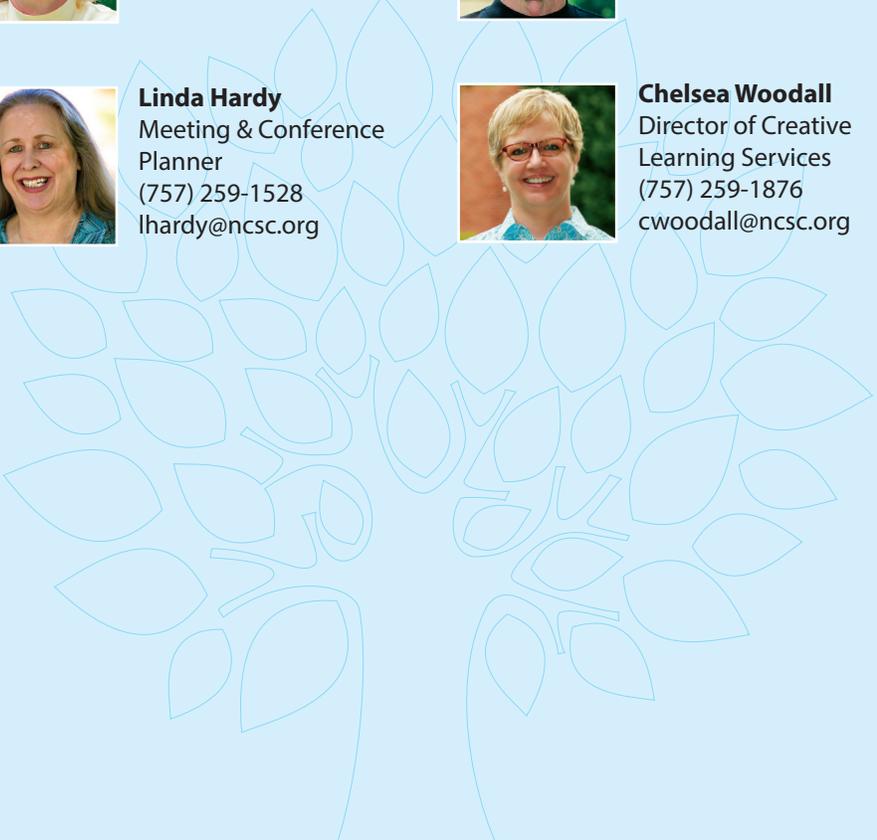
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