



CLIA Committee Meeting
February 1, 2013
Agenda

9:30	<p>Call to Order & Administrative Business Welcome and Introductions 1) Proxies (Juan Pablo Guzman) Review of Minutes 1) Changes, corrections, questions 2) Motion to approve</p>	<p>Kent Batty</p> <p>Handouts: Minutes</p>
9:40	<p>ESD/Staff Updates 1) Programs held 2) Upcoming Programs 3) Presiding Judge Training</p>	<p>Deb King Handouts: Evaluations PJ Agenda & Course Descriptions</p>
10:05	<p>Evaluation Form – Follow-up from October 2012 Meeting 1) New form comparison to NCSC form. 2) Any recommended changes needed?</p>	<p>Kent Batty Handouts: New evaluation form and NCSC evaluation</p>
10:20	<p>Strategic Planning</p>	<p>Jeff Schrade Handouts: Judicial Branch Timeline</p>
10:50	<p>Break</p>	
11:05	<p>Excellence in Education Awards 1) What process do we want to do for 2012? 2) What process do we want to use for 2013?</p>	<p>Kent Batty/Deb King Handouts: 2012 Faculty list.</p>
11:25	<p>Curriculum Development – Workgroups Needed 1) Arizona Court Supervisor – November 21 -22, 2013 TOPICS: Leadership, Public Education and Media Awareness, and Essential Components 2) Arizona Court Executive – November 5 -8, 2013 TOPICS: Court Facilities, COOP, Jury Systems, and Intergovernmental Relations</p>	<p>Kent Batty</p>
11:40	<p>CLIA Meeting Schedule Change Needed 1) June 7, conflicts with COT, suggested new date Friday, May 31.</p>	<p>Kent Batty</p>
11:50	<p>Call to the public</p>	<p>Kent Batty</p>
11:55	<p>Review of Action Items</p>	<p>Deb King</p>
noon	<p>Adjourn</p>	

COURT LEADERSHIP INSTITUTE OF ARIZONA (CLIA)

Judicial Education Center
541 E. Van Buren Street, Suite B4
Phoenix, AZ 85004

Minutes of the
October 12, 2012 Committee Meeting

Committee Members Present:	
Kent Batty, Chair	Court Administrator, Superior Court in Pima County
Don Jacobson, Vice Chair	Court Administrator, Flagstaff Municipal Court
Mike Baumstark	Deputy Director, Administrative Office of the Court
Judy Aldrich, Ed. D.	Professor, Chandler/Gilbert Community College
Randolph A. Bartlett	Judge, Superior Court in Mohave County, Division II
Maria L. Felix (teleconference)	Presiding Judge, Tucson Justice Court
Billie Grobe	Chief Probation Officer, Yavapai County Adult Probation
Sue Hall (teleconference)	Clerk of the Court, Superior Court in Apache County
James Hazel	Presiding Magistrate, Apache Junction City Court
Michael Malone	Court Administrator, Phoenix Municipal Court
Committee Members Absent:	
Margaret Downie	Judge, Arizona Court of Appeals, Division I
Phil Hanley	Director of Human Resources/Administrative Services, Judicial Branch of Arizona in Maricopa County
Jolene Hefner	Detention Administrator, Yuma County Juvenile Justice Center
Douglas Rayes	Associate Presiding Judge, Superior Court in Maricopa County
David Sanders	Chief Probation Officer, Pima County Adult Probation
CLIA Staff Present:	
Jeff Schrade	Director, Arizona Supreme Court, Education Services Division
Gabe Goltz	Program Manager, Arizona Supreme Court, Education Services Division
Deb King	Special Projects Administrator, Arizona Supreme Court, Education Services Division
Anthony Cornay	Specialist V, Arizona Supreme Court, Education Services Division
Vikki Cipolla-Murillo	Specialist 1, Arizona Supreme Court, Education Services Division
Harriet Ramsbacher	Administrative Assistant, Arizona Supreme Court, Education Services Division

Call to Order, Administrative Business

Mr. Kent Batty called the meeting to order at 9:35 am at the AZ Supreme Court Administrative Office of the Courts in Phoenix, Arizona. Members introduced themselves before starting the meeting. There were no proxies present.

The June 8, 2012 minutes were reviewed. Mr. Mike Baumstark moved to approve the minutes which was seconded by Mr. Don Jacobson. The minutes were approved as read. *MOTION 2012-05 passed.*

Mr. Batty welcomed new member, the Honorable James Hazel.

ESD/Staff Updates

1) Recent Programs: Ms. Deb King reported on the Arizona Court Supervisor (ACS), Arizona Court Manager (ACM) and Arizona Court Executive (ACE) programs held since the last CLIA meeting with class evaluations, as follows:

- ACM Financial Management – June 26-28
- ACM Human Resources Management – August 15-17
- AZ Plus Diversity – August 17
- ACE Court Community Communications – August 28-30
- ACM Technology Management – September 26-28
- ACS Supervisor's Role in Human Resource Management – October 4
- ACS Webinars – Introduction to Supervisor – September 18, September 20, September 25 (2 classes), October 10 (2 classes)

Ms. King noted the average overall score for the above programs was 4.50, which is very good. The Court Community Communications program's overall score of 3.94 was a little lower than the others, which may have been impacted by the use of an out-of-state faculty member for one of the faculty members. Additionally, faculty has shared with staff that the course content is too basic in some areas and not extensive enough in others. Ms. King will communicate our concerns on the content to the National Center for State Courts (NCSC) for their review.

Mr. Batty had a question about the status of adding new faculty members for the next Court Community Communications program. Ms. King advised that Shelly Bacon and Aaron Nash attended the last session and are both being recommended as potential faculty because of their extensive court and media experience. Mr. Baumstark added that it would be good to have someone with everyday PIO experience combined with actual court/trial experience as an instructor for this program.

Ms. King reviewed the ACS launch on 9/18 and noted that the instructors (Tony Cornay & herself) have enjoyed learning and utilizing the new web delivery format. The next webinar, being developed is "Ethical Considerations for Supervisors."

2) Program Evaluation Form - COJET Changes Pending: Ms. King advised that the Committee on Judicial Education and Training (COJET) is developing a new evaluation form in order to make evaluations more useful to our programs. Mr. Jeff Schrade added that COJET is looking

to gather feedback to improve the standard evaluation with a goal of gathering input and finalizing a new evaluation by December 2012, although he added this is a somewhat fluid date and could be extended if CLIA wished to get involved. He advised that the COJET committee has a draft version available and he would share this form with CLIA members at the February meeting. Mr. Jacobson noted that we currently tie our evaluations very closely to the National Center for State Courts (NCSC) programs and performance, and he wants the committee to have input into this process so the tie-in continues. Ms. King advised that COJET will come up with a model, but CLIA can add or subtract unique items for the Institute for Court Management (ICM) programs to maintain consistency with NCSC. Evaluation form content for ICM classes will be tabled for the February meeting to include a comparison of our current evaluation form with the NCSC evaluation and the recommended changes from COJET.

3) Arizona Court Supervisor (ACS) Implementation: Ms. King reported that ACS launched in late August and there are currently 95 participants as follows: 4 from appellate courts, 33 from Superior court, 26 from municipal courts, 14 from limited jurisdiction courts and, 24 probation participants. The pilot program for probation participants – Case Management for Probation Supervisors - will be held in November, with 29 people currently registered. She took an opportunity to thank CLIA staff member Ms. Vikki Cipolla-Murrillo for her hard work in registering all of the new participants in the ACS program, and the Committee on Probation Education (COPE) and their staff for developing the probation class curriculum. Chief Probation Officer Dave Sanders, will be teaching along with Chief Probation Officer Darrell Reeves. Ms. King further reported that new updates have been made to the ACS website to make it easier for participants to get all their information and forms on-line.

4) Non-facilitated “independent learning” proposed COJET changes. There is a COJET proposal to potentially increase the maximum amount of non-facilitated learning hours (previously referred to as independent learning hours) from 8 to an unlimited number of hours for specific types of non-facilitated learning, i.e., computer-based classes where there is a significant amount of interaction built into the training. Mr. Schrade spoke about some new language he will be sending out to the committees and future trainers that will clarify and give appropriate parameters regarding elearning.

5) NCSC Fellowship Program Letter to CCM Graduates: Mr. Schrade spoke about an email (handout) he sent recently to 148 Certified Court Manager (CCM) graduates explaining the two alternatives available to them if they choose to go into the NCSC Fellowship program. Eligible graduates can either complete a 3 week in-residence program in Virginia and then complete an on-line study program, followed by a court project presentation at the US Supreme Court; or they can complete the Certified Court Executive (CCE) program here in Arizona followed by the on-line program and completion of the court project presentation at the US Supreme Court. There has been great response to this email. He added that the NCSC is delighted to have so many people interested in the Fellows program and has been very flexible and is doing all it can to promote this process. In addition to extending the deadline, they are allowing Arizona participants to apply for the program who will be completing their CCE program in December. He is estimating that 12 people will complete the CCE program with the 10/23 ‘High Performance Courts’ session and then an additional 15 with the December ‘CCE Leadership’ session. Ms. King added that the NCSC will be offering financial scholarships to potential applicants for lodging, and for transportation to and from, Williamsburg, VA.

6) Upcoming Programs Through Year-end:

- Court Leadership Conference – October 23–24
- ACM High Performance Courts – Concluding Seminar – October 17-19
- ACM Court Performance Standards – November 6-8
- ACS Case Management for Probation Supervisors (pilot) – November 29
- ACE Leadership – December 12-14

Ms. King reviewed the Court Leadership Conference agenda (handout) and expressed appreciation for CLIA's input on the upcoming conference which is the Chief Justice's yearly opportunity to meet with her executive leadership team. There are currently 120 people registered. The conference will feature national speakers focusing on current trends and issues. She also noted that CLIA members are always welcome to attend any of our sessions and provide feedback.

7) **Upcoming Programs 2013-2014 Schedule** – Ms. King reviewed the 2013-2014 ICM calendar (handout) which is color coded for each type of program. The calendar also includes the Presiding Judge Leadership Academy pilot classes in February and April, 2013, and a tentative date in October for the 2013 Court Leadership Conference. She also thanked committee member Dr. Judy Aldrich for the fantastic teaching job at last week's ACS – Human Resources class.

Presiding Judge Training Updates

Mr. Batty advised that the committee is hard at work planning for the upcoming Presiding Judge Training. There are 20 slots reserved for General Jurisdiction presiding judges and 20 slots reserved for Limited Jurisdiction presiding judges. Additionally some slots have been saved for prospective presiding judges and other judges in leadership positions in the superior courts and possibly limited jurisdiction courts depending on the registration numbers. The development of curriculum is in process as follows:

- Judge Randy Bartlett, Dave Withey and Judge Louraine Arkfeld are providing input regarding The Role and Authority of the Presiding Judge.
- Eric Jeffrey and Mr. Batty are working on the Leadership component.
- Administrative Leadership Roles curriculum is being worked on by Marcus Reinkensmeyer, Sherry Newman, and Judge Dorothy Little.
- Judge Sherry Geisler, Judge Downie, George Reamer and Judge Winthrop are working on the Ethics session.
- Mr. Schrade, Marcus Reinkensmeyer, Judge O'Neill and Paul Thomas are responsible for the Creating the Management Team session.
- Implementing Change is being developed by Mr. Jacobson, Michael Jeanes and Judge Donna Grimsley.
- The Human Resources session is being developed by Don Taylor, Judge Simpanes, Dave Withey and Tony Nuismer.

Excellence in Education Awards

The handout listing the five anonymous prospective candidates was reviewed by the committee. Mr. Batty reminded all committee members their job is to select individuals who should be recognized for their contributions to achieving excellence in education. The selected names will then be recommended to COJET for approval. The committee can recommend one or all of the nominees. The winners will be recognized at the Court Leadership Conference. Mr. Jacobson recused himself from the discussion due to familiarity with the candidates, as did Mr. Batty. Judge Bartlett temporarily chaired the meeting and asked for discussion. After discussion, Mr. Baumstark moved to nominate Mr. Batty and Mr. Jacobson, as two of the founding members of the original CLIA group who have not wavered in making the Leadership Institute what it is today. Retired judge and former CLIA chair, Louraine Arkfeld was also mentioned as another worthy candidate. Mr. Baumstark amended his motion to add Judge Arkfeld as a candidate. Judge Felix seconded the motion. The amended motion to recommend Kent Batty, Don Jacobson and Louraine Arkfeld to COJET as the CLIA leadership Excellence in Education candidates was passed unanimously. *MOTION 2012 06 passed.*

AZ Court Executive – AZ Plus

Mr. Batty introduced the Tier IV – Arizona Court Executive and NCSC ICM Certified Faculty handout as reference for a discussion of the development of content for the ACE Capstone program. This document reflects CLIA's work in selecting core competencies and learning objectives specific to the executive level tier. It also references the ICM classes which may cover some of the specific competencies. Because we now have more information on what the revised and new ICM classes now cover, CLIA was asked to determine whether there remains a need to develop curriculum for the learning objectives listed. Members were asked to identify specific objectives which still need training developed and to estimate the amount of time needed for each class content group.

Members concluded that in the following content areas all learning objectives were currently covered in our ICM classes; therefore no new curriculum is needed for the AZ Plus Executive Capstone.

- *Purposes and Responsibilities of the Courts*
- *Case Management*
- *Education & Training*
- *Human Resource Management*
- *Information Technology*
- *Leadership*
- *Public Relations and Media Relations*
- *Visioning and Strategic Planning*

Curriculum development for the AZ Plus Executive Capstone was still needed for the following:

- *Essential Components* – Of the five learning objectives, members agreed that the first three objectives covering facilities issues, continuity of operations planning (COOP), and jury system problems and remedies are not covered in current ICM classes and should be developed for inclusion in the AZ Plus Executive Capstone session. The other two objectives covering financing and system problem analysis are sufficiently covered in

ICM classes. Facilities content was estimated at two hours, COOP one hour, and jury issues one-two hours.

- *Resources, Budget and Finance* – Members agreed that learning objectives number 1, 2, 3, 4, 6 and 7 in this content group are sufficiently covered in ICM classes and do not need curriculum developed for the AZ Plus Executive Capstone. Discussion on learning objective 5 concluded that content should be developed covering a more global objective focusing on intergovernmental relationships, judicial independence and how these fit into the local structure.

Mr. Jacobson commented that the NCSC used to offer classes which covered some of the content areas, but to his knowledge, they currently have no plans to continue to offer these classes. Ms. King will check with the NCSC to see whether we can use any of their content. It was also noted that there may be some overlap in the AZ Plus Executive Capstone and the Presiding Judge Leadership Academy content and that we might be able to make use of some of this curriculum.

Looking at the Future – Strategic Planning

Mr. Batty initiated a review of goals and how far CLIA has come in the last year (calendar years 2011 - 2012) in meeting those goals and looking toward the future, as follows:

- Participate in the NCSC consortium and ensure a faculty pool for ACM and ACE programs by developing and revising curriculum, certifying faculty, and then holding those programs. This was accomplished.
- Implement testing for our ICM classes. This is done for ACM and ACE programs, including establishing criteria for pass/fail and a process for dealing with retesting. Ongoing work includes continuing to ensure we have reliable test questions for priority content.
- Develop required curriculum and resources for court and probation supervisors (tier 2). The ACS program has been implemented with development of ACS Capstone classes and a Supervisory Ethics class still needed to complete the program.
- Implement tier 4 executive level training. The ACE program was implemented with at least one offering of each of the 6 ICM classes held. Development of the ACE AZ Plus Capstone remains to be completed.

Ms. King summarized what we are still working on for 2013. Presiding judge curriculum development as a new program is a strong focus in 2013. Implementation of this curriculum in the Presiding Judges Leadership Academy and evaluating the program will be completed in 2013. CLIA will then need to address the ongoing need for presiding judge training and how we would meet that need in the future. Other curriculum development for 2013 includes: ACS ethics webinar, ACS Probation Essential Components, ACS AZ Plus Supervisor Capstone, and ACE AZ Plus Executive Capstone.

There were two additional identified goals not completed:

- Develop tier 5 (senior executive level) – This was originally seen as a potential executive mentoring program.
- Develop tier 1 (entry to Supervisor) - This goal was to develop or acquire curriculum resources for court and probation staff who wanted to become supervisors.

Members discussed what a tier 5 (executive level) program should encompass:

1) Is this tier still needed?

- Mr. Batty summarized that the tier 5 concept was to have this top tier consist of very senior level executives, recognizing they still have ongoing educational needs. Ms. King stated one of the drivers of a tier 5 was to have a succession model for high-level retirees, taking advantage of their institutional knowledge before they left the court.
- Some of the current executive level training such as the upcoming Presiding Judge Academy and the Court Leadership Conference was discussed as being too specialized and not within the scope of what CLIA originally considered for this tier.

2) What ideas do we have for meeting this tier's needs?

- One original idea was that this tier be a 'mentoring' program.
- Mr. Batty described a Michigan 'Executive Management' program, which takes 18 months to two years to complete, and involves only the most senior members of the court system. He indicated that this program focuses more on personal growth and could be an alternative to the mentoring piece, but it involves lots of resources and effort and only impacts a select few people. It was acknowledged that this type of program might be hard to sustain.
- Mr. Jacobson suggested changing the model from 'mentoring' to a program where upon after graduation from the ICM Fellows program, additional educational opportunities would be available based upon current needs and issues. This could be more of an ongoing leadership development program consisting of maybe one or two 'learning opportunities' (instead of, or in addition to, traditional classroom programs) per year which might change from year to year. Maybe the NACM conference or judge's conference could be one of the opportunities. This would be an opportunity for people to expand their horizons on a state or national basis.
- Mr. Baumstark suggested a model such as a 'day in the life' type program that would involve people from different levels of courts. For example, an executive might have no first-hand knowledge of what other individuals do in their daily work. This might provide an opportunity to do some sort of exchange and would be considered more of a practicum rather than mentoring, although he is not sure how this could be structured.
- Ms. Billie Grobe noted the idea of continued professional growth through teaching is excellent and could serve as a model for these executives to teach rather than mentoring
- Dr. Aldrich suggested an idea of facilitated roundtables for a day or an afternoon with a specific theme for each roundtable and facilitated by someone who is knowledgeable and current on the subject. Flexibility is for this type of program would be key.
- Mr. Batty described an existing leadership council in Tucson whose purpose is to develop a cohort group who visit various institutions discussing shared issues with the court, with goal of developing leaders who understand the local issues in their community. This idea, along with what Mr. Jacobson and Dr. Aldrich suggested, could be integrated into the tier 5 program. Mr. Jacobson noted there is a similar council in Flagstaff that aims toward getting people involved in the community.
- Other ideas consisted of visiting a session of the Supreme Court and talking to the justices, or doing a day with the legislature to develop relationships at that level.
- Judge Randy Bartlett supported the idea of a 'day in the life' and thinks this could be incorporated into the model we seem to be planning. For example, executives from the AOC could visit justice courts to see how they operate. This would be great exposure for both levels. Mr. Batty agreed this could be built into the model and Mr. Jacobson noted

that it is essential to have a mix of differing types of opportunities (classroom vs. non-classroom).

Mr. Batty suggested continuing this tier 5 discussion until the next meeting and then assign a sub-group to detail the ideas. Ms. Grobe questioned whether or not we can look at other states' models. Mr. Baumstark suggested having Mr. Schrade reach out to the National Association of State Judicial Educators (NASJE) to get ideas.

Mr. Batty then noted that the committee still needs to address the tier 1 program. How do you prepare staff wanting to enter the supervisory ranks for the first time, and do we still have a need to fill this? Mr. Malone described a pre-supervisory program in Phoenix that any city employee can attend especially if they want to advance. Mr. Goltz questioned how much more basic can we get in terms of leadership development. He had been looking at this level as more of a new employee orientation type program. It was agreed to table this discussion for now and get feedback from the tier 1 target audience before proceeding. Regardless, the group discussion concluded this tier would be a maximum of a one-day program if the decision is made to proceed.

Mr. Batty asked if there are any more gaps that need to be identified and put on the agenda for 2013 and forward. No gaps were identified but the decision was made to keep the question on the agenda for next time.

CLIA Meeting Schedule

The next CLIA Committee Meeting is scheduled for February 1, 2013 at the Judicial Education Center. The 2013 CLIA meeting schedule was discussed and approved as follows:

- February 1, 2013
- June 7, 2013
- September 27, 2013

Call to the Public

The Chair made a call to the public. There was no response.

Review of Action Items

- 1) Evaluation form – bring the NCSC form and COJET form to the next CLIA meeting
- 2) The three nominees for excellence awards will be forwarded to COJET for approval
- 3) Research how executive leadership training is being addressed in other states
- 4) Contact the NCSC regarding bringing retired programs off the shelf; i.e., jury management or facilities management
- 5) Mr. Schrade would like input at the next meeting on the discussion of expanding the maximum independent learning Computer Based Training (CBE) credit hours allowed.

The meeting adjourned at 12:25 PM.

ACE CCE ICM High Performance Courts – Concluding Seminar October 17 - 19, 2012

Faculty: Don Jacobson

Number Registered	Number Attended	Number of Evaluations Received	Number Evaluations with Comments	Compared to other Programs	Overall Rate of Program
37	36	35	26	4.69	4.73

WHAT DID YOU LIKE ABOUT THE SESSION?

- Budget exercise – fun and interesting (5)
- The interaction with other administrators and managers – sharing experiences, problems, solutions, programs, trials and tribulations
- Don Jacobson – great job! (3)
- I always like when Don teaches because he keeps the class engaged & I learn from his teachings
- The presentation from Don and knowledge of other participants. The exercises and discussions were very informative and educational. The last big exercise was the best, and very entertaining.
- The exercise on day 3 was very good – made you think
- Everything
- Group interaction – learning from other jurisdictional levels of courts
- Instructor, but would be nice to have 2 instructors
- Fabulous (2)
- Info on how to present budget data was helpful
- Touch act for Don to present by himself for 2 and ½ days but he did a fine job – thanks for sharing your knowledge (2)
- No test and the hands on training
- Putting it all together – useful information
- Don is an excellent educator and he knows what he is teaching as he is in the field and has excellent practical experience and advice as well as the theoretical knowhow
- The materials and the lecture

THIS SESSION CAN BE IMPROVED BY:

- Providing your notes to each section to better understand and following along with the section
- I can't think of anything
- Providing tools for use in presentations; i.e., computers
- In the budget exercise it would be nice to provide calculators and/or computers – more time preparing and less time presenting the projects
- I always struggle with exercises that have too many unknowns (budget) – really tough not knowing what those dollar amounts actually were used on, but I do understand the purpose of the exercise
- Multiple sources for education; i.e., videos, etc.
- Budget exercise needed more resources like worksheets or access to a computer – also more time needed to complete it (3)
- Clearer instructions on final assignment
- More in depth review on the presentation to funding authorities

ADDITIONAL COMMENTS:

- Thank you for the materials, knowledge and resources provided throughout this 3 day seminar!! (2)
- Don is a dynamic educator – I hope to see you in Education Services or NCSC in your retirement – thank you.
- I liked Don being the only presenter – it was a much better flow
- Lunch should be at 11:30 am to beat the rush and to make us on time and not be rushed
- Very impressive that one facilitator could handle 2 and ½ days!! (2)
- Refresh of previous classes and bringing closure of the 'finale' to create overall perspective of all facets of court management
- Thank you so much for this class. These classes really help me when I go back to my court. I feel more confident in what I am doing and classes give me really good ideas on how I can do my job better
- Great presentation of this program by Don! He challenges us to become better court people!
- Don Jacobson is the best!! (2)
- Highest praise for Don for presenting this entire program – not an easy task but very well done (2)
- I will really be able to use the resources in Section 5 on self-represented litigants, juries and drug courses
- Don's passion for the court and the law is amazing and makes him an engaging presenter
- Best class of the CCE program!
- Thank you for taking the time to do these classes!

ACE CCE ICM High Performance Courts – Concluding Seminar October 17 - 19, 2012



Program Evaluation



Faculty: Don Jacobson

<u>YOUR POSITION</u>				<u>COURT</u>	
Judge:	2	Reporter:	0	Appellate:	0
Bailiff:	0	Interpreter:	0	General:	16
Court Administrator:	14	Court Clerk:	6	Limited:	18
Manager/Director	12	Secretarial/Assistant	0	Federal:	0
Specialist:	1	Other:	0	Tribal:	0
Detention Officer	0	Probation Officer	1		
Surveillance Officer	0				

Response Key: 5 = Excellent; 4 = Very Good; 3 = Good; 2 = Fair; 1 = Poor

The delivery mechanisms (seminar, video, broadcast) used for this session were:	4.78
The teaching methods used (lecture, demonstrations, panel discussion) were:	4.75
Knowledge of this topic as demonstrated by the instructor(s) was:	4.94
Organization of this presentation by the instructor(s) was:	4.81
The printed materials as they related to a future reference resource are:	4.72
The information presented as it relates to my job is:	4.72
The likelihood that I will use the presented information in my job is:	4.53
My educational needs for this topic were met:	4.61
Compared to other training sessions I have attended, this session was:	4.69
Overall Average:	4.73

**Court Leadership Conference
October - 2012**

CLASS: AZ eCourt Model: eFiling, eAccess and eBench

FACULTY: Eric Ciminski, Jim Price, Marcus Reinkensmeyer

Number Registered	Number Attended	Number of Evaluations Received	Number Evaluations with Comments	Overall Rate of Session
46	32	20	5	4.13
<p>WHAT DID YOU LIKE ABOUT THE SESSION?</p> <ul style="list-style-type: none"> • Very informative • Nice to see what's being worked on; i.e., on-line public access • I am impressed with all the great minds thinking on eFiling <p>THIS SESSION COULD BE IMPROVED BY:</p> <ul style="list-style-type: none"> • More - too much unknown yet <p>ADDITIONAL COMMENTS:</p> <ul style="list-style-type: none"> • Wow! Thanks! • Would like to see eFiling as to criminal cases, criminal history, etc. - looks like talented staff is working on these projects 				

CLASS: Crossover Youth

FACULTY: Hon. Karen Adam, Hon. Steve Rubin (ret.), Jesse Hahnel

Number Registered	Number Attended	Number of Evaluations Received	Number Evaluations with Comments	Overall Rate of Session
22	24	14	3	3.84
<p>WHAT DID YOU LIKE ABOUT THE SESSION?</p> <ul style="list-style-type: none"> • Interesting to know another aspect of services offered in the court system • I only attended the first part of this session but I learned a great deal <p>THIS SESSION COULD BE IMPROVED BY:</p> <ul style="list-style-type: none"> • No comments provided <p>ADDITIONAL COMMENTS:</p> <ul style="list-style-type: none"> • Appreciate the presenter's energy and passion for this topic 				

**Court Leadership Conference
October - 2012**

CLASS: EPICS II – AM Session

FACULTY: Chris Lowenkamp

Number Registered	Number Attended	Number of Evaluations Received	Number Evaluations with Comments	Overall Rate of Session
24	27	23	10	4.12

WHAT DID YOU LIKE ABOUT THE SESSION?

- It reinforced what I've looked into via research and training
- This is my second time listening to this program and I walk away amazed and equipped to share with my co-workers
- Don't just assume that intervention will work – might have to adjust
- The content – the conclusion of having discussions on the successes and failures and applications
- EBP – can't get enough!
- Open discussion and interaction with the participants
- I learned more about EBP in this hour than any other training – great job!

THIS SESSION COULD BE IMPROVED BY:

- This presenter repeating the questions for the audience
- Having handouts

ADDITIONAL COMMENTS:

- Looking forward to this afternoon's session
- Looking forward to what is going right and wrong with EBP
- Assessment is critical – update case plan
- Never really got to EPICS – just the foundation for those unable to attend the PM session – the session didn't meet its objectives – still don't know what EPICS is
- Looking for more

CLASS: EPICS II – PM Session

FACULTY: Chris Lowenkamp

Number Registered	Number Attended	Number of Evaluations Received	Number Evaluations with Comments	Overall Rate of Session
11	23	20	7	4.26

WHAT DID YOU LIKE ABOUT THE SESSION?

- Helps with where we are in adult probation
- Presentation handout
- Nice job, Chris – thank you!
- Gave me a perspective on the project and who I might want to select and how I might go about selecting

THIS SESSION COULD BE IMPROVED BY:

- Sharing printed materials

**Court Leadership Conference
October - 2012**

- Having mics on participant tables – difficult to hear the discussions and interactions
- More time spent on implementation
- Reorganizing the PowerPoint – seemed all over the place - focused on MI & STARR, not EPICS

ADDITIONAL COMMENTS:

- Seemed to flip around a lot in the slide presentation
- Timely
- Meetings with clients must have purpose!

CLASS: *Evidence Based Pretrial Release*

FACULTY: Hon. Scott Bales, Chris Lowenkamp, Cliff Keenan, Therese Wagner, Hon. Terry Chandler

Number Registered	Number Attended	Number of Evaluations Received	Number Evaluations with Comments	Overall Rate of Session
68	63	30	6	4.21

WHAT DID YOU LIKE ABOUT THE SESSION?

- Very helpful for personal review of my practices
- Good information on trends and the value of them
- The presenters were knowledgeable and kept me engaged
- Mesa's idea
- Stimulating topic heretofore unmentioned – best program of the day

THIS SESSION COULD BE IMPROVED BY:

- We need the tools – who completes the assessment for LJ courts?
- Need ability to be engaged or encourage more discussion
- Didn't help limited jurisdiction courts
- The audio system went in and out – made the session seem disjointed (2)

ADDITIONAL COMMENTS:

- No courses appropriate for limited jurisdiction courts for the 1:15-2:45 timeframe so attended this program

**Court Leadership Conference
October - 2012**

CLASS: *Language Access Initiatives: Working Your Plan*

FACULTY: Carol Mitchell, Mike Baumstark, Hon. James Soto, Hon. John Nelson, Kathy Schaben, Karen Westover

Number Registered	Number Attended	Number of Evaluations Received	Number Evaluations with Comments	Overall Rate of Session
35	32	19	3	4.26
WHAT DID YOU LIKE ABOUT THE SESSION? <ul style="list-style-type: none"> • Need AOC help with our interpreter needs • Presenters were knowledgeable on the subject matter 				
THIS SESSION COULD BE IMPROVED BY: <ul style="list-style-type: none"> • No comments provided 				
ADDITIONAL COMMENTS: <ul style="list-style-type: none"> • Some of the information was repetitive as we have heard it at the summit and other committee meetings 				

CLASS: *Luncheon Plenary: Leadership in Organizations Under Stress*

FACULTY: Hon. Kevin Burke

Number Registered	Number Attended	Number of Evaluations Received	Number Evaluations with Comments	Overall Rate of Session
131	128	58	15	4.50
WHAT DID YOU LIKE ABOUT THE SESSION? <ul style="list-style-type: none"> • Really enjoyed Kevin's presentations (4) • Judge Burke is outstanding and informative - thank you, Judge Burke! (2) • Hon. Burke is very engaging as a speaker and holds the attention of his audience • Best program of the conference - loved the emphasis on leadership • Relevant and timely • Subject matter topic • Some good points and ideas • Staff did an excellent job putting this event together - thank you! 				
THIS SESSION COULD BE IMPROVED BY: <ul style="list-style-type: none"> • More time for the speaker (2) • Provide printed materials for all presentations - it helps for note keeping 				
ADDITIONAL COMMENTS: <ul style="list-style-type: none"> • Excellent!! • Wish we had more time to allow him to complete this session • Now, to implement the great suggestions that Judge Burke promotes! • Bring this guy back! (2) • The higher level presentation is a welcome change from some past CLIA presentations 				

**Court Leadership Conference
October - 2012**

CLASS: *National Time Standards: AZ Court Feedback*

FACULTY: Hon. Robert Brutinel, Dan Hall, Marcus Reinkensmeyer

Number Registered	Number Attended	Number of Evaluations Received	Number Evaluations with Comments	Overall Rate of Session
86	104	51	17	4.01
<p>WHAT DID YOU LIKE ABOUT THE SESSION?</p> <ul style="list-style-type: none"> • Love Marcus • Looking at the standards for juvenile cases particularly delinquency • Clear, abbreviated, concise explanation of a very complex topic (2) • Reprinting material worked – discussion was valuable and interesting • Informative • Expertise – knowledge – humor and delivery of presenter • Great presenters • Discussion and questions raised <p>THIS SESSION COULD BE IMPROVED BY:</p> <ul style="list-style-type: none"> • Having a PowerPoint available for note-taking • Splitting limited jurisdiction courts from superior courts – it would have been helpful for the limited jurisdiction court staff to have read the materials provided beforehand • Maybe a little more explanation – pretty conclusive • Needed more focus – was too broad • Improvement in sound system (3) <p>ADDITIONAL COMMENTS:</p> <ul style="list-style-type: none"> • Having copies of slides on materials provided would be nice (2) • New information for courts • The committee needs to be aware of the absolute need for accurate data collection • It appears the standards were not ‘revised’ but instead were ‘lowered’ 				

CLASS: *Opening Plenary: Building High Performance Courts*

FACULTY: Hon. Kevin Burke

Number Registered	Number Attended	Number of Evaluations Received	Number Evaluations with Comments	Overall Rate of Session
131	128	94	37	4.50

Court Leadership Conference
October - 2012

WHAT DID YOU LIKE ABOUT THE SESSION?

- Kevin Burke (4)
- Very thought-provoking – could apply in organization and beyond – appreciate the challenge (5)
- Interesting and important issues in court – bring him back! (4)
- Great information was provided in an interesting and entertaining way
- Judge Burke's presentation was outstanding
- Useful information
- Wonderful reminders!
- Judge Burke gave me a lot to think about and consider in terms of application
- Wish more judges were here to hear this
- Discussion on fairness
- "Monkey Business" video drove home the point in a significant way
- Practical, realistic and compelling
- Very relevant
- Very inspiring and understandable (2)
- Loved everything – it was excellent!
- Challenging us to perfection as the acceptable standard
- Fresh viewpoint on an important topic
- Good analysis of how leadership and fairness are linked
- How do we get the people to follow court orders?

THIS SESSION COULD BE IMPROVED BY:

- More interactive with audience
- Defining 'confirmation bias'
- Incorporating humor into the presentation
- More time to develop leadership techniques for ensuring fairness throughout the courts in all divisions
- Color copies of graphs and charts
- Better sound system

ADDITIONAL COMMENTS:

- Very informative (2)
- Excellent!
- Glad we get to hear more from the judge at this conference
- Adopt a court bill of rights and responsibilities
- I hope that there is a way to implement fairness
- Thank you Judge Burke!
- Effective moderator
- Great speaker and good speed
- We are limited by resources like creating reports, etc.
- Lots of meat in this presentation
- Issues discussed here have little relationship to a criminal court where more than 95% of cases are resolved by plea agreement
- Thank you for including the articles

**Court Leadership Conference
October - 2012**

CLASS: *Superior Clerk of the Court Issues*

FACULTY: Theresa Barrett, Mark Wilson, Anne Hunter, Betty McEntire, Patrick Scott, Nancy Swetnam

Number Registered	Number Attended	Number of Evaluations Received	Number Evaluations with Comments	Overall Rate of Session
21	24	14	2	4.08

WHAT DID YOU LIKE ABOUT THE SESSION?

- ACP info

THIS SESSION COULD BE IMPROVED BY:

- No comments provided

ADDITIONAL COMMENTS:

- This is not my area but it was informative and useful
- Thank you - would like to see more topical subjects each year

CLASS: *The Responsibility of Court Leaders to Improve the Justice System*

FACULTY: Chief Justice Jonathan Lippman

Number Registered	Number Attended	Number of Evaluations Received	Number Evaluations with Comments	Overall Rate of Session
131	91	73	18	3.90

WHAT DID YOU LIKE ABOUT THE SESSION?

- The speaker
- Enthusiasm - good to mention civil legal aid
- Inspirational presentation (3)
- Great collaboration across all levels of the court system
- Chief Justice Lippman's closing was refreshing and uplifting - have him do a PR blitz for us because he touts our court system quite well
- Great speaker - best of the conference in my opinion
- The speaker appeared to know the subject matter
- Judge Lippman is a respected and experienced judge who gave an inspiring speech (2)
- Good speaker - knowledgeable and powerful persuader
- Panel was great - especially with stats
- An inspiring message not often spoken and rarely taken to heart - access for all!!
- The plan for making changes

THIS SESSION COULD BE IMPROVED BY:

**Court Leadership Conference
October - 2012**

- A more focused speech – speech seemed disjointed

ADDITIONAL COMMENTS:

- This was an excellent conference – I really appreciate the great effort by the staff to put together this great event – thanks!
- More of a speech than training – hard to quantify in a survey – valuable nevertheless
- Thank you Chief! (2)
- Loved his accent and energy – thank you!
- Suggested conference improvements: improved motel accommodations – also we have outgrown the AOC conference room – you cannot see the presenters from all areas of the room – presenters are unable to present how they prefer because of the poor audio – HOWEVER, this has been one of the better Leadership Conferences
- Regarding AOC contracted accommodations – Hotel Highland used during a major renovation – NOT A GOOD SELECTION

CLASS: *The True Cost of Justice*

FACULTY: Jesse Rutledge, Douglas Cole, Janna Day, Pete Dunn, Jennifer Liewer

Number Registered	Number Attended	Number of Evaluations Received	Number Evaluations with Comments	Overall Rate of Session
131*	91*	76	26	4.23

WHAT DID YOU LIKE ABOUT THE SESSION?

- All topics covered (2)
- Very useful information – looking forward to the NCSC written document
- It sounded the alarm for me & prompted some new ideas
- Quality presenters, real solutions, evidence-based
- Great info
- The panel discussion (2)
- Excellent discussion – looking forward to the material being provided as mentioned
- This session will help to design a strategy to communicate my message
- Loved everything – very good and thought provoking information
- Great faculty (2)
- Practicality of the topics (3)
- The variety of perspectives of the speakers – good data
- Interesting statistics that were presented which affect everyone

THIS SESSION COULD BE IMPROVED BY:

- Getting a copy of the PowerPoint presentation (4)
- Jennifer – please get us press releases and public education materials
- Providing web addresses or access to additional information
- Would like to have a session on social media use in the courts
- The room doesn't allow participants to see the panel from every location – it is awkward and obstructs the

***Court Leadership Conference
October - 2012***

view

- Better audio equipment (4)

ADDITIONAL COMMENTS:

- A little too much detail – need less graphs and tables and more on the ‘big picture’
- Has inspired me to create a staff training on the subject
- Allow more questions from the audience – panel should have given briefer answers
- Great session – thanks panel! (2)
- Other than Rutledge’s stats, they really presented no new ideas – only repeating what we’ve known for 20+ years
- Additional screens for back row would have helped since we could not see very well
- We have outgrown this venue – let’s move to a conference center

***Used sign-in numbers from Judge Lippman’s speech as no separate sign-in sheet was passed around**

ACM CCM ICM COURT PERFORMANCE STANDARDS NOVEMBER 6-8, 2012

FACULTY: DON JACOBSON, AMY WOOD, PHIL KNOX

NUMBER REGISTERED	NUMBER ATTENDED	NUMBER OF EVALUATIONS RECEIVED	NUMBER EVALUATIONS WITH COMMENTS	COMPARED TO OTHER PROGRAMS	OVERALL RATE OF PROGRAM
30	29	29	22	4.03	4.34

WHAT DID YOU LIKE BEST ABOUT THIS SESSION?

- Can use this at work toward implementing CourTools and measurement – good feedback
- Detailed explanation of the tools – but no mention of how to generate these reports
- I think all of the information learned can be applied directly to my court
- Don is a great instructor – project was fun (2)
- Instruction for units 4 & 8 – methods were hard to understand – completely different from other instruction methods
- Exercises were useful – related specifically to the courts – I will be able to use them directly in my court (2)
- Very interactive – loved the assessments each morning!
- The presenters clearly know the subject matter and present well (3)
- Actually seeing the CourTools
- Liked all of it
- The instructors made the class fun as well as extremely informative
- I liked the activity where we implanted a measure
- Instructors were excellent – I also liked the assessment reviews and being able to see the responses from the class
- Learning more about CourTools
- The presenters, the information presented and the relevancy of the information
- Shawn Marsh is the role model

THIS SESSION COULD BE IMPROVED BY:

- For this class and all your classes, please make the sheets that have all appendix links available digitally so we can click on them easily to expand our knowledge
- The slides need to be spell and grammar checked!
- Discussing objectives better on how strategies can be developed for courts to respond to change
- Change teaching method for Unit 4 - need more participation in activity after lunch
- More time spent on the 10 core factors – some were rushed
- Some handouts didn't match slides
- Handouts all in book identical to overheads – more group work each session to break up the lectures
- How can you top that?
- Less exercises
- Do the reviews at the end of the day

- Keeping the motivation going after lunch – maybe exercises or follow-up of units, upbeat presenters, etc.
- I felt there was too much flipping back and forth in binder and handouts
- Everything was great! I learned a lot – thank you!
- Providing the review questions the day before the test would allow a person to read up on what they may have missed to understand the correct answer

ADDITIONAL COMMENTS:

- Regarding implementation plans for each group → presenters knowledgeable (2)
- Thanks for sharing and your commitment to this program
- Thank you!
- Notify all registrants that participation is critical and mandatory during class – somehow stress that participation is key to obtaining the information offered in the training – thank you!
- My favorite ICM class so far
- Great class and speakers – very knowledgeable
- Video quality was poor
- Tony was awesome as always!!! Don is a great motivator!
- Struggled on the reporting out part of the class – wasn't comfortable discussing a CourTool – needed more time to prepare
- Great job guys! You make it fun and interesting while teaching what needs to be taught
- Great instructors – nice diversity of background

ACS

Case Management for Probation Supervisors

November 29, 2012

Faculty: Darrell Reeves, David Sanders

Number Registered	Number Attended	Number of Evaluations Received	Number Evaluations with Comments	Compared to other Programs	Overall Rate of Program
36	37	32	21	3.69	4.00

WHAT DID YOU LIKE ABOUT THE SESSION?

- Chief Sanders' insights/stories/readings (2)
- The colors and motivation styles
- Chiefs as instructors displayed ownership
- Colors exercises
- Very knowledgeable/knowledgeable (2)
- Interactive group discussions
- Learning ways to better help my officers supervise probationers
- Led by chiefs with solid knowledge and experience to share (2)
- The examples used
- The last section – but overall a bit remedial – need the next level
- Meeting and hearing other supervisors from across the state
- Colors activity and case plan activity (2)
- The subject matter
- Colors discussion, TAO readings, stories, interacting with peers, activities
- Presenters have "been there, done that"
- Overall good job

THIS SESSION CAN BE IMPROVED BY:

- Better time management
- Less on mechanics of a case plan – been to at least 3 other trainings on it this year
- Need good anecdotes or maybe video clips
- Having some of the case management examples be detention oriented – EBP also applies to detention
- This class should be required for all supervisors within a few months of promotion
- More table activities
- Shorter EBP – this material is addressed at every training (the basic EBP)
- Focusing more on personnel issues and less on basic information; i.e., case plans, etc.
- More variety of video - less constant talking – may be hard though
- By using other presentation methods rather than just relying so heavily on PowerPoint
- Less focus on microphones
- Ditch remedial EBP stuff – work more on application challenges – share solutions
- Being shorter
- More time on case plans
- Group exercises after lunch instead of lecture

ADDITIONAL COMMENTS:

- A little less lecture (2)
- Thanks! (2)
- More sharing – facilitating discussion – interactive activities – what's worked / what are the challenges

ACS

Case Management for Probation Supervisors

November 29, 2012

Program Evaluation

Faculty: Darrell Reeves, David Sanders

<u>YOUR POSITION</u>				<u>COURT</u>	
Judge:	0	Reporter:	0	Appellate:	0
Bailiff:	0	Interpreter:	0	General:	31
Court Administrator:	0	Court Clerk:	0	Limited:	0
Manager/Director	0	Secretarial/Assistant	0	Federal:	1
Specialist:	0	Other:	0	Tribal:	0
Detention Officer	7	Probation Officer	27		
Surveillance Officer	0				

Response Key: 5 = Excellent; 4 = Very Good; 3 = Good; 2 = Fair; 1 = Poor

The delivery mechanisms (seminar, video, broadcast) used for this session were:	3.94
The teaching methods used (lecture, demonstrations, panel discussion) were:	3.75
Knowledge of this topic as demonstrated by the instructor(s) was:	4.44
Organization of this presentation by the instructor(s) was:	4.09
The printed materials as they related to a future reference resource are:	3.83
The information presented as it relates to my job is:	4.16
The likelihood that I will use the presented information in my job is:	4.16
My educational needs for this topic were met:	3.91
Compared to other training sessions I have attended, this session was:	3.69
Overall Average:	4.00

ACE Leadership December 12 – 14, 2012

Faculty: Janet Johnson, Kent Batty

Number Registered	Number Attended	Number of Evaluations Received	Number Evaluations with Comments	Compared to other Programs	Overall Rate of Program
36	35	35	20	4.43	4.56

WHAT DID YOU LIKE ABOUT THE SESSION?

- Clarification on leadership vs. management
- Very engaging – thanks for a great class!
- The topic was pertinent to my situation
- Trainers very flexible
- Personal examples (2)
- Mr. Batty
- The instructors and the wealth of knowledge from the class participations
- The expertise of two very capable presenters (5)
- Breadth and depth of knowledge from the presenters and the participants
- Fabulous presenters – came with experience and examples to share
- Great refresher on many things that should be intuitive but are sometimes lost in the day to day hustle and bustle
- Adaptive leadership and DISC profile
- Good information
- Working with the people in my group – getting to know other people – learning how to be a better leader
- The exercises

THIS SESSION CAN BE IMPROVED BY:

- Some of the test questions were wordy
- More class involvement / less on visioning and strategic plan
- No changes required
- Testing questions need to be revised
- More interaction
- Did not allow enough time for breaks – this could be a full three days
- Not having tests – I wouldn't expect my clerks to know everything in 2 and ½ days – it has to be used – not memorized

ADDITIONAL COMMENTS:

- Kent is one of my favorite presenters in the whole program (CCM & CCE)
- The work groups were good
- This is a great class
- This is my last class – thank you very much – I hope to someday lead in the way our facilitators lead!
- I appreciate everyone who played a part in making this training possible
- Great job
- Once again, I enjoyed the session – thank you!
- Thank you to Kent and Janet – both are very engaging presenters with great experience to offer
- I would like a copy of the quotes that are not in the material –thank you so much for providing this excellent class. I always feel more confident in my work when I get back to my court
- Test was stressful

ACE Leadership December 12 – 14, 2012



Program Evaluation



Faculty: Janet Johnson, Kent Batty

<u>YOUR POSITION</u>				<u>COURT</u>	
Judge:	1	Reporter:	0	Appellate:	1
Bailiff:	0	Interpreter:	0	General:	21
Court Administrator:	7	Court Clerk:	4	Limited:	13
Manager/Director	13	Secretarial/Assistant	0	Federal:	0
Specialist:	0	Other:	6	Tribal:	0
Detention Officer	0	Probation Officer	4		
Surveillance Officer	0				

Response Key: 5 = Excellent; 4 = Very Good; 3 = Good; 2 = Fair; 1 = Poor

The delivery mechanisms (seminar, video, broadcast) used for this session were:	4.47
The teaching methods used (lecture, demonstrations, panel discussion) were:	4.47
Knowledge of this topic as demonstrated by the instructor(s) was:	4.80
Organization of this presentation by the instructor(s) was:	4.49
The printed materials as they related to a future reference resource are:	4.54
The information presented as it relates to my job is:	4.60
The likelihood that I will use the presented information in my job is:	4.71
My educational needs for this topic were met:	4.57
Compared to other training sessions I have attended, this session was:	4.43
Overall Average:	4.56

ACM
Purposes & Responsibilities of Courts
January 16 – 18, 2013

Number Registered	Number Attended	Number of Evaluations Received	Number Evaluations with Comments	Overall Rate of Session
32	30	30	19	4.77

FACULTY: Honorable Louraine Arkfeld (retired), Kent Batty, Gabe Goltz

DID ANY ASPECT OF THE FACILITY OR ACCOMODATIONS DETRACT FROM THE LEARNING ENVIRONMENT?

- No (8)
- Thank you to the behind the scenes people who make this thing flow & prepare our books
- Temperature fluctuated at times – room got very warm at times (6)
- It was somewhat difficult to perform group work with the noise level from some participants
- Great facility (2)

WHAT ASPECT OF THE PROGRAM DO YOU THINK COULD HAVE USED MORE TIME?

- More unit review questions
- Unit 3 – would be helpful to see structure as it relates to AZ
- All of them
- Practical Impact exercise
- More attention to legal concepts in tests & connecting purpose to daily activities
- The time devoted to each topic was good
- None

WHAT ASPECT OF THE PROGRAM DO YOU THINK COULD HAVE USED LESS TIME?

- None
- All were sufficient but if I had to choose one, it would be Due Process
- None
- Reading through the federal rules of civil procedure
- Seemed a bit heavy on exercises
- Shorten legal history
- History of US government

WHAT ADDITIONAL COURSES OR TOPICS WOULD YOU LIKE TO SEE OFFERED IN THE FUTURE?

- A handout of AZ courts (hierarchy) would be helpful
- Can't think of anything (2)
- How to improve court performance

ADDITIONAL COMMENTS:

- Knowledgeable presenters
- One of the better classes – wish I would have had this one first as a foundation for the rest – I enjoyed the perspective of the 3 presenters. Each had their own technique which created a great blend – they taught portions they were subject matter experts in which was beneficial – Gabe made the history portions which could have been boring very interesting because of his enthusiasm for the subject & his unique approach
- Thank you – great information!
- All the presenters were great! Good energy level with lots of great stories to tell. Sometimes (Day 2) the lecture got too long – I would have liked more exercises – Day 1 was great! I re-learned a lot of history – Day 3 I liked more because of the exercises – I would have liked to do more on applying this class to day-to-day activities – It could have helped supervisors and managers bring these important concepts to our staff and courts
- What a great job our esteemed lecturers did in condensing this dense material and helping us to identify the lessons learned
- Great course – should be given to all court employees
- I would liked to have had a glossary of terms
- Great class – great trainers! Learned a lot these last 3 days – I am completely amazed at the level of knowledge of the trainers!
- Recommend adjustment (timeframe) of instructors before and after lunch on Day 1
- You are all talented and motivating speakers – good job!
- Excellent!
- Excellent training and instructors – thank you for the snacks too!

Response Key: 5 = Excellent 4 = Very Good; 3 = Good 2 = Fair; 1 = Poor

How would you rate the content of this session?	4.73
How would you rate the presenters of this session?	4.87
How would you rate the delivery format of this session?	4.70
How would you rate the logistics (registration, parking, signage) for this session?	4.90
How would you rate the materials for this session?	4.60
How would you rate the staff support for this session?	4.80
To what degree do you believe the session learning objectives were met?	4.70
Please indicate how likely you are to apply the information presented into your job?	4.63
How would the rate this session overall?	4.77

ACS
Managing Human Resources
January 24, 2013

Number Registered	Number Attended	Number of Evaluations Received	Number Evaluations with Comments	Overall Rate of Session
28	28	28	20	4.64

FACULTY: Gary Bridget, Tony Nuismer

DID ANY ASPECT OF THE FACILITY OR ACCOMODATIONS DETRACT FROM THE LEARNING ENVIRONMENT?

- Yes, two supervisors from Maricopa Superior Court continuously texted each other while class was in session – class needs to be reminded to keep their electronics shut off while class is in session – phone should be placed on silent, not vibrate – very distracting - especially when you are here to learn!
- Too much lecture – more interaction
- No (8)
- I like this classroom and snacks
- Nice facility (2)
- Students walking by outside – computer issue

WHAT ASPECT OF THE PROGRAM DO YOU THINK COULD HAVE USED MORE TIME?

- Discipline – demotion – appeal rights
- Performance evals & progressive discipline
- Merit system
- More time for each section since people have so many questions
- There are lots of questions but not a lot of time to accommodate them all
- FMLA seems to be a hot topic
- Interviewing
- We went over time on a few sections but did well on time
- Good balance on all topics
- Interviewing / appropriate questions
- Good timing
- Federal and state laws – FMLA, etc.

WHAT ASPECT OF THE PROGRAM DO YOU THINK COULD HAVE USED LESS TIME?

- No comment
- Unit #2
- None – very important information
- ARS 38-1101 – only applied to a few of us
- Good balance on all topics
- None (2)

WHAT ADDITIONAL COURSES OR TOPICS WOULD YOU LIKE TO SEE OFFERED IN THE FUTURE?

- Higher worker productivity
- Coaching / mentoring staff
- I'd like to learn more about rules of court and statutes that direct court actions
- Ongoing, more detailed supervisor training
- More ethics classes offered to meet regulations
- Levels of disciplinary actions and follow through
- All great classes
- Creating an interview panel

ADDITIONAL COMMENTS:

- Students weren't held accountable to use the microphones and couldn't be heard well when they were speaking
- Great training
- Nice job gentlemen! (2)
- Presenters were good and knowledgeable
- Maybe less slides and more group discussion which is more valuable – good training!
- Great facilitators – I don't think their knowledge/experience could have been more perfect for this topic
- Update the training manuals for the speakers
- Thank you!
- Great instructors – great atmosphere – ☺ - thank you for the goodies!
- Great – very informative session
- Thank you for this class -- I learned and refreshed a lot
- Well worth my time – thank you - ☺

Response Key: 5 = Excellent 4 = Very Good; 3 = Good 2 = Fair; 1 = Poor

How would you rate the content of this session?	4.79
How would you rate the presenters of this session?	4.89
How would you rate the delivery format of this session?	4.54
How would you rate the logistics (registration, parking, signage) for this session?	4.61
How would you rate the materials for this session?	4.75
How would you rate the staff support for this session?	4.75
To what degree do you believe the session learning objectives were met?	4.61
Please indicate how likely you are to apply the information presented into your job?	4.86
How would the rate this session overall?	4.64

Presiding Judges Academy – February 27, 2013 – March 1, 2013

Wednesday, February 27

Morning

Combined Group GJ & LJ

10:00 – 10:30 Registration

10:30 – 10:45 Opening

Chief Justice Rebecca White Berch

10:45 – 12:15 Role and Authority of the Presiding Judge

Lunch

12:15 – 1:15

Open discussion

Restoring Relationships with Stakeholder Groups

Afternoon

Combined Group GJ & LJ

1:15 – 2:45

Continued: Role and Authority of the Presiding Judge

2:45 – 3:00 Break

3:00 – 4:30

Roles of Administrative Leadership

Thursday, February 28

Morning

Combined Group GJ & LJ

8:30 – 10:30

Leadership Roles (Includes Break)

10:30 – 10:45 Break

10:45 – 12:15

Ethical Considerations

Lunch

12:15 – 1:45

Strategic Planning

Vice Chief Justice Scott Bales

Afternoon

Combined Group GJ & LJ

2:00 – 5:00

Creating the Management Team (Includes Breaks)

Friday, March 1

Morning

Combined Group GJ & LJ

8:30 – noon

Planning For and Managing Change (Includes Break)

Lunch

noon – 1:00

Afternoon

Combined Group GJ & LJ

1:00 – 4:00

Human Resources (Includes Breaks)



Presiding Judges Academy – April 10 -12, 2013

Wednesday, April 10
Morning
 Combined Group GJ & LJ

10:00 – 11:45
 Media Relations and Community Outreach **(Includes Break)**

Lunch

11:45 – 1:15
 Open discussion
 National Trends

Afternoon
 Combined Group GJ & LJ

1:15 – 2:15
 Continued: Media Relations and Community Outreach

2:15 – 2:30 Break

2:30 – 3:15
 Court Security

3:15 – 3:30 Break

3:30 – 4:30
 Continuity of Operations Planning

Thursday, April 11
Morning
 Combined Group GJ & LJ

8:30 – 11:45
 Budget and Finance **(Includes Break)**

Lunch

11:45 – 1:00
 Open discussion

Afternoon
 Combined Group GJ & LJ

1:00 – 2:45
 Caseflow Management and Performance Standards

2:45 – 3:00 Break

3:00 – 4:30
Breakout Groups GJ & LJ

General Jurisdiction – Types of Reports and Uses

Limited Jurisdiction – Types of Reports and Uses

Friday, April 12
Morning
 Combined GJ & LJ

8:30 – 9:45
 Technology Standards and Governance

9:45 -10:00 Break

10:00 – 11:15
Breakout Groups GJ & LJ

LJ Technology Project Implementations

GJ Technology Projects Implementations

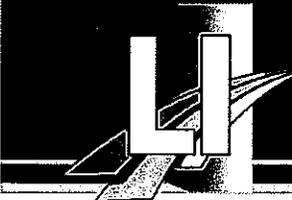
11:15 – 11:30 Break

11:30 – 12:00

Combined GJ & LJ

Judicial Executive Leadership Looking to the Future





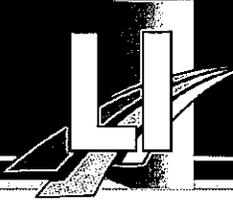
2013 Presiding Judges Leadership Academy

LEADERSHIP INSTITUTE

SESSION CONTENT

Wednesday, February 27, 2013

<p>OPENING <i>Welcome</i> by Chief Justice Rebecca White Berch</p>	<p>10:30 – 10:45</p>
<p>THE ROLE & AUTHORITY OF THE PRESIDING JUDGE (2.5 hrs)</p> <p>This session will use case study scenarios to address common challenges in administering the court. It will include discussions on sources of authority, the presiding judge's responsibilities to the branch at the state level, the role of inherent powers, and methods for establishing effective relationships with stakeholder groups. Participants will gain the tools and information needed to effectively carry out third-branch responsibilities at their local level.</p>	<p>10:45 – 2:45*</p> <p>*Lunch break noon – 1:15</p>
<p>THE ROLES OF ADMINISTRATIVE LEADERSHIP (1.5 hrs)</p> <p>This session will focus on the proper and most effective roles of the court administrator and other administrative leaders in order to develop an understanding of the means and bases for dividing, sharing, and "flexing" administrative responsibilities between the presiding judge and his/her administrative leadership (individual or team). Participants will identify and sort out areas of exclusive and shared responsibilities and discuss strategies for coordinating efforts among court administrative leadership.</p>	<p>3:00 – 4:30</p>



**2013
Presiding Judges
Leadership Academy**

LEADERSHIP INSTITUTE

SESSION CONTENT

Thursday, February 28, 2013

LEADERSHIP ROLES (2 hrs)

This session will explore the characteristics of effective leaders and leadership, explain leadership styles appropriate to the people involved, analyze the unique aspects of leading a court, and discuss the importance of courts as learning organizations. Activities will address organizational context of common issues and challenges within the courts and determine the potential impact of decisions made in hypothetical situations.

8:30 - 10:30

ETHICAL CONSIDERATIONS (1.5 hrs)

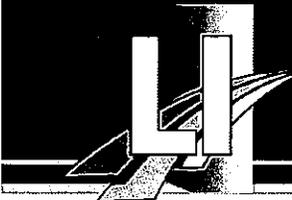
A key responsibility for presiding judges is to establish and instill a culture of ethics and professionalism in their courts, including an understanding of the ethical standards applicable to court employees. This session will provide a greater understanding of the ethical obligations imposed on judges in supervisory roles. Class discussions will help identify situations that require a presiding judge to report another judge to the Commission on Judicial Conduct (JEAC opinion) and identify ethics advice resources.

10:45 - 12:15

CREATING THE MANAGEMENT TEAM (2.5 hours)

In this session participants will analyze the type of team that is most appropriate for the work environment and be able to identify the characteristics of successful teams. The class will focus on how to recognize and effectively work with both the strengths and weaknesses of their teams and how to build trust into relationships where power is disproportionate. Content will cover the means of effective communication among the team and from the team to the organization, including how to manage difficult conversations and develop effective relationships among the leadership team.

1:30 - 4:30



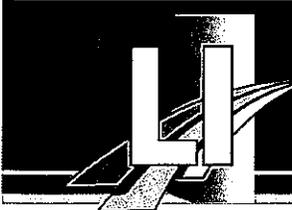
**2013
Presiding Judges
Leadership Academy**

LEADERSHIP INSTITUTE

SESSION CONTENT

Friday, March 1, 2013

<p><i>PLANNING FOR AND MANAGING CHANGE WITHIN AN ORGANIZATION</i> (3 hrs)</p> <p>In this session participants will identify factors contributing to the complexities facing the judicial branch and discuss approaches in driving and managing change in a legal system culture. Group discussions will focus on how to meet adaptive challenges, and where there is a need to develop new tools, methodologies, and an understanding of how to treat the problem. Content will also cover ways to think strategically as well as how to plan and monitor change effectiveness.</p>	<p>8:30 - noon</p> <p>Lunch break Noon – 1:00</p>
<p><i>HUMAN RESOURCES</i> (2.75 hrs)</p> <p>What are the benefits and limitations of using a Human Resources department that is not within the judicial branch? Who has the authority to make organizational decisions relative to personnel policies, including merit pay, job classifications, benefits, disciplinary actions and other personnel decisions? This session will address questions of judicial branch responsibilities in managing its human resources, and will provide an overview of management responsibilities under federal and state laws.</p>	<p>1:00 – 4:00</p>



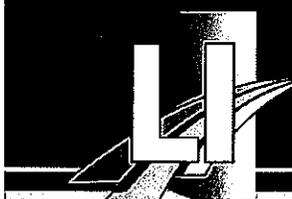
**2013
Presiding Judges
Leadership Academy**

LEADERSHIP INSTITUTE

SESSION CONTENT

Wednesday, April 10, 2013

<p><i>MEDIA RELATIONS & COMMUNITY OUTREACH</i> (2.75 hrs)</p> <p>Good media relations are essential to improving trust and confidence in the judiciary. This session will provide guidelines for responding to the media while avoiding potential traps in interviews. Content will cover the types of media issues that can surface during a trial and will outline guidelines for handling those issues. Additionally, the course will cover ideas on how to provide positive news stories from the courts and identify the different types of community outreach programs in use by courts and how they are implemented. Participants will leave with a better understanding of how major emerging new media can have an impact on courts in three areas: 1) court proceedings, 2) ethics and conduct for judges and judicial employees, and 3) efforts to support public trust and confidence in the justice system.</p>	<p>10:00 – 2:15</p> <p>*Lunch break 11:45 – 1:15</p>
<p><i>COURT SECURITY AND COOP</i> (2.75 hrs)</p> <p>This session will focus on the need for, and challenges in, providing effective court security. Additionally, current best practices for emergency management will be covered with a look at how the courts have used emergency planning and collaboration with other agencies to prepare for significant events.</p>	<p>2:30 – 4:30</p>



**2013
Presiding Judges
Leadership Academy**

LEADERSHIP INSTITUTE

SESSION CONTENT

Thursday, April 11, 2013

<p>BUDGET AND FINANCE (3 hrs)</p> <p>In this session, participants will discuss the importance of the court's inherent powers relative to the budget. Ideas for identifying funding sources, including types of grants and responsibilities for managing grants will be covered, along with strategies on how to address situations where court-specific funding, such as fees, are swept or used for other government funding. Content will focus on how state general funds impact courts, requirements for a coordinated budget, and negotiation strategies to effectively defend your budget.</p>	<p>8:30 – 11:45</p>
<p>CASEFLOW MANAGEMENT AND OTHER PERFORMANCE STANDARDS (3.5 hrs)</p> <p>This session will look at the purposes and value of establishing performance standards and how to effectively use evaluation results. In addition, the role of the presiding judge in operational reviews and transfer of administrative authority will be covered. In separate breakout groups, limited and general jurisdiction court participants will receive an overview of the types of court reports specific to their jurisdictions and how this data and information can be used to identify potential problems or to monitor change effectiveness.</p>	<p>1:00 – 4:30</p>

Friday, April 12, 2013

<p>TECHNOLOGY STANDARDS AND GOVERNANCE TECHNOLOGY PROJECT IMPLEMENTATION – LJ & GJ BREAKOUTS (3 hrs)</p> <p>This session will present an overview of current technology projects, standards, and governance within the judicial branch and discuss your leadership roles in project implementation.</p>	<p>8:30 – 11:15</p>
<p>Judicial Executive Leadership – Closing Session</p> <p>Speaker to be determined.</p>	<p>11:30 - noon</p>

Session Name Session Date
--

POOR / EXTREMELY UNLIKELY
FAIR / UNLIKELY
AVERAGE / NEUTRAL
GOOD / LIKELY
EXCELLENT / EXTREMELY

1. How would you rate the content of this session? ████████████████████
2. How would you rate the presenters of this session? ████████████████████
3. How would you rate the delivery format of this session? ████████████████████
4. How would you rate the logistics (registration, parking, signage)? ████████████████████
5. How would you rate the materials for this session? ████████████████████
6. How would you rate the staff support for this session? ████████████████████
7. To what degree do you believe the session learning objectives were met? ████████████████████
8. Please indicate how likely you are to apply the information presented to your job? ████████████████████
9. How would you rate this session overall? ████████████████████
10. Please indicate your position:
A = Judicial Officer; B = Probation/Detention Officer; C = Court Administration (supervisory); D = Court Staff (non-supervisory); E = Other ████████████████████
11. Please specify your jurisdictional duties:
A = AOC; B = County/Superior Court; C = Justice Court; D = Municipal Court; E = Other (appellate, federal, tribal, other) ████████████████████
12. Please indicate the number of years you have been in this field:
A = Less than one year; B = 1-5 years; C = 6-10 years; D = 11-15 years; E = 16+ years ████████████████████

Please provide comments on back

Did any aspect of the facility or accommodations detract from the learning environment?

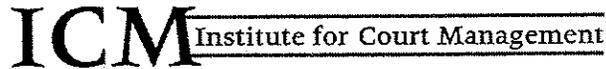
What aspect of the program do you think could have used more time?

What aspect of the program do you think could have used less time?

What additional courses or topics would you like to see offered in the future?

Additional Comments:

NATIONAL CENTER FOR STATE COURTS



300 Newport Avenue • Williamsburg, Virginia 23185

MANAGING HUMAN RESOURCES
Arizona Administrative Office of the Courts

May 5-7, 2009
Phoenix, Arizona

EVALUATION

INSTRUCTIONS: Please complete this form and return it to the ICM representative before leaving. The information you give will help us improve this course and plan subsequent courses. Please be candid; written comments are particularly helpful. Where numbers are given, circle the number that best describes your response using the following scale:

1	2	3	4	5
Poor/ Not at all	Fair/ A Little	Average/ Some	Good/ Regularly	Excellent/ Extensively

General Reactions

- | | | | | | |
|--|---|---|---|---|---|
| 1. Overall, I thought the program was | 1 | 2 | 3 | 4 | 5 |
| 2. The usefulness of the notebook materials during the course was | 1 | 2 | 3 | 4 | 5 |
| 3. To what extent were the course objectives met? | 1 | 2 | 3 | 4 | 5 |
| 4. To what extent will you be able to apply what you learned to your work? | 1 | 2 | 3 | 4 | 5 |

Reactions to Quality of Presentations by Faculty

	Manner of Presentation					Content of Presentation				
	1	2	3	4	5	1	2	3	4	5
Terry Curry										
Janice Phillips										

Specific Reactions

5. What did you like best about the course?

6. What would you change to improve this course?

7. Would you recommend that others attend this course? Yes _____ No _____ Why?

Personal Reflections

8. What topic(s) do you believe are currently most important to the courts?

9. Please identify and rank from 1 (most important) to 10 (least important) all of the reasons you attended this course. You need not rank all items listed.

- Location
- Faculty
- Time of year
- Personal interest
- Professional development
- Urged to attend by supervisor
- Only time money was available
- CMP/CEDP requirement
- Topic related to work in my office
- Other _____

10. How did you learn about this course?

- ICM direct mailing
- Court Technology Bulletin
- Other (Exact Target, Internet, Supervisor, etc.) _____

11. How many years have you worked for courts?

- Fewer than 2 years
- 2 – 5 years
- 5 – 10 years
- 10 or more years

12. May we contact you to learn how you applied what you learned to your work? YES NO

If yes, please include your name, phone number, and e-mail address _____

13. Additional Comment(s)

Judicial Branch Strategic Plan Timeline

Dec 2012 AJC Meeting	Establish strategic plan subcommittee of AJC															
Jan-March 2013	Send notice to judicial branch committees and associations/State Bar asking them to meet and make recommendations on their strategic projects/initiatives for consideration:															
	<table border="0" style="margin-left: auto; margin-right: auto;"> <tr> <td>LJC</td> <td>CIDVC</td> <td>LJCAA</td> </tr> <tr> <td>COSC</td> <td>COJET</td> <td>AASCA</td> </tr> <tr> <td>COM</td> <td>COJC</td> <td>ASCC</td> </tr> <tr> <td>COT</td> <td>COP</td> <td>State Bar</td> </tr> <tr> <td>COVIC</td> <td>PJs</td> <td></td> </tr> </table>	LJC	CIDVC	LJCAA	COSC	COJET	AASCA	COM	COJC	ASCC	COT	COP	State Bar	COVIC	PJs	
LJC	CIDVC	LJCAA														
COSC	COJET	AASCA														
COM	COJC	ASCC														
COT	COP	State Bar														
COVIC	PJs															
April 2013	AOC Directors meet to identify and recommend possible new projects/initiatives															
May 2013	Discuss potential new projects/initiatives at Supreme Court retreat															
June 2013	First presentation to AJC to review and rank projects/initiatives and seek additional input from Council members															
July 2013	First draft prepared															
Aug 2013	Post on line first draft for comment by broader court community															
Oct 2013	AJC strategic plan subcommittee review and comment															
Dec 2013	Final presentation to AJC with subcommittee recommendations incorporated															
Jan 2014	Prepare final draft															
Mar 2014	Adoption by AJC															
June 2014	Complete graphics, printing, branding															

Overarching theme

Access and service - courts serving their communities.

Factors to consider

What are the economic and demographic factors we will likely be facing.

- Hispanic population increase (language access).
- Younger population (families and children)
- The elderly (Law for Seniors)

Strengthening Administration of Justice

- Helping “keep judges at the top of their game” - mentoring or judicial education program.
- Maintaining a high quality judiciary
- Mentoring program for judges with low JPR scores
- How and what we do as a judicial branch to best serve those that come in contact with the court.
- Promoting the use of evidence based decisions in cases other than probation
- Promoting the use of evidence based pretrial decision making, including the use of a valid risk- needs instrument, updating pretrial governance, and promoting the use of non-monetary release conditions in appropriate cases
- Continuing digitizing AZ courts –
 - e-filing,
 - providing judges with tools and training,
 - increasing public access to electronic court records
- Using technology to make courts more accessible

Improving the Legal Profession

- Encouraging greater pro bono efforts and serving those needing representation.
- Language access
- Technology access
- Self-represented litigants
- Reengineering the current admissions process to improving efficiency and effectiveness

Improving Communications.

- Become proactive in communicating with the public (i.e. what we do, why we do it, how we do it, etc.).
- Increase public understanding of what judges do
- Identify “high impact topics” - what is good for the public to know.
 - serving on a jury
 - family court.
- Criminal cases garner the most public interest - live streaming video of criminal cases in court?
- Traffic court
 - tell story about life in traffic court
 - stream initial appearances.

- Increasing the public's awareness of Judicial Performance Review (JPR) and judicial retention
- inform the public of all that the courts do, such as the Foster Care Review Board, CASA, etc.
- Increase level of sophistication in the use of social media (Facebook, Twitter, You Tube)
- increasing electronic communication in general (not just on the main website).
- e-newsletter updates
- Proactive communication to the public about opinions (what the opinion means and why the court ruled the way it did);
- Communicate with Bar membership
- Establish a plan to improve communications with other branches of government and court stakeholder groups
- Partnering opportunities, for public service announcements.

PROVIDING ARIZONA CITIZENS WITH SWIFT, FAIR JUSTICE by:

- Increasing access to court interpreters for those with limited English language ability
- Finding new ways to provide access to courts for those with little or no ability to afford legal representation
- Maintaining a fair and impartial court system free of political and special interest influence in case decision making

Judicial Branch Strategic Agenda 2014-2019

Education and Training Ideas

Maintaining a Professional Workforce and Improving Operational Efficiencies

Maintaining a professional workforce and improving operational efficiencies are essential to achieving excellence. Judicial Branch leadership must continuously examine and improve not only the systems, processes, and procedures used to deliver justice to Arizonans, but also the competency and professionalism of those who do the courts' work. The courts value and encourage diversity and treat all people with courtesy, respect, fairness, and dignity.

Maintaining a Professional Workforce

The Judicial Branch must continue the professional development of judges and court employees to ensure that they adhere to the highest standards of competence, conduct, integrity, professionalism, and accountability. Arizona's robust ethnic and cultural diversity require that the courts and court employees be culturally aware. The courts must strive for a justice system in Arizona that is free from actual or perceived bias of any kind.

- ❖ More support for local organizations statewide
 - Local training programs
 - Formalized organizations/conferences (JPs, Magistrates, ACA, etc)
- ❖ On the job training = embedded training
- ❖ Court clerk certification curriculum (LJ front counter clerks)
 - Core curriculum for court clerks (front etc.)
 - Civil Traffic, Misdemeanor, Accounting, Supervisor
- ❖ Detention Officer certification program (like Probation Officer Certification Academy)
- ❖ Electronic tablets in the classroom
 - Electronic training materials to replace paper
 - Electronic delivery mechanism
- ❖ Ongoing regular series of Webcasts for judges – perhaps focusing on rotating bench-specific information
- ❖ Pictures and stories about training – proactive PR
- ❖ Statewide ethics program on annual basis (like 2010 Law Day Holocaust program)
- ❖ Increase access and use of national webcasts – opportunities added to Education Services Calendar
- ❖ Unified Judicial Branch repository for online training
- ❖ Broadcasting live online courses = sessions within a course like NJO/POCA/IPS
- ❖ Unified statewide database for compliance tracking
- ❖ Formalized security officer training and certification
- ❖ Revised new employee orientation package for all Judicial Branch employees focusing on Purposes and responsibilities, code of ethics and court culture
- ❖ Implement Mentorship model
 - Judges with low JPR scores
 - Across branch for all job classes
- ❖ Single job posting board for all courts on AzCourts.gov
- ❖ Change focus from COJET hours to education plan
 - Create tools for supervisors to plan and target education and training
- ❖ Judiciary-wide education needs assessment
- ❖ Using video of judicial processes to teach judges – continuing education

Judicial Branch Strategic Agenda 2014-2019

Education and Training Ideas

- ❖ Develop Prison Rape Elimination Act (PREA) training using National Consultant / Vendor
- ❖ Judicial Education Discussions (JED) – modeled after TED talks – 10-15 minute webcasts on a relevant topic by a single presenter
- ❖ 30 minute brown bag presentations
- ❖ Presiding Judges training
- ❖ Continue Enhancements to Leadership Institute programs
- ❖ Annual multiple-disciplinary Domestic Violence Summit
- ❖ Annual judicial transportation issues conference in partnership with ADOT and other appropriate agencies
- ❖ Expand social learning opportunities through eLearning and promoting communities of practice

2012 ICM/ACS Faculty

- **Dr. Judy Aldrich** – ACS Managing Human Resources
- **Alexis Allen** – ACS Supervisor’s Role in Caseflow Management
- **Kip Anderson** – Essential Components
- **Hon. Louraine Arkfeld (ret.) (2012 award winner)** – Purposes & Responsibilities of Courts; AZ Plus ADR – Specialty Courts; Visioning & Strategic Planning
- **Kent Batty (2012 award winner)** – Purposes & Responsibilities of Courts; Leadership
- **Julie Binter** – AZ Plus Diversity
- **Gary Bridget** – ACS Managing Human Resources
- **Stewart Bruner** – Technology Management
- **Dave Byers** – Financial Management
- **Kim Cantoni** – Human Resources Management
- **Tony Cornay** – ACS Transition to Role of Supervisor (multiple webinars)
- **Gabe Goltz** – Purposes & Responsibilities of Courts
- **Josh Halversen** – ACS Supervisor’s Role in Caseflow Management
- **Stephanie Harris** – Court Community Communications
- **Karl Heckart** – Technology Management
- **Don Jacobson (2012 award winner)** – Visioning & Strategic Planning; Financial Management; Court Performance Standards; High Performance Courts – Concluding Seminar
- **Janet Johnson** – Leadership
- **Deb King** – Education & Training; ACS Transition to Role of Supervisor (multiple webinars)
- **Phil Knox** – Caseflow Management; Court Performance Standards

- **Jennifer Liewer** – Court Community Communications
- **Mike Malone** – ACS Supervisor’s Role in Caseflow Management
- **Tony Nuismer** – Human Resources Management
- **Rick Rager** – Technology Management
- **Darrell Reeves** – ACS Case Management for Probation Supervisors
- **Marcus Reinkensmeyer** – Essential Components; CLC classes → AZ eCourt Model: eFiling, eAccess and eBench; National Time Standards: AZ Court Feedback
- **David Sanders** – ACS Case Management for Probation Supervisors
- **Steve Scales** – Technology Management
- **Jeff Schrade** – Education & Training
- **Jim Scorza** – Financial Management
- **Hon. Roxanne Song Ong** – Caseflow Management
- **Amy Wood** – Caseflow Management; Court Performance Standards
- **Linda Yarbrough** – Human Resources Management

2012 Court Leadership Conference Faculty

- **Hon. Karen Adam** – Crossover Youth
- **Hon. Scott Bales** – Evidence Based Pretrial Release
- **Theresa Barrett** – Superior Clerk of the Court Issues
- **Mike Baumstark** - Language Initiatives: Working Your Plan
- **Hon. Robert Brutinel** – National Time Standards: AZ Court Feedback
- **Hon. Kevin Burke** – Building High Performance Courts; Leadership in Organizations Under Stress

- **Hon. Terry Chandler** - Evidence Based Pretrial Release
- **Eric Ciminski** - AZ eCourt Model: eFiling, eAccess and eBench
- **Douglas Cole** - The True Cost of Justice
- **Janna Day** - The True Cost of Justice
- **Pete Dunn** - The True Cost of Justice
- **Jesse Hahnel** – Crossover Youth
- **Dan Hall** - National Time Standards: AZ Court Feedback
- **Anne Hunter** - Superior Clerk of the Court Issues
- **Cliff Keenan** - Evidence Based Pretrial Release
- **Jennifer Liewer** - The True Cost of Justice
- **Chief Justice Jonathan Lippman** – The Responsibility of Court Leaders to Improve the Justice System
- **Chris Lowenkamp** – EPICS II (AM and PM sessions); Evidence Based Pretrial Release
- **Betty McEntire** - Superior Clerk of the Court Issues
- **Carol Mitchell** – Language Initiatives: Working Your Plan
- **Hon. John Nelson** - Language Initiatives: Working Your Plan
- **Jim Price** - AZ eCourt Model: eFiling, eAccess and eBench
- **Hon. Steve Rubin (ret.)** – Crossover Youth
- **Jesse Rutledge** – The True Cost of Justice
- **Kathy Schaben** - Language Initiatives: Working Your Plan
- **Patrick Scott** - Superior Clerk of the Court Issues
- **Hon. James Soto** - Language Initiatives: Working Your Plan
- **Nancy Swetnam** - Superior Clerk of the Court Issues
- **Therese Wagner** - Evidence Based Pretrial Release
- **Karen Westover** - Language Initiatives: Working Your Plan
- **Mark Wilson** - Superior Clerk of the Court Issues