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
# Table of Contents

- **From the Executive Office** 1
- **Our History** 3
- **Creative Learning Services** 4
- **What Can ICM Offer You?** 5
- **ICM Certification Model** 6
- **Course Revisions** 7
- **CCM Course Descriptions** 9
- **CCE Course Descriptions** 11
- **ICM Fellows Program** 13
- **Course Schedule** 16
- **ICM Board of Advisors** 16
- **ICM Awards** 17
- **The Joan K. Cochet Memorial Scholarship** 19
- **ICM Fellows Events** 19
- **The ICM Fellows Program Class of 2017** 20
- **Certified Faculty Policies** 21
- **ICM Programs at a Glance 2017** 21
- **ICM Staff** 22
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.

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.

- 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.

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

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.

**Certified Court Manager (CCM)**
- Accountability & Court Performance
- Budget & Fiscal Management
- Caseflow & Workflow Management
- Project Management for Courts
- Purposes & Responsibilities of Courts
- Workforce Management

**Certified Court Executive (CCE)**
- Educational Development
- Executive Decision-Making
- Leadership
- Modern Court Governance
- Operations Management
- Public Relations
- Visioning & Strategic Planning

**ICM Fellows Program**
- **Distance Learning Phase**
  - Educational Development
  - Executive Decision-Making
  - Leadership
  - Modern Court Governance
  - Operations Management
  - Public Relations
  - Visioning & Strategic Planning
- **Distance Learning and Intersession Phases**
  - Online coursework to prepare for the Court Project Phase
- **Residential CCE Phase**
  - Three-week in-residence coursework leading to CCE certification upon successful completion
- **Court Project Phase**
  - Independent court improvement project with oversight by an ICM project supervisor
- **Presentation Phase**
  - Project presentations and final coursework followed by graduation ceremony
- **Post-Fellows Opportunities**
  - Achieve ICM Fellows Certification
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

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.

Certified Court Manager (Level I)

<table>
<thead>
<tr>
<th>NEW COURSE TITLE</th>
<th>FORMER COURSE TITLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accountability &amp; Court Performance</td>
<td>Court Performance Standards with CourTools</td>
</tr>
<tr>
<td>Budget &amp; Fiscal Management</td>
<td>Managing Court Financial Resources</td>
</tr>
<tr>
<td>Caseflow &amp; Workflow Management</td>
<td>Fundamental Issues of Caseflow Management</td>
</tr>
<tr>
<td>Project Management for Courts</td>
<td>Managing Technology Projects &amp; Technology Resources</td>
</tr>
<tr>
<td>Purposes &amp; Responsibilities of Courts</td>
<td>(no title change)</td>
</tr>
<tr>
<td>Workforce Management</td>
<td>Managing Human Resources</td>
</tr>
</tbody>
</table>

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)

<table>
<thead>
<tr>
<th>NEW COURSE TITLE</th>
<th>FORMER COURSE TITLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Educational Development</td>
<td></td>
</tr>
<tr>
<td>New! Executive Decision-Making</td>
<td></td>
</tr>
<tr>
<td>Leadership</td>
<td></td>
</tr>
<tr>
<td>New! Modern Court Governance</td>
<td></td>
</tr>
<tr>
<td>Operations Management</td>
<td></td>
</tr>
<tr>
<td>Public Relations</td>
<td></td>
</tr>
<tr>
<td>Visioning &amp; Strategic Planning</td>
<td></td>
</tr>
</tbody>
</table>

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.

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

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.

Certified Court Manager (Level I)

<table>
<thead>
<tr>
<th>NEW COURSE TITLE</th>
<th>FORMER COURSE TITLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accountability &amp; Court Performance</td>
<td>Court Performance Standards with CourTools</td>
</tr>
<tr>
<td>Budget &amp; Fiscal Management</td>
<td>Managing Court Financial Resources</td>
</tr>
<tr>
<td>Caseflow &amp; Workflow Management</td>
<td>Fundamental Issues of Caseflow Management</td>
</tr>
<tr>
<td>Project Management for Courts</td>
<td>Managing Technology Projects &amp; Technology Resources</td>
</tr>
<tr>
<td>Purposes &amp; Responsibilities of Courts</td>
<td>(no title change)</td>
</tr>
<tr>
<td>Workforce Management</td>
<td>Managing Human Resources</td>
</tr>
</tbody>
</table>

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)

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

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 CourTools, 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.
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.

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, learning 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.

Required Courses for Certified Court Manager (CCM)
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.
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

Distance Learning Phase
January – May 2018

Residential Phase
June 2018

OR

Intersession Phase
May – August 2018

Presentation Phase
May 2019

Court Project Phase
August 2018 – April 2019

ICM Fellows Program Schedule

**Class of 2018**

<table>
<thead>
<tr>
<th>Phase</th>
<th>Dates</th>
<th>Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Court Project Phase</td>
<td>August 18, 2017 – April 6, 2018</td>
<td>$1,500</td>
</tr>
<tr>
<td>Presentation Phase</td>
<td>May 1-4, 2018</td>
<td>$1,000</td>
</tr>
</tbody>
</table>

**Class of 2019 - RESIDENTIAL CCE OPTION**

<table>
<thead>
<tr>
<th>Phase</th>
<th>Dates</th>
<th>Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Distance Learning Phase</td>
<td>January 24, 2018 – May 11, 2018</td>
<td>$1,500</td>
</tr>
<tr>
<td>Residential Phase</td>
<td>June 3 – 22, 2018</td>
<td>$1,500</td>
</tr>
<tr>
<td>Court Project Phase</td>
<td>August 17, 2018 – April 5, 2019</td>
<td>$1,500</td>
</tr>
<tr>
<td>Presentation Phase</td>
<td>May 2019</td>
<td>$1,000</td>
</tr>
</tbody>
</table>

**Class of 2019 - POST CCE OPTION**

<table>
<thead>
<tr>
<th>Phase</th>
<th>Dates</th>
<th>Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Distance Learning Phase</td>
<td>January 24, 2018 – May 11, 2018</td>
<td>----</td>
</tr>
<tr>
<td>Intersession Phase</td>
<td>May 16, 2018 – August 17, 2018</td>
<td>----</td>
</tr>
<tr>
<td>Court Project Phase</td>
<td>August 17, 2018 – April 5, 2019</td>
<td>$1,500</td>
</tr>
<tr>
<td>Presentation Phase</td>
<td>May 2019</td>
<td>$1,000</td>
</tr>
</tbody>
</table>
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
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

<table>
<thead>
<tr>
<th>Name</th>
<th>Role</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Hon. Jennifer Bailey, JD</strong></td>
<td>Circuit Court Judge</td>
<td>Miami, Florida</td>
</tr>
<tr>
<td><strong>Howard H. Berchtold, Jr., ICM Fellow</strong></td>
<td>Trial Court Administrator</td>
<td>Atlantic City, New Jersey</td>
</tr>
<tr>
<td><strong>Kevin J. Bowling, ICM Fellow, JD, MS</strong></td>
<td>Court Administrator</td>
<td>West Olive, Michigan</td>
</tr>
<tr>
<td><strong>Paul F. DeLosh, ICM Fellow, MS</strong></td>
<td>Director of Judicial Services</td>
<td>Richmond, Virginia</td>
</tr>
<tr>
<td><strong>Pamela Q. Harris, ICM Fellow</strong></td>
<td>State Court Administrator</td>
<td>Annapolis, MD</td>
</tr>
<tr>
<td><strong>Stephanie C. Hines, ICM Fellow, MPA</strong></td>
<td>HR Manager and EEO Officer</td>
<td>Atlanta, GA</td>
</tr>
<tr>
<td><strong>Sally Holewa, ICM Fellow, MPA</strong></td>
<td>State Court Administrator</td>
<td>Bismarck, North Dakota</td>
</tr>
<tr>
<td><strong>Gavin N. Lane</strong></td>
<td>Principal Manager</td>
<td>San Francisco, California</td>
</tr>
<tr>
<td><strong>Jeffrey Schrade, CCE</strong></td>
<td>Education Services Division Director</td>
<td>Phoenix, Arizona</td>
</tr>
<tr>
<td><strong>Daniel Straub, ICM Fellow, PhD</strong></td>
<td>Dean, ICM Fellows Program</td>
<td>Williamsburg, Virginia</td>
</tr>
<tr>
<td><strong>M. Christy Tull, CCM, MA</strong></td>
<td>Director</td>
<td>Columbus, Ohio</td>
</tr>
<tr>
<td><strong>Mark Van Bever, CMA, ICM Fellow, MBA</strong></td>
<td>Trial Court Administrator</td>
<td>Palm Bay, Florida</td>
</tr>
</tbody>
</table>
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.

**ICM Awards**

**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**

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

"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
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 caseflow 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!

“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

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
Joan Bellistri
Howard H. Berchtold
Elizabeth C. Blake
Christopher G. Bleuenstein
CarMax, Inc.
Linda R. Caviness
J. Peter Coolsen
Janet G. Cornell
Corporate Executive Board
Donald Cullen
Hilda Cuthbertson
Katherine A. Dabney
Pamela S. DeVault
Thomas G. Dibble
Susanne DiPietro
Aine Donovan
Patricia Duggan
C. Rolf Eckel
Patricia Evans
Theresa Ewing
Giuseppe M. Fazari
Carol R. Flango
Annette Fritz
Sara Galligan
Gordon M. Griller
Jacinda Haynes
Christy M. Hency
Karen J. Heppler
Madelynn M. Herman
Sally A. Holewa
Kathryn Holt
Sherilyn Hubert
Greg Hurley
Nancy Ippolito
Christine J. Iverson
L. M. Jacobs
F. Dale Kasperek, Jr.
Sonya Kraski
Kevin Lane
Denise I. Lundin
Deborah A. Mason
Amy M. McDowell
John R. Meeks
Gregory E. Mize
Lorri W. Montgomery
Marla S. Moore
Nina Moreno
Ross A. Munns
Eugene J. Murret
Neil Nesheim
Brian M. O’Leary
Theresa Owens
Christopher Patterson
Matthew Pendy
Carolyn Probst
Karen L. Prochniewski
Nial Raan
Jennifer L. Reider
Judy K. Rupp
Jesse Rutledge
Deborah W. Smith
Linda R. Soles
Iryna Spangler
John E. Stewart
Suzanne H. Stinson
Daniel H. Straub
Robin Sweet
Francie Teer
Bonne Townsend
Johnny Tse
Jeffrey Tsunekawa
Konstantina Vagenas
Nicolette Waters
Robert D. Wessels
Bobbie R. Williams
Gwen W. Williams
Chelsea Woodall
Cheryl L. Wright
Robert A. Zastany

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

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*
Certified Faculty Policies

**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

Total Number of Courses Held: 94
- National Programs: 9
- Consortium: 41
- Licensee: 28
- Partnership: 10
- Distance Learning: 6

Total Number of Attendees: 2,503
- National Programs: 63
- Consortium: 1,196
- Licensee: 699
- Partnership: 353
- Distance Learning: 192

ICM Fellows Graduates 2017: 12

Relationships with:
- 7 Consortium states
- 7 Licensees: 5 states/territories, 2 associations
- 4 Partnerships: 1 state, 3 judicial circuits

Representing:
- 13 States/Territories
- 2 Associations
- 3 Judicial Circuits
ICM Staff

Margaret R. Allen
Director of National Programs
(757) 259-1581
mallen@ncsc.org

Amy M. McDowell
Education Program Manager
(757) 259-1552
amcdowell@ncsc.org

Nadia Burns
Senior Administrative Specialist
(757) 259-1537
nburns@ncsc.org

John R. Meeks
Vice President
(757) 259-1567
jmeeks@ncsc.org

Toni Engle
Administrative Manager
(757) 259-1541
tengle@ncsc.org

Emily Montalvo
Multimedia Production Assistant
(757) 259-1829
emontalvo@ncsc.org

Derek J. Felton
Instructional Multimedia Project Manager
(757) 259-1557
dfelton@ncsc.org

Wes Poole
Media Production Manager
(757) 259-1579
wpoole@ncsc.org

Toni Grainer
Education Specialist
(757) 259-1586
agrainer@ncsc.org

Dan Straub
Dean, ICM Fellows Program
(412) 429-1322
danielstraub@comcast.net

Linda Hardy
Meeting & Conference Planner
(757) 259-1528
lhardy@ncsc.org

Chelsea Woodall
Director of Creative Learning Services
(757) 259-1876
cwoodall@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.