

**NATIONAL ASSOCIATION FOR PRESIDING JUDGES AND COURT EXECUTIVE OFFICERS
IN PARTNERSHIP WITH THE NATIONAL CENTER FOR STATE COURTS**

Second Annual Court Leadership Academy and Leadership Conference
Becoming Champions of Change – Presiding Judges and Court Executives
September 24 – 27, 2017
DoubleTree Resort by Hilton at Paradise Valley - Scottsdale
Scottsdale, Arizona

AGENDA

SUNDAY, SEPTEMBER 24	WELCOME OPENING SESSION	LOCATIONS
12Noon to 6:00 PM	<p>Registration and Conference Information <i>The Conference hotel, the DoubleTree Resort by Hilton at Paradise Valley - Scottsdale, is a premier 378-room destination property near downtown Scottsdale amenities, including Fashion Square, Arizona’s largest indoor shopping complex, Camelback Mountain, the Canal Waterfront restaurant and entertainment district, the Museum of the West, and numerous golf courses and hiking trails. The hotel has two outdoor swimming pools, a sauna, and tennis courts. The conference room rate is \$129/night. This special rate is available from Friday, Sep. 22 thru Thursday, Sep. 28. All educational activities will be held at the hotel.</i></p>	Grand Ballroom Foyer
5:30 to 7:00 PM	<p>Hosted Reception (heavy hors’deuvres; no-host bar) <i>Attire is business casual at all educational and social events. Scottsdale weather in late September is in the low-90’s during the day and mid-70’s at night. The relative humidity is generally below 23% (dry).</i></p>	Bouchon Ballroom
6:00 to 6:30 PM	<p>Welcome and Opening Remarks Hon. Scott Bales, Chief Justice, Supreme Court of Arizona Hon. Frederick P. Horn, NAPCO Chair, Board of Directors Mary Campbell McQueen, NCSC President Hon. Janet E. Barton, NAPCO President; Presiding Judge, Arizona Judicial Branch in Maricopa County</p>	Bouchon Ballroom
7:30 PM	<p>Dinner on Your Own <i>Suggestions and directions to numerous restaurants within a short distance of the hotel will be provided by our host, the Trial Courts of Arizona in Maricopa County, during the registration process.</i></p>	Scottsdale Restaurants
9:00 to 11:00 PM	Networking Suite	Presidential Parlor

Join your colleagues for a glass of complimentary wine or a beer Sunday, Monday, and Tuesday evenings. The suite is an informal gathering place where conferees and their guests can talk about the day's events, or just meet new friends.

By Appointment

“The Doctor Is In” Program

The National Center for State Courts provides a special on-site service at various national, regional and state judicial/court management conferences to speak with one or more of NCSC’s court service professionals on any desired court topic regarding advice, problems, or assistance from the Center. There is no charge or further obligation. Center consultants will be available throughout the NAPCO/NCSC Conference on Monday, Tuesday and Wednesday. Prior to the Conference, merely send an email to Kent Kelly at kkelly@ncsc.org to arrange an appointment, or you may contact the Conference staff when you’re at the DoubleTree Resort to schedule a time to meet.

MONDAY, SEPTEMBER 25	NATIONAL CENTER FOR STATE COURTS’ TRIAL COURT LEADERSHIP ACADEMY	LOCATIONS
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7:30 AM to 5:00 PM	Registration and Conference Information	Grand Ballroom Foyer
7:30 to 8:30 AM	Continental Breakfast	Grand Ballroom Foyer
8:15 to 8:45 AM	OPENING CEREMONIES	Grand Ballroom

Presentation of the Colors; Pledge of Allegiance

Arizona Judicial Branch Security Officers

Opening Remarks

Hon. Janet E. Barton, NAPCO President; Presiding Judge, Arizona Judicial Branch in Maricopa County

Conference Agenda and Announcements

Raymond Billotte, NAPCO Vice President; Trial Courts Administrator, Arizona Judicial Branch in Maricopa County

8:45 AM to 4:30 PM	NATIONAL CENTER LEADERSHIP ACADEMY	Grand Ballroom
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PRINCIPAL FACULTY...

Mary Campbell McQueen, Esq., President, National Center for State Courts

Barry Dornfeld, Ph.D., Principal, Center for Applied Research

The National Center for State Courts (NCSC) has contracted with the Center for Applied Research (CFAR), a Boston/Philadelphia leadership consultancy affiliated with the Wharton School of Management at the University of Pennsylvania, to facilitate Monday’s Leadership Academy. NCSC and CFAR have worked together over the past few years on leadership issues in Indiana courts to address new ways to overcome the “silo affect” in loosely coupled trial courts, and in Massachusetts’ courts to improve productive interactions between a central AOC and trial courts. This joint effort has been an extension of NCSC’s special three year (2008-2011) Harvard Executive Session for State Court Leaders in the 21st Century, funded by the Bureau of Justice Assistance and the State Justice Institute,

and directed at improving the knowledge and principles of state court leadership and governance. Ms. McQueen and Dr. Dornfeld co-facilitated the first national Leadership Academy for presiding judges and court executive officers presented at the 2016 NAPCO Conference in Cleveland, Ohio, and are back this year to present another critical dimension of judicial and court leadership; namely, the skills needed to lead and sustain major change in loosely-coupled organizations such as courts.

Not only do professionals in these organizations operate independently, but the work units frequently do as well. Prompting change in such an environment requires leadership methods focused on collegiality, collaboration, and team-building rather than command-and-control or hierarchical approaches used in other types of organizations.

Leading Change: How to Stimulate and Manage Needed, New Directions in Trial Courts

A recent study showed that when doctors tell heart patients they will die if they don't change their habits, only one in seven will be able to follow through successfully. Desire and motivation aren't enough: even when it's literally a matter of life or death. The ability to change remains maddeningly elusive. If the status quo is so potent, how do effective presiding judges and court executives change their trial courts? How strategically and responsibly do they reform, modify, or reshape the programs, processes and work of the court, or, for that matter, the local justice system? Leadership in these situations is often a matter of relationships, not position; a matter of communication, not edicts; and a matter of persuasion, not power.

The National Center and CFAR will explore the latest findings and research on how high-talent, professionally-based organizations like courts can unlock their potential regarding new approaches and move forward. The faculty will present a series of principles and practices that address our individual beliefs – along with our collective mind-sets in an organizational setting – that combine to create a natural and powerful immunity to change. Some conclusions and studies about change are unique to courts such as Tom Church's "local legal culture;" others are more universal, involving a general psychological reluctance by most people to adopt new methods and approaches not because of a fear of something new, but based on feelings of loss associated with deep-rooted and familiar patterns of behavior and routines.

In the midst of this general immunity to change, the presiding judge / court executive team is called to both recognize when change is necessary, and to cause others to act in desired ways for the benefit of broader purposes. Understanding the built-in human aversion to change is only part of the skill set needed by leaders. Equally important is the knowledge and ability to bring into play proven, constructive ways to implement and sustain needed change without being undone. This day, devoted to learning about leadership skills, will give you practical insights and techniques to use to institute positive and durable change in your court and justice system.

There will be some work in advance of this session that you'll need to complete to get the most out of the events planned. All registrants will be asked to read one or two short monographs prior to attending Academy Day. And, you will be requested to submit a short 2-3 paragraph write-up of challenges you have faced or likely will face in leading change. The monographs and instructions regarding your write-up will be emailed to you in early September. You needn't worry about them until then. The readings and your work product will not be burdensome. An overview of Academy Day appears below ...

8:45 to 9:45 AM	The Challenge of Change and Leadership in Turbulent Times
9:45 to 10:00 AM	<i>Break</i>
10:00 to 11:30 AM	Socratic Panel: Leading Change in Other Loosely-Coupled Sectors: Mayo Clinic and ASU Law School
11:30 AM to 12:30 PM	Finding the Future Inside: Seeing Your Culture as an Asset for Change

12:30 to 1:30 PM	Working Lunch: Small Group Change Challenges
1:30 to 2:30 PM	Building a Coalition for Change
2:30 to 3:30 PM	NCSC Leadership Academy Continuation
3:30 to 3:45 PM	Break
3:45 to 4:30 PM	Action Plans and Reflections

4:30 to 6:00 PM

WINE AND CHEESE RECEPTION

A special wine and cheese reception has been arranged by NAPCO where conferees can learn more about the organization and its partnership with the National Center for State Courts to advance sound principles and skills in the governance and management of the nation's courts. NAPCO Board Members and representatives of the National Center will be present to talk about the activities of both organizations.

Grand Ballroom Foyer

OPTIONAL EVENING EVENTS

The judges and staff of the Judicial Branch in Maricopa County have arranged an optional outing for those that would like to learn more about life in the Southwest, the history of the Valley of the Sun, special cafes, and unique venues in the Paradise Valley – Scottsdale area. Ollie Trollies will take conferees and their guests from the resort on a historic tour of the “West’s Most Western Town” with a mixture of restaurants where you can enjoy the local cuisine. As the Trollies proceed to restaurants, tour guides will highlight information about Scottsdale and Arizona landmarks. Conference staff will provide a list of restaurants and offer recommendations. The Trollies will pick-up conferees and their guests at pre-arranged locations for the return trip to the resort.

Old Town Scottsdale Tour

Winfield Scott, an officer in the Union Army during the Civil War, commanded a company of New York Volunteers and was wounded numerous times at the battles of Harpers Ferry, Gettysburg and Spotsylvania. Scott was also an ordained minister who served numerous parishes after the War in Kansas, Colorado, and California where he earned a doctor of divinity degree from California University. In 1882, he became a U.S. Army Chaplain and was stationed in the Arizona Territory where he purchased 640 acres in what is now Old Town Scottsdale. Eventually, Scott became a prominent leader and politician in Arizona and the settlement he began became known as Scottsdale. Nearby cattle ranches and cowboys sparked the City’s present-day moniker, the “West’s Most Western Town.” Many communities still carry “ranch” in their names. Not far from the Conference Hotel is McCormick Ranch, a former cattle ranch, and Gainey Ranch, an Arabian horse ranch. Both are upscale planned communities today.

On the original Old Town site is the Little Red School House built in 1909, now home to the Scottsdale Historical Museum. The first general store, a collection of saloons, and a post office were nearby. Today, Scottsdale’s City Government and a mixture of open park space, restaurants, hotels, cafes, and public buildings grace the birthplace of the city, including Scottsdale’s Museum of Contemporary Art, the Center for Performing Arts and the Civic Center Public Library. The Civic Center Mall hosts many festivals, art shows, concerts, and special events throughout the year.

Scottsdale’s Art District Tour

Greg Popovich, Esq., Court Administrator, Court of Common Pleas, Cuyahoga County (Cleveland)

- **Shared Interest Group 4: Transitioning to a New PJ or CEO: Settling-In Successfully** Prescott Room
Hon. Paula M. Carey, Chief Justice, Massachusetts Trial Courts
Jon Williams, Court Administrator, Massachusetts Trial Courts

Court leaders who have effectively experienced changes in four key trial court areas will guide casual discussions over breakfast among interested attendees about these important topics. Feel free to join a group, meet fellow participants with similar interests, and gain tips on improving your court from those who have “been there; done that.”

8:20 to 8:30 AM **2017 JUSTICE MANAGEMENT INSTITUTE’S ERNEST C. FRIESEN AWARD** **Grand Ballroom**
Award Recipient: To be Announced at the Conference
Award Presenter: Elaine Borakove, JMI President

8:30 to 9:30 AM **KEYNOTE ADDRESS: Using Technology to Improve Access to the Courts** **Grand Ballroom**
Gary E. Merchant, Professor of Law, Faculty Director and Fellow, Center for Law Science and Innovation
Lincoln Professor of Emerging Technologies, Law and Ethics
Senior Stability Scientist, Global Institute of Sustainability, Arizona State University

Professor Marchant frequently speaks about the intersection of law and science at national and international conferences. He has authored more than 130 articles and book chapters on various issues relating to emerging technologies. Among other activities, he has served on four National Research Council committees, has been the principal investigator on several major grants, and has organized numerous academic conferences on law and science issues. The phenomenal growth of technology over the last few decades has dramatically affected and improved access to trial courts. Electronic warrants, online dispute resolution, e-judicial dashboards, video hearings, interactive websites, artificial intelligence, caseflow analytics, digital evidence, body cameras, and virtual self-help centers are only the beginning. As some court futurists have recently noted, “We (the courts) are really technology enterprises that just happen to be courts.” Professor Merchant will challenge our thinking and reveal how the hi-tech / high-touch digital revolution will continue to impact courts in greater ways as the future unfolds.

CONCURRENT WORKSHOPS: 9:45 to 10:45 AM

- **Fair Justice for All: Practical Solutions in Setting Fines, Fees and Bail for Indigent Persons** Palo Verde Room
Hon. Scott Bales, Chief Justice, Supreme Court of Arizona
Laurie Dungeon, Director, Kentucky Administrative Office of the Courts; Co-Chair, National Task Force on Fines, Fees and Bail

Following the 2015 Department of Justice Report on aggressive tactics used by the Ferguson Missouri Police Department to generate fines and fees for the City and complicit processes by Ferguson’s Municipal Court to collect them, a national dialogue sparked state courts to examine their financial practices concerning fines, fees and bail. Arizona’s Judicial Branch

developed one of the first comprehensive reviews of its financial sanctions and pretrial programs in producing a call to action by trial courts, the State Legislature, cities and counties in a report and recommendations called “Justice for All.” In this workshop, Chief Justice Scott Bales and Laurie Dungeon review Arizona’s initiatives for improvement and in contrast to what is happening on the national scene through the National Task Force on Fines, Fees and Bail Reform sparked by the Conferences of Chief Justices and State Court Administrators. The National Task Force Report is due out in the fall of 2017.

- **Online Dispute Resolution: Coming to a Trial Court Near You**

San Carlos Room

Paul Embley, Director of Technology Services, NCSC
M.J. Cartwright, Court Innovations Inc., Ann Arbor, MI

Online dispute resolution, a branch of alternative dispute resolution (ADR), is a fast-growing, innovative use a technology to settle disputes between parties. Courts are beginning to move from court-connected ADR proceedings to facilitating internet-based negotiation, mediation and arbitration either as stand-alone approaches or to augment more traditional, formal means of litigation. NCSC recently completed a report on the subject that provides insights for court leaders, and Court Innovations, a startup out of the University of Michigan Law School, has developed software apps that allow smartphone and computer users to resolve and negotiate infractions, petty misdemeanors, warrants, family court compliance, online pleas, or file a small claims civil case... 23 courts in Michigan and Ohio are using it. Come and learn what tomorrow holds.

- **New, Smarter Ways to Manage Multiple Problem-Solving Dockets within a Trial Court**

Sonora Room

Michele White, Principal Court Management Consultant, National Center for State Courts
Hon. O. Duane Slone, Fourth Judicial District of Tennessee (Cocke, Grainger, Jefferson, and Sevier Counties)
Hon Junius P. Fulton, Fourth Judicial Circuit of Virginia (Greater Norfolk)
Richard Woods, Deputy Court Administrator, Problem-Solving Courts, Arizona Judicial Branch in Maricopa County

Problem-solving courts have largely developed one-by-one in unconnected ways; commonly sparked by a judicial champion advocating for a more therapeutic approach to reducing recidivism, helping offender populations, and improving outcomes for those with underlying addictive, mental or behavioral problems. Recently, new techniques and methods to improve overall management and efficiency of these courts have developed, especially where several exist in a jurisdiction. Successful initiatives include the consolidation of management structures; the coordinated collection and tracking of data, the development of new global, uniform triage processes to identify, refer and assign defendants to the most appropriate court; and formal protocols/rules for the assignment, responsibility, and tenure of problem-solving judges. This session reviews these new structural, management, and procedural approaches, and how court leaders can make the best use of them.

- **Electronic Judicial Dashboards: New, High-Tech Ways to Manage Trial Court Dockets**

Prescott Room

Bob Wessels, NAPCO Board Member (facilitator)
Andrea Olson, Customer Service Manager, Technology Department, Wisconsin Judicial Branch
Hon. Richard J. Sankovitz, First Judicial Circuit Court of Wisconsin in Milwaukee County
Ed Wells, Court Administrator, Harris County TX Criminal Courts of Law

A new feature in many state and local court tracking software – the judicial dashboard – allows judges to find all the information they need on their cases and their calendars with a minimum of effort. In many instances, judges can access their calendars, highlight cases that are over caseflow time standards, pinpoint documents awaiting electronic signatures, and track the disposition of their cases against established performance measures or the accomplishments of colleagues. Such applications are in use in proprietary CMS software systems as well as home-grown systems. Providing the capability is one thing, but advancing its use throughout the judiciary is quite another challenge. In this session, experts with the Wisconsin and Texas court systems will walk attendees through the virtues of judicial dashboards in use in both those states, and suggest ways court leaders can aid in bringing such tools to their jurisdictions.

10:45 to 11:00 AM

BREAK

CONCURRENT WORKSHOPS: 11:00 AM to 12Noon

- **Police Body-Worn Cameras: Practical, Policy and Legal Implications** **Palo Verde Room**
Professor Michael D. White, Ph.D., School of Criminology and Criminal Justice, Arizona State University
Michael Mitchell, Special Assistant to the County Attorney, Maricopa County, Arizona
Sylvia Moir, Chief of Police, Tempe, Arizona (invited, but not confirmed)

This topic was initially presented in a 2016 NAPCO workshop. Widespread requests for additional information prompted conference planners to invite an update from experts regarding litigation issues, case law, state statutes, law enforcement use and trends, and advice regarding judicial processes affected by this new, fast-growing technology.

- **Trial Court Governance: Productive Ways to Utilize Executive Committees** **Prescott Room**
Patti Tobias, Principal Court Management Consultant (Moderator)
Hon. Janet Barton, Presiding Judge, Judicial Branch of Arizona in Maricopa County
Hon. Kirk Nakamura, Assistant Presiding Judge, Superior Court of California in Orange County
Hon. Jeff Thompson, Chief Judge, Third Judicial District of Minnesota
Ron Overholt, Court Administrator, Superior Court of Arizona in Pima County

Increasingly, both rural and urban court leaders have developed judicial executive committees to provide input and advice on issues, programs and projects related to governing their trial court systems. In many states, rural counties are commonly clustered together in geographic districts, overseen by a single district presiding judge and court executive, and managed as a composite region. Urban trial court leaders, too, because of court size, volume and complexity, have turned to judicial executive committees for counsel, guidance, and information to stay in closer touch with judicial officers and court performance issues. How these important strategic, advisory, decision-making groups are organized, utilized and consulted is often critical to effectively managing the court as a loosely-coupled organization. This workshop explores various ways

executive committees operate in Minnesota, Oregon and Arizona as examples of structures that have been proven to work well.

- **Civil Justice Reform: Implementing Best Practices based on National Research** **San Carlos Room**
Brittany Kauffman, Esq., Director, Rule One Initiative, Institute for the Advancement of the American Legal System
Donald W, “Don” Bivins, Esq., Partner, Snell & Wilmer, Phoenix, AZ
Hon. Randy Warner, Presiding Judge, Civil Department, Judicial Branch of Arizona in Maricopa County

Thirteen recommendations to improve civil justice litigation in state courts were recently developed by a special National Task Force on Civil Justice established by the Conference of Chief Justices and Conference of State Court Administrators. Numerous court and legal reform groups, including the ABA, have endorsed the recommendations. The Task Force, staffed by the Institute for the Advancement of the American Legal System and National Center for State Courts, has developed an implementation roadmap for court leaders, concrete tools to assist with new approaches, and demonstration projects to help courts restructure and improve their civil case processing systems. This panel of experts will share practical ideas and methods that court leaders and bar officials can employ to revitalize civil litigation access, processes and procedures.

- **Best Practices in Dealing with Defendant Mental Health Issues** **Sonora Room**
Hon. Kyle Bryson, Presiding Judge, Superior Court of Arizona in Pima County
Hon. Roxanne Bailin (ret.), Special Consultant, National Center for State Courts

Pima county is one of 20 counties selected by the MacArthur Foundation to receive funding (\$1.5 million) to address jail overcrowding issues as part of a special nationwide Safety and Justice Challenge Project. Of concern in the MacArthur Project is the large portion of inmates in America’s jails suffering from mental health problems. A recent National Institute of Health study revealed 6 out of 10 inmates in jail “satisfy the criteria for mental health problem.” Nearly a quarter of those inmates had 3 or more prior incarcerations. Similar studies and surveys show comparable or worse numbers. Given such a situation, what can or should state trial court leaders do in response? This session explores practical solutions, ideas and processes PJs and CEOs can promote and encourage based on successful initiatives, practices, and research in other jurisdictions.

COURT VENDOR EXHIBIT & HOSTED BUFFET LUNCH

Bouchon Ballroom

12Noon to 1:15 PM Over 20 companies that market products and services to trial courts ranging from sophisticated electronic case management systems to courthouse signage will be present. A hosted buffet lunch will be served in the Vendor Exhibit Area to permit conferees to review the products and talk with company representatives.

PLENARY PRESENTATION

1:30 PM to 3:00 PM **Artificial Intelligence and the Courts: What Does the Future Hold?**
Brian Kuhn, Esq., IBM “Watson” Solutions Director

Grand Ballroom

Taylor Elliott, IBM

IBM's "Watson," a question answering (QA) computing system, has the potential to change the legal landscape within the next few years. With "Watson's" knowledge, utility, and versatility to store millions of volumes of data, recall billions (if not trillions) of facts, and answer complex questions in the blink of an eye, its capabilities are endless. Given the enormous opportunity, what role could IBM's "Watson" play in tomorrow's courtrooms? IBM built "Watson" to apply advanced natural language processing, information retrieval, knowledge representation, automated reasoning, and machine learning technologies in the field of open domain question answering. The key difference between QA technology and document search is that document search takes a keyword query and returns a list of documents, ranked in order of relevance to the query (often based on popularity and page ranking). QA technology takes a question expressed in natural language, seeks to understand it in much greater detail, and returns a precise answer to the question.

3:00 to 3:15 PM

BREAK

CONCURRENT WORKSHOPS: 3:30 to 4:30 PM

- **The Opioid Epidemic and the Courts: What Court Leaders Need to Know and Do** **Prescott Room**
Michelle White, Principal Court Consultant, National Center for State Courts (moderator)
Tara Kunkel, Principal Court Consultant, National Center for State Courts
Judge O. Duane Slone, Circuit Court Judge, Tennessee Circuit Court
Stephanie Hess, Deputy Administrative Director, Supreme Court of Ohio

The misuse of opioids such as heroin, morphine, and other prescription pain medicines is a serious national problem. It is touching every aspect of our public safety and judicial systems causing law enforcement budgets to grow, court dockets to be overloaded, and probation caseloads to burgeon. The judiciary can play a critical role in addressing these issues. In August 2016, representatives from Kentucky, Illinois, Indiana, Michigan, Ohio, Pennsylvania, Tennessee, Virginia, and West Virginia courts convened the first-ever Regional Judicial Opioid (RJOI) Summit. The summit brought together multidisciplinary delegates from each state to develop a regional action plan and consider regional strategies. RJOI member states continue to work both within their home states and regionally to share promising practices, as well as to implement the objectives of the regional action plan. This workshop will give you an inside track on techniques and initiatives on how to craft a workable response to the opioid epidemic mounting in your backyard.

- **Compliance Assistance: New Ways to Help Low Income Defendants Pay Traffic Fines** **Sonora Room**
Hon. Donald Taylor, Chief Presiding Judge, Phoenix Municipal Court
Hon. Roxanne Song Ong, NAPCO Board Member

A new program offered by the Phoenix Municipal Court is designed to aid the "working poor" in resolving past due traffic fines owed to the Court that may be preventing the reinstatement of the defendant's driver's license. Since many offenders may drive with a suspended license, it also avoids further violations and fines if caught driving with a suspended license. The

program allows defendants to enter payment plans for all civil traffic, civil, and parking charges without having to see a judge or schedule a court appearance. By making a required down payment and agreeing to make affordable monthly payments, the Court notifies the Motor Vehicle Department (MVD) the offender is compliant with civil traffic fines and fees due to the Court. The defendant then is encouraged to contact the MVD to accomplish whatever is required to reinstate his/her driving privileges. This new, simple process has reduced warrants and helped many avoid further legal problems. Tens of thousands of people have taken advantage of this new program since its inception.

- Building Better Self-Help Centers in Urban and Rural Trial Courts** **Palo Verde Room**
 Shawn Friend, Esq., Deputy Court Administrator, Arizona Judicial Branch in Maricopa County
 Gary Krcmarik, Court Administrator, Superior Court of Arizona in Coconino County (Flagstaff)
 John M. Greacen, Esq., Principal, Greacen Associates, LLC

Services for self-represented litigants in the nation’s trial courts have experienced remarkable advances over the last two decades since the first Self-Help Center developed in the mid-1990s at the Superior Court in Maricopa County. Today, Maricopa’s Self-Help Center has expanded and embellished its offerings through advanced interactive software and heightened customer information. Concurrently, resources have spread to rural areas nationwide through virtual, internet self-help approaches complete with electronic forms, easy-read instructions, unbundled legal services from mediators or attorneys, and online filing/fees payment. This workshop reviews the state-of-the-art concerning court-annexed services to the self-represented by the state that pioneered that approach.

- Criminal Justice Coordinating Councils: From Silo to System Coordination** **San Carlos Room**
 Elaine Borakove, President, Justice Management Institute
 Hon. Maxine A. White, Chief Judge, First Judicial Circuit Court of Wisconsin in Milwaukee County

Criminal justice coordinating councils (CJCCs) emerged in the early 1970s as ways to create systemic responses to specific problems facing local justice jurisdictions such as jail overcrowding and domestic violence. The council approach waned over time, but recently has emerged with renewed vigor as an effective means to improve public safety, overlapping justice system programs, analyzing multi-agency complexities, and allocating systemwide resources more wisely. The Justice Management Institute, a nonprofit consultancy formed in 1993, has worked extensively in coordinating justice system planning and analysis and will share insights on how trial court leaders can both spearhead and help sustain such collaborative efforts to improve their local criminal justice administration.

OPTIONAL EVENING EVENTS

4:45 PM **Transportation provided to the Evening Event** **Resort Lobby**
 Business casual attire is recommended. Conferee guests are welcome.

5:15 to 7:00 PM **Special Tour, Reception and Dinner • Musical Instruments Museum (MIM)** **North Scottsdale**

The Musical Instrument Museum, also known as the MIM, celebrates art, music and culture by documenting the history of musical instruments from around the world. This bright, open museum also hosts a full calendar of live music events. The museum collection includes instruments from 200 countries, with emphasis on ethnic, folk, and tribal music. Wireless headsets allow guests to hear instruments play at each display, and flat-panel monitors permit the opportunity to see instruments being performed live. Whether you love Chinese opera or Big Band jazz, the MIM celebrates the joy of musical expression in all its forms.

5:15 to 6:00 PM	Tour	MIM Galleries
6:00 – 7:00 PM	Reception	El Rio South Room
7:00 – 9:00 PM	Dinner	Main Courtyard
	Music Provided by “feeney/winthrop”	
9:00 PM	Return transportation provided to the DoubleTree Resort	MIM Main Entrance
9:30 to 11:00 PM	Networking Suite	Grand Presidential Parlor

WEDNESDAY, SEPTEMBER 27 COURT LEADERSHIP SESSIONS | NAPCO ANNUAL MEETING LOCATIONS

7:30 AM to 8:30 AM Breakfast on Your Own

PLENARY PRESENTATION

8:30 AM to 9:45 AM Judges Leading Judges OR “The War of the Parts against the Whole” Dealing Effectively as a Judge-Leader with Troublesome Issues from Colleagues Grand Ballroom

Moderators...

Hon. John Russo, Administrative/Presiding Judge, Common Pleas Court of Ohio in Cuyahoga County
 Hon. Ivy Bernhardson, Chief Judge, District Court of Minnesota in Hennepin County

Panelists...

Hon. Douglas Beach, Presiding Judge, Circuit Court of Missouri in St. Louis County
 Hon. Thomas Breslin, Administrative Judge, Unified Courts of the State of New York
 Hon. Paula Carey, Chief Justice, Trial Courts of Massachusetts
 Hon. Daniel Buckley, Presiding Judge, Superior Court of California in Los Angeles County
 Hon. Nan Nash, Chief Judge, District Court of New Mexico in Bernalillo County
 Hon. Bertila Ana Soto, Chief Judge, Circuit Court of Florida in Dade County

In loosely-coupled court organizations, some trial judges may believe the definition of judicial independence should include not only freedom from control by other government branches and freedom from interference in case-related decisions, but freedom from supervision and oversight by presiding judges and court executives responsible for day-to-day court operations, too. How do presiding judges, regarded by many as “first among equals” and having limited tenure as leaders, deal with vexatious issues created by their colleagues? Anonymous scenarios will be gathered from registrants during the first few days of the Conference, reviewed, and then posed to a panel of seasoned presiding judges for their advice and counsel. As a result, judicial leaders and court executives attending this session may neither feel so alone and distressed should they face similar dilemmas, nor be at a loss for ideas and helpful suggestions to remedy such difficulties should they arise. Time permitting, audience participation will be invited.

9:45 to 10:00 AM

BREAK

CONCURRENT WORKSHOPS: 10:00 to 11:00 AM

- **Courthouse Justice Museum and Learning Center: A Novel Public Education Approach** **Sonora Room**
Hon. Glenn Davis (ret.), President, Maricopa County Justice Museum and Learning Center
Jennifer Cranston, Vice President, Gallagher & Kennedy, PA
Hon. Jennifer Green, Judge, Superior Court of Arizona in Maricopa County
Allister R. Adel, Executive Director, Maricopa County Bar Association

In 2012, a unique partnership between a state trial court, a county government, and a local bar association opened a Justice Museum and Learning Center in a restored cellblock on the sixth floor of Maricopa County’s Historic Courthouse, an active court building constructed in 1929, in downtown Phoenix. The Museum houses interactive exhibits on the law, courts, and famous cases and events in Arizona legal history. It is open to the public, including jurors on their lunch breaks, escorted school groups, and the public during courthouse business hours. Students from nearby law schools serve as part-time docents and tour guides. With well over 6,000 courthouses in America, this session provides a model for court leaders who may wish to experiment with their own vision of a Justice Museum and Learning Center as part of a local community public education and outreach program.

- **Digital Media’s Impact on the Courts: A Changing Landscape** **Prescott Room**
Beth Riggert, Esq., Communications Counsel, Supreme Court of Missouri
Hon. Rosa Mroz, Superior Court of Arizona in Maricopa County
David Bodney, Esq., Partner, *Ballard Spahr, L.L.P.*, Media and Entertainment Law Group

Social media, or any media that uses the internet to disseminate information through social interaction, is becoming increasingly prevalent within court systems. It presents many new opportunities for courts to connect with the public and collaborate with stakeholders in innovative and productive ways. On the other hand, digital media can have serious implications for jurors, judges, and court employees in its use, create problems concerning court safety and security, and

complicate policies governing court social media sites. Experts at this workshop will explore these contrasting viewpoints, suggest best practices for court leaders to follow in their trial courts, and identify digital resources courts and judges can access when high profile cases are likely to create a media frenzy.

- **Jury Trials Fade and High-Tech Complicates Them: How Should Court Leaders React?** **San Carlos Room**
Paula Hannaford-Agor, Esq., Director, Center for Jury Studies, NCSC
Hon. Patricia Costello (ret.), Special NCSC Consultant; Of Counsel, *Chiesa, Shahinian & Giantomasi, PC* (New Jersey)

Virtually all the developments affecting jury trials over recent years have been the result of three factors: more options to resolve disputes without formal litigation, internet-based technologies, and economic cut-backs by government in supporting jury operations. Some may conclude the demise of the jury trial isn't a major dilemma since most state trial courts try less than 2 percent of all criminal or civil cases filed. Others, though, see the jury system as the bedrock of the American democratic system of justice that needs to be bolstered. Should court leaders be complacent, be worried, or be active about strengthening our jury system? And, what ought to be the role of the practicing bar in addressing today's jury issues?

- **Courthouse Security: Workable Strategies and Emerging Trends** **Palo Verde Room**
Hon. Kyle Bryson, Presiding Judge, Superior Court of Arizona in Pima County (Tucson)
Ronald G. Overholt, Court Administrator, Superior Court of Arizona in Pima County (Tucson)
Nathan Hall, Court Security Consultant, National Center for State Courts

Increasingly, court security is a significant issue faced by every judicial branch in the United States. National and local data reflect not only an increase in security threats and violent incidents but also reveal that there continues to be limited funding available from state and local governments for security staffing, plans and equipment. Against this backdrop, new issues have surfaced affecting court security, too, ranging from ICE arrests of immigrants in courthouses, to service and comfort animals in courtrooms, to the early use of facial recognition software at screening stations for persons known to pose security risks. Arizona's recent (November 2016) Report and Recommendations of its Court Security Standards Committee provides some answers and everyday techniques for trial court leaders nationwide.

PLENARY PRESENTATION

Grand Ballroom

11:15 AM to 12:15 PM

Leading without Carrying a Big Stick: Strategies and Skills to Lead Peers and Others in a Loosely-Coupled Environment

Jill S. Goldsmith, JD, LAC, NCC – Executive and Leadership Coach

Leading peers and influencing organizations that impact the courts, particularly when new initiatives may disrupt the status quo or create uncertainty in the minds of many, requires a different set of leadership skills and methods than leading in a typical hierarchical organization. In this closing session, Jill Goldsmith, who combines decades of experience as a national trial lawyer with evidence-based executive and leadership coaching experience, will share effective strategies and approaches that judge-leaders and court administrators can use to more effectively influence, motivate, and persuade others – both within the court and

their local justice communities – when they may have little or no formal authority to compel change or action. She will provide practical, “grab and go” strategies to: 1) build effective networks and alliances to get things done; 2) communicate ideas and strategies to solicit buy-in; and 3) strengthen emotional intelligence (EI) to guide thinking and behavior to achieve successful outcomes.

12:15 PM to 12:30 PM

CONFERENCE ADJOURNMENT AND CLOSING REMARKS

Grand Ballroom

Hon. Janet E. Barton, NAPCO President
Raymond Billotte, NAPCO Vice President

NAPCO ANNUAL MEETING: 12:30 to 1:30 PM

Bouchon Ballroom

SAVE THE DATE
2018 LEADERSHIP ACADEMY AND COURT LEADERSHIP CONFERENCE
ST. LOUIS, MISSOURI · SEPTEMBER 23-26, 2018
HOST: TWENTY-FIRST JUDICIAL CIRCUIT OF MISSOURI IN ST. LOUIS COUNTY