

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

Fourth Annual Court Leadership Academy and Leadership Conference
Situational Leadership and Power
Team-building and Leading Loosely-Coupled Courts and Justice Systems

August 18 – 21, 2019

**Crown Plaza Northstar Hotel
618 Second Avenue South | Minneapolis MN 55402**

AGENDA

SUNDAY, AUGUST 18	WELCOME OPENING SESSION	LOCATIONS
12Noon to 6:00 PM	<p>Registration and Conference Information <i>The Conference hotel, the Crown Plaza Northstar, is in the heart of downtown Minneapolis. Sprinkled with architecturally interesting skyscrapers, the Minneapolis business district is connected by a growing web of above-the-street pedestrian skyways, now approaching more than 8-miles in total length. An open-air Nicollet Mall provides convenient access to shopping and numerous restaurants. The conference room rate is \$149/night; single or double occupancy. All education activities will be held at the hotel. The METRO Blue Line (light rail) offers convenient service from MSP International Airport to downtown Minneapolis and the Mall of America.</i></p>	
2:00 to 4:00 PM	<p>NAPCO Board of Directors Meeting</p>	
5:30 to 7:00 PM	<p>Hosted Reception (heavy hors d’oeuvres; no-host bar) <i>Attire is business casual. Minneapolis weather in August averages 75-80° F during the day, and 60-65° F in the evening.</i></p>	
6:00 to 6:30 PM	<p>Welcome and Opening Remarks Hon. Frederick P. Horn, NAPCO Chair, Board of Directors Hon. Ivy S. Bernhardson, NAPCO President; Chief Judge, Fourth Judicial District Court of Minnesota in Hennepin County Jeff Shorba, Minnesota State Court Administrator</p>	

- 7:30 PM** **Dinner on Your Own** **Downtown Minneapolis**
Suggestions and directions to numerous restaurants, cafes and bistros near the hotel will be provided during the registration process by our hosts, the District Court in Hennepin County.
- 9:00 to 11:00 PM** **Networking Suite**
Join your colleagues for a glass of complementary wine or a beer Sunday, Monday, and Tuesday evenings. The suite is an informal gathering place where conferees and their guests can discuss 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 Minneapolis Crown Plaza Northstar Hotel to schedule a time to meet.

7:30 AM to 5:00 PM**Registration and Conference Information****7:30 to 8:30 AM****Breakfast on Your Own****8:30 to 9:00 AM****OPENING CEREMONIES****Opening Remarks**

Hon. Lorie Skjerven Gildea, Chief Justice, Supreme Court of Minnesota

Hon. Ivy S. Bernhardson, NAPCO President; Chief Judge, Fourth Judicial District Court of Minnesota in Hennepin County

Mary McQueen, President, National Center for State Courts

Conference Agenda and Announcements

Sarah Lindahl-Pfieffer, NAPCO Vice President; Judicial District Administrator, Fourth Judicial District of Minnesota in Hennepin County

9:00 AM to 4:30 PM**NATIONAL CENTER LEADERSHIP ACADEMY: PROGRAM TBD****SITUATIONAL LEADERSHIP AND POWER: SMART WAYS TO ADAPT LEADER STYLES TO PEOPLE, TEAMS AND CHANGING CIRCUMSTANCES**

Situational leadership is about understanding and using an adaptive style of leading. It is based on the premise that different situations call for different leadership and power approaches conditioned on the issues encountered and the changing situations that may occur. As such, it is especially suited to developing successful teams whether it's a two-person presiding judge / court executive partnership or a large task force, committee or working group of judges and managers charged with developing a special court or justice system program.

This strategy and Academy Day presentation will encourage court leaders to take stock of their environment, including the judges, court staff and justice system partners, weigh the many variables in the court and broader justice workplace, and choose the leadership style that best fits their goals and environments. It is quite useful in organizations such as courts, hospitals, and universities where leadership styles must be flexible, and leaders cannot lead based solely on "positional power." All those attending will receive a copy of Dr. Natemeyer's book, "Developing High Performance Teams," and hardcopies of copyrighted survey materials and questionnaires on team-building for use in their home courts.

DR. WALTER E. NATEMEYER, Ph.D.

...is the principal faculty person for NCSC's sponsored leadership day program. He is the Founder and CEO of North American Training and Development, Inc., a leadership consultancy. As an internationally recognized author, consultant and educator, Walt has taught management and leadership at Ohio University, the University of Houston, the University of Chicago and Nova Southeastern University. In addition to his teaching, research and consulting responsibilities, Dr. Natemeyer served as Director of the NASA-Johnson Space Center's (JSC) Management Development Program from 1976-1981. Since 1982, he has conducted more than 100 seminars in management and leadership for JSC. In 2014, he received NASA's Outstanding Leadership Medal for his contributions to the development of past, present and future leaders within NASA.

For more than 40 years, Dr. Natemeyer has also conducted leadership and team development programs for numerous judicial and law-related organizations, including most notably the Texas Center for the Judiciary and the National College of District Attorneys. His interest in courts and justice systems was sparked by his wife who worked for many years at the District Court in Harris County (Houston) Texas as a Court Coordinator.

Dr. Natemeyer is a leading authority on “Situational Leadership and Power,” employee motivation, strategic planning, and team-building. He has authored numerous books, articles and training instruments on these and other leadership topics. He has designed and conducted leadership and management programs for more than 100 major organizations in the U.S. and abroad including Alcoa, American Petroleum Institute, American Red Cross, Apache Corporation, Aramco, Baylor College of Medicine, BP, Chase Bank, City of Houston, Coca-Cola, Exxon-Mobil, FedEx, Halliburton, Harris County Texas, Hunt Oil, IBM, NASA, Oxy, Pennzoil, Schlumberger, Shell, Sheridan Production, Sunoco, and United Technologies.

9:00 to 9:15 AM

Welcome and Introductions

Hon. Frederick Horn, NAPCO Board Chair
Mary Campbell McQueen, President, NCSC

9:15 to 10:30 AM

This program explores the topics of leadership, power and developing high performance teams. The development of the popular Situational Leadership Model will be reviewed as well.

10:30 to 10:45 AM

Break

10:45 AM to 12Noon

Participants will discuss a realistic leadership case that highlights the problems that result from “over-leadership” and “under-leadership.” Also, the Leadership Style Questionnaire will be scored and analyzed.

12Noon to 1:00 PM

Hosted Lunch

1:00 to 1:30 PM

**Optional “Mini-Break” Session I: Tyler Technologies
Vendor Presentation**

1:35 to 3:00 PM

Participants will analyze their Power Profile results and the Situational Leadership and Power Model will be discussed. Guidelines for developing “High Performance Teams” will be presented and the results of the Team Effectiveness Survey will be examined.

3:00 to 3:15 PM

Break

3:15 to 4:00 PM

Back-on-the-Job assignments will be reviewed (LSQ-Other, Power Profile-Other, Team Effectiveness Survey and Team Action Plan). A brief wrap-up session will follow.

4:00 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 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.

7:00 PM

DINNER ON YOUR OWN

Local Restaurants

8:30 to 11:00 PM

Networking Suite

SHARED INTEREST GROUP BREAKFAST DISCUSSIONS (OPTIONAL)**7:15 to 8:15 AM****“Grab and Go” Hosted Continental Breakfast**

Three interactive discussions over breakfast among interested attendees on topics concerning court leadership will take place before the plenary and workshop sessions scheduled on Tuesday. Feel free to join a group, meet fellow participants with similar interests, and gain insights on these thought-provoking subjects.

- **Leadership Advice for Court Leaders from 3 Top Bestselling Authors of 2018-19**

Hon. Pamela Pryor Dembe, President Judge (ret.), First Judicial Circuit of Pennsylvania (Philadelphia)

Bob Wessels, Court Administrator (ret.), County Criminal Courts of Law, Harris County TX (Houston)

Hon. Dennis Smith, Chief Judge (ret.), Nineteenth Judicial Circuit of Virginia (Fairfax)

Each year, numerous books are written on leadership by scientific researchers, biographers, university professors, and business and government leaders themselves. NAPCO has asked a group of former presiding judges and court executives to select three of today’s most popular books, briefly summarize the author’s conclusions and advice, and discuss how they feel the writer’s ideas and suggestions either do or don’t apply to the world of courts based on their experience as court leaders. Session attendees will be encouraged to join in the discussion; it promises to be a lively and insightful exchange. (Books to be identified in the final conference agenda)

- **Mindfulness Exercises, Techniques and Activities for Court Leaders**

Dr. Pamela Casey, Ph.D., Vice President, Research Division, NCSC

Deborah S. Dungan, J.D., Executive Assistant to the Chief Justice, New Mexico Judiciary

Hon. Joseph G. McGraw, 17th Judicial Circuit Court of Illinois (Rockford)

Stressed? Having difficulty focusing? Want to be a more astute leader and thinker? Come to this “hands-on” or “minds-on” session for court leaders. Here, you’ll have an opportunity to meet others interested in mindfulness and to learn about the practice of cultivating this basic human ability to be fully present, aware of where we are and what we’re doing, and not overly reactive or overwhelmed by what’s going on around us. Here are some facts about mindfulness lest you conclude it’s not for you: It is not obscure or exotic. It’s not a special added thing you do. Anyone can do it. It has proven positive benefits for our health, happiness, work and relationships. It sparks innovation by leading to more effective, resilient responses to seemingly intransigent problems. It just might make you a better leader.

- **What is Case Management Triage and Why Should I Care as a Court Leader?**

Hon. Patricia K. Costello, Assignment Judge (ret.), Superior Court of NJ; Special NCSC Caseflow Consultant
Gordon Griller, Principal Court Management Consultant, NCSC

Case Management Triage or differentiated case management (DCM), as it has been called for many years, is a proven technique many high-performing courts use to improve the pace of litigation. The premise is simple: Because cases differ substantially in the time required for a fair and timely disposition, not all make the same demands on judicial system resources. Thus, they need not be subject to the same processing requirements. Some cases can be expeditiously disposed with little or no discovery and few intermediate events. Others may be more complex and require judge time to stimulate resolution. Placing cases on different adjudication processing tracks or “pathways” based on their complexity and estimated time to resolution is considered a best practice. Frequently, triage tracks are identified as “Streamlined/Expedited,” “Standard,” and “Complex.” Each category has a basic path of event timelines established in court rules, administrative order, or a formal case management plan. Judge Costello and Mr. Griller, seasoned caseflow authorities, will explain the techniques and methods court leaders can use to develop or pilot such an approach.

8:20 to 8:30 AM

2018 JUSTICE MANAGEMENT INSTITUTE’S ERNEST C. FRIESEN AWARD

Award Presenter: Elaine Borakove, President, Justice Management Institute (JMI)
Recipient: To be Announced

8:30 to 10:00 AM

PLENARY KEYNOTE: MINNESOTA’S UNIQUE JUDICIAL COUNCIL GOVERNANCE MODEL

PANEL: Hon. Lorie Skjerven Gildea, Chief Justice, Supreme Court of Minnesota
Jeff Shorba, Minnesota State Court Administrator
Hon. Shari Schluchter, Vice Chair, Minnesota Judicial Council
Tim Ostby, Judicial District Administrator, Seventh and Eighth Judicial Districts

Our constitutional form of government had its genesis in the Magna Carta agreed to by King John of England at Runnymede England in 1215. It set in motion the development of our (a) democratic system of justice, (b) the Rule of Law, and (c) a separate judicial branch of government to oversee it all. Three interlinked concepts at the heart of what judges and court staff are charged to protect, nurture and advance. The idea of “relinquishing power” by those at the top of any governance pyramid has new relevance for those in charge of courts in America today.

A few years ago, Minnesota went beyond the traditional advisory model of judicial councils that exist in many states and embraced King John’s philosophy by assigning a range of authority and responsibility to the State’s Judicial Council to make and implement decisions. Minnesota’s Judicial Council sets statewide policy for the Judicial Branch, decides how the Judicial Department budget is allocated among the trial courts once funds are secured from the Legislature, develops Legislative proposals, sets performance standards, structures personnel systems, develops technology initiatives and employs state and trial court executives.

How such changes make for a better, inclusive court governance system is worth a look. A panel of Minnesota experts will explore why and how these changes occurred, what operational challenges and opportunities have been encountered, and offer advice to other court leaders about judicial councils as a method for more participative, representative governance in state courts.

CONCURRENT WORKSHOPS: 10:15 to 11:15 AM

- **Guidelines for Court Leaders involving Trial Court & Community Responses to Mental Illness**

Chief Justice Paula Carey, Trial Courts of Massachusetts

Jon Williams, Trial Court Administrator, Trial Courts of Massachusetts

Patti Tobias, Principal Court Management Consultant, National Center for State Courts

Improving the justice system response to those with mental illness requires statewide leadership as well as a community by community response. This session will highlight the critical role of court leaders and especially “Productive Pairs” in each community to convene community champions and use the newly adapted guide for improving court responses to those with mental illness. The State Justice Institute recently funded a three-year national initiative to provide best practices, resources and tools for court leaders and you will receive an update on the background of this initiative and the important work already underway in many states and jurisdictions.

- **New Judge Training and Education within Trial Courts: Tips and Advice for Court Leaders**

Dana Bartocci, Judicial Training, Fourth Judicial District of Minnesota

Panel TBD

Courts have seen more new judges take the bench in the past few years due to increased retirements, at the same time, the work of judges has become even more complex. It is imperative that those who take the bench are equipped with the technical and judicial knowledge for their new role as judges, as well as an understanding of the culture of the organization and its partners. Using the 6-Week New Judge Training Program from Hennepin County Courts as a model, we will examine what it takes to have a successful onboarding program that meets the needs of the new judge and the organization. In this break out session we will have a panel discussion about the design of a 6-week New Judge Training program, how we have implemented the program and what we have learned in over 6 years of conducting a comprehensive training curriculum. You will walk away from this session with a template for a program that you can bring to your court. This break out session will be of benefit for courts both looking to enhance their current local or state-wide training program or to start a program from the beginning.

- **Key Roles for Trial Court Presiding Judges and Court Executive Officers**

Gordon Griller, NAPCO Executive Director; NCSC Consultant (facilitator)

Three Presiding Judges: Hon. Ivy Bernhardson (MN), Hon. John Russo (OH), Hon. Paula Carey (MA)

Three Court Executive Officers: Paul Sherfey (WA), Ray Billotte (AZ), Jackie Bryant (NV)

Recently, NAPCO received a small State Justice Institute (SJI) grant to update and expand a monograph developed by the National Center 12 years ago, entitled, “Key Elements of an Effective Rule of Court on the Role of the Presiding Judge in the Trial Courts.” The monograph was an attempt by the Center to identify a range of guidelines regarding the major duties and responsibilities of presiding judges. The purposes in revising the document are to (a) expand, as appropriate, the current presiding judge guidelines to better encompass today’s trial court leadership challenges, (b) identify more succinctly the court executive officer’s role as a strategic partner with the presiding judge in leading the court, and (c) suggest helpful ways the PJ/CEO executive-level team can be developed and nurtured as a productive partnership.

A steering committee of three PJs and three CEOs worked with National Center representatives to redraft the monograph. This session presents the results of that endeavor and invites a focused discussion by the workshop attendees regarding the results. Additionally, an e-survey of the participants at this conference will take place to gather their opinions and assessments. Based on the feedback, an amended monograph will be developed, circulated for comment from NCSC, CCJ, COSCA, AJA, NACM, JMI and other professional court leadership and management groups, and then reviewed by the NAPCO Board of Directors for approval and distribution to the state court community.

11:25 to 11:45 AM

**Optional “Mini-Break” Session II: Program TBD
Vendor Presentation**

HOSTED BUFFET LUNCH & VENDOR EXHIBIT

11:45 AM to 1:00 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

1:15 PM to 2:20 PM

NATIONAL JUDICIAL OPIOID TASK FORCE REPORT ON COURT RESPONSES

Hon. Paul Reiber, Chief Justice, Vermont Judicial Branch; Member, National Judicial Opioid Task Force
J.D. Gingrich, Director of State Court Partnerships, William H. Bowen School of Law, University of Arkansas

The Conference of Chief Justices (CCJ) and the Conference of State Court Administrators (COSCA) formed a National Judicial Opioid Task Force (NJOTF) in 2017 to examine current efforts and find solutions to address the opioid epidemic in America. Their work is being done through three workgroups: Children and Families, Civil and Criminal Justice, and Collaboration and Education. Regardless of the jurisdiction, size or location of your court, you are involved on the front lines of this national plight.

This plenary session will review the ideas and solutions developed by the Task Force that presiding judges and court executive officers need to know, including how to use Task Force products, sources for factual data about opioid use and impacts, training materials for judges and court staff on best practices in addressing cases involving opioid use, information about how to develop treatment services, addiction effects on special populations (i.e. children, veterans, rural populations, etc.), court-based programs and strategies, and leadership roles for PJs and CEOs in leveraging existing community resources to spark collaboration among

justice system partners. Information on federal funding to help local courts and justice system agencies address the opioid crisis at the local level through the Bureau of Justice Assistance's Comprehensive Opioid Abuse Program (COAP) will also be provided. COAP offers financial and technical assistance to states, units of local government, and Indian tribal governments to plan, develop, and implement comprehensive efforts that identify, respond to, treat, and support those impacted by the opioid epidemic.

2:20 to 2:30 PM

BREAK

CONCURRENT WORKSHOPS: 2:30 to 3:30 PM

- **Team-building among Elected Clerks of Court, Presiding Judges and Court Executives**

Hon Janet Barton, Presiding Judge, Arizona Trial Courts in Maricopa County

Raymond Billotte, Court Administrator, Arizona Trial Courts of Maricopa County

Hon. Jeff Fine, Clerk of Superior Court, Maricopa County Arizona

Hon. Linda C. Krese, Former Presiding Judge, Superior Court of Washington in Snohomish County

Shane Nybo, Court Administrator, Superior Court of Washington in Snohomish County

Hon. Sonja Kraski, Clerk of the Superior Court, Snohomish County Washington

Hon. John J. Russo, Administrative/Presiding Judge, Ohio Common Pleas Court in Cuyahoga County (Moderator)

Most states have elected clerks of court as constitutional officers with responsibilities to maintain all official court records in a complete and accurate fashion whether in paper or electronic form, oversee the fines, fees, and costs levied by the judges, provide clerical services in official court proceedings, record and process judgments, and other duties as the law may allow such as jury management, assistance to self-represented litigants, and the like. The function filled by a clerk of court is both essential and historical. Court administrators, on the other hand, are relatively new occurrences on the court management scene similar to professional administrators that manage the day-to-day functions of complex public entity with elected policymakers such as a city, county or school district. Presiding and chief trial court judge positions also largely developed in modern times as a way to coordinate, guide and govern the overall activities and performance of a court and its judges.

Where the interrelated duties and roles of these three key players are carried out as an interactive, supportive team, trial court systems tend to thrive. But when tensions, role conflicts, and sometimes politics, get in the way, operational difficulties ensue, relationships become strained, and overall court performance suffers. This session provides advice and suggestions from two courts where presiding judges, court executives and elected clerks of court have a tradition of working collaborative with each other through mutual respect, open communication, and supportive and responsive leadership. How to create and sustain such an environment will be explored.

- **Mindfulness and Court Leadership: Leading with Resilience in an Ever-Changing World**

Pamela Casey, Ph.D., Vice President, Research Division, NCSC

Deborah S. Duncan, JD., Executive Assistant to the Chief Justice, New Mexico Judiciary

Hon. Joseph G. McGraw, 17th Judicial Circuit Court of Illinois (Rockford)

Mindfulness is the ability to focus your thoughts on what’s happening in the present, what you’re currently doing and the issues directly confronting you. That might seem trivial, except for the annoying fact that we often veer from the matter at hand. Our mind takes flight, we lose touch with what we should be dealing with and pretty soon we’re engrossed in thoughts about something that happened in the past or fretting about the future. Mindfulness will help you overcome those distractions and become a better court leader.

It is a valuable skill for all types of leaders and for those they lead. It allows one to more fully focus on present realities. It sparks innovation by allowing a person to concentrate on the here and now and thereby more effectively develop creative solutions to what may seem like an intractable problem. Its benefits are evidence-based through scientific research and experience which demonstrates its benefits for a person’s health, happiness, work and relationships. Work teams that understand and employ mindfulness are more self-aware and often take greater assertive action, the opposite of compliant passivity, through feelings of greater responsibility for the culture they are a part of and co-create in the workplace.

Does this approach produce positive results in the complex world of the courts and justice systems for court leaders and staff? The presenters, all immersed in the adjudication world, will explain how it works for them and may for you.

- **The Science Bench Book: Teaching Judges about their Role as Scientific Gatekeepers**

Hon, Brian MacKenzie (ret.), National Judicial College

Joy Lyngar, Esq., Chief Academic Officer, National Judicial College

Most of the forensic science portrayed on CSI and Forensic Files is wrong. Yet much of this same suspect evidence is admitted into courtrooms across the United States. This is true in part because judges do not come to the bench with a deep understanding of science and may be inclined to accept expert scientific testimony long after the scientific community has discredited it. To prevent this injustice, they do not need to become scientists; rather, they need to have a detailed understanding of their role in admitting scientific evidence.

The National Judicial College and Justice Speakers Institute, LLC have just published the Science Bench Book for Judges. This bench book will give the judiciary a desperately needed tool to assist it in making better decisions about scientific and expert evidence.

This session will show how the Science Bench Book will help educate judges about their role as scientific evidence gatekeepers. It will also give presiding judges and court executives strategies on how to implement and teach trial judges about their role as gatekeepers. Video examples and exercises on real-world experiences will be presented.

OPTIONAL EVENING EVENT

4:00 to 4:30 PM

Conferees Walk to the Hennepin County Government Center Court Tower Meet in Crown Plaza Hotel Lobby

Business casual attire is recommended. Conferee guests are welcome. The walk is three blocks (0.2 miles). The Government Center Court Tower is located at 300 South Sixth Street in downtown Minneapolis. Hennepin County Court staff will serve as guides.

4:30 to 6:15 PM

Hosted Hors’ d’oeuvres, Wine, Beer Reception

Jury Assembly Room Lounge

24th Floor, Court Tower, Hennepin County Gov’t Center

6:15 to 6:45 PM

Conferees Walk to the U.S. Bank Stadium

Minnesota Vikings' New Home Field

Walk from the Government Center Court Tower to the U.S. Bank Stadium at 900 Fifth Street in downtown Minneapolis. The walk is approximately 6 blocks (0.6 miles). For those desiring it, transportation will be provided to the Stadium and return to the Hotel after the evening event

Located in downtown Minneapolis, U.S. Bank Stadium is home to the Minnesota Vikings. It is a new, bold, iconic landmark opened in 2016 that cuts a sleek modern profile in the cityscape. Designed to resemble rock and ice formations in the Mississippi River, it also is reminiscent of an imposing Viking ship ferrying Norse explorers across frozen waters. The stadium's fixed, slanted roof is 60% transparent allowing natural light to filter inside the building. Built of space-age plastic called ETFE (ethylene-tetra-fluoro-ethylene), the roof is the same material used for the XXIX Beijing Olympiad (2008) Water Cube facility. In designing the stadium, project architects eschewed retractable roof technology on many NFL stadiums since it was found they are only opened an average of four to five times a year and cost roughly \$75 million more to construct than a fixed roof. "Clear is the new retractable," Vikings Owner/President Mark Wilf has quipped, "People love the fact they're inside in a temperature-controlled environment but can feel as if they are outdoors amid the sky, the city, and the weather."

Other unique stadium features include a collection of five 75 to 95-foot high pivoting glass doors, the world's largest, allowing fans to see the Minneapolis skyline yet open the stadium to the outside when the weather permits. A three-acre gateway plaza on the west side contains a 160-foot long legacy Viking ship. Modeled after an ancient Viking ship, it features a 2,000 square foot curved LED videoboard that serves as the ship's 55-foot tall sail. The plaza provides a gathering spot for fans before and after games. Approximately 6,000 seats in the lower level on the north side are retractable allowing the stadium to host a variety of events including baseball, basketball, motocross, concerts and more.

The 1.75 million square-foot stadium cost \$1.13 billion dollars to build, putting it in the billion-dollar home field club with stadiums recently built by the Dallas Cowboys, New York Jets & Giants, San Francisco '49ers, Atlanta Falcons, and Los Angeles Rams, who are currently building the most expensive stadium on earth with a \$2.6 billion-dollar price tag.

6:45 to 8:30 PM

Hosted Dinner; No-Host Bar

**Mystic Lake's Club Purple
U.S. Bank Stadium**

Club Purple, high above the field, features an outdoor deck overlooking the Minneapolis skyline and breathtaking views of the stadium field. The purple-saturated 10,455 sq. ft. lounge and dining area is a one-of-a-kind space where conferees and their guests will enjoy an evening meal and a variety of beverages. The Club is a partnership between the Minnesota Vikings, U.S. Bank Stadium and the Shakopee Mdewakanton Sioux Community, a native American gaming enterprise operating Mystic Lake's Casino Entertainment and Hotel locations throughout Minnesota.

9:00 PM

Return transportation provided to the Crown Plaza Northstar Hotel

U.S. Bank Stadium Plaza Lobby (Main Entrance)

9:30 to 11:00 PM

Networking Suite

7:15 AM to 8:15 AM

Breakfast on Your Own

7:15 AM to 8:15 AM

NAPCO Board of Directors' Meeting (Breakfast Meeting)

PLENARY PRESENTATION

8:30 AM to 9:45 AM

The Family Justice Initiative: Keeping Pace with Modern Families in the Nation's Trial Courts

Alicia Davis, J.D., Family Justice Project Director, National Center for State Courts

Hon. Scott Bernstein, Administrative Judge, Family Division, 11th Judicial Circuit Court of Florida in Miami/Dade County

Eugene Carral, Esq., Division Director, Administrative Office of the Courts, 11 Judicial Circuit of Florida in Miami/Dade County

Teri Deal, M.Ed., Evaluator, National Center for State Courts

Today, 50-70 percent of marriages will end in divorce and many more couples are choosing not to marry. Nevertheless, they will have parenting and property disputes that require resolution by a court. Currently, contested and uncontested cases take the same amount of time and the vast majority of parties are self-represented. The challenges presented by the disintegration of the modern family led the National Center for State Courts to spearhead an effort to study the current landscape of domestic relations case management and identify real-world solutions to improve case outcomes, party satisfaction and to support judges and court executives overseeing these cases. Led by the Family Justice Project director and a judge and court executive who have implemented these innovations, this session will consider how cases are currently being resolved in the court with an eye to practical advice for court leaders on how to better meet the needs of today's families.

9:45 to 10:00 AM

BREAK**CONCURRENT WORKSHOPS: 10:00 to 11:00 AM**

- **What Court Leaders Need to Know and Do about Cyber Security**

Presiding Judge TBD

Court Executive Officer TBD

Kevin Iwersen, Chief Technology Officer, Idaho Judicial Branch

The internet is fundamentally insecure, yet courts today would be crippled without e-filing, e-mail, e-access, e-case management systems and all forms of digital data. In the workplace, presiding judges and court executives often conclude cyber security is an issue for specialists, CIOs, and IT gurus. Talk to business and government officials where their organizations have been hacked or malicious viruses (malware) have destroyed electronic files. There often are regrets from top leaders that they weren't more aware, more vigilant, and more informed about their responsibilities to protect their organizations.

The mistakes that cause the most damage in public or private organizations are e-security related – something as small as clicking an attachment in an email without knowing it’s safe to do so. Cyber attackers rely only partly on their security-penetration skills. The other thing they need? Users making mistakes. One high profile example: the recent data breach at Equifax that compromised over 147 million consumers was caused by human error. For those who do not work in IT but use computers for work, it is necessary to have cyber security awareness training and an understanding that minor mistakes and simple oversights can lead to disastrous consequences. What’s your obligation as a top leader to ensure your court, including the judges and staff, are well prepared? Is your professional IT staff doing enough to protect against data breaches? These questions and others concerning the role and responsibility of top court officials on evaluating a courts level of risk tolerance and the tension between “locking everything down” and conducting business efficiently and timely will be reviewed in this session without a lot of confusing IT jargon.

- **Implementing the Family Justice Initiative: A Tool Kit for Court Leaders**

Alicia Davis, J.D., Family Justice Project Director, National Center for State Courts

Hon. Scott Bernstein, Administrative Judge, Family Division, 11th Judicial Circuit Court of Florida in Miami/Dade County

Eugene Carral, Esq., Division Director, Administrative Office of the Courts, 11 Judicial Circuit of Florida in Miami/Dade County

Teri Deal, M.Ed., Evaluator, National Center for State Courts

There are promising, proven practices for working with today’s families, that can guide courts to improved outcomes for families while managing costs, controlling delays, and improving satisfaction for parties, judges and court staff alike. However, even the best implementation effort can fail without proper preparation and an assessment of readiness. This session will walk through the Readiness Assessment designed in support of the Family Justice Initiative and will engage participants in discussion of the various elements to be considered at the local level in order to support a successful domestic relations reform effort.

- **A Judicial Perspective on Improving One-Judge Small Courts in the U.S. and Abroad**

Hon. Lilia Alvarez, former Presiding Judge, Guadalupe Municipal Court, Arizona Judicial Branch

Hon. Roxanne Song Ong (ret.), Chief Presiding Judge, Phoenix Municipal Court, Arizona Judicial Branch

From 2014-2016, Lilia Alvarez served as presiding judge of the Municipal Court in the Town of Guadalupe, Arizona. Guadalupe is a small community (5,500 pop.) in Maricopa County near Phoenix with public funding challenges that plagued administration of its municipal court. Her challenge: improve court processes to better serve the public and regain public confidence and trust in the court and justice system.

Most recently, Ms. Alvarez was a Supreme Court Fellow at the Supreme Court of the United States during 2018-19. She undertook a research project within the fellowship, based on her experience improving a one-judge court that lacked strong administrative foundations. Her fellowship project and research depict the perspectives of four judge-leaders in courts with limited jurisdiction, two located in the United States (Ferguson MO and Roxbury MA), one in Bangladesh and one in Uganda. Judge Alvarez’s research revealed that the experiences of judges in these situations are similar in significant ways. Her findings provide a framework for judges and administrators to build bridges across jurisdictions and international borders

drawing on comparative experiences to strengthen operations in small courts. Judge Roxanne Song Ong, a NAPCO Board Member, has served as an advisor to Ms. Alvarez.

PLENARY CLOSING PRESENTATION

11:15 AM to 12:15 PM The Power of Leading through Difficult Conversations

Shawn Haught, Criminal Department Administrator, Judicial Branch in Maricopa County Arizona,
Cindy Reid, Education and Innovation Director, Judicial Branch in Maricopa County Arizona

Have you ever had this happen to you? The conversation starts out fine but before you know what happened, the other person becomes angry. Or, perhaps there's a person with whom, no matter how hard you try, it is impossible to carry on a civil conversation. Maybe, you dread having to deliver bad news. Or, you have tried to resolve an ongoing problem, but every time you bring up the topic, the other person simply avoids discussing it by changing the subject, joking about the issue, or being "too busy to discuss it now". This session is for anyone who wants to be more effective in conversations.

12:15 PM to 12:30 PM

CONFERENCE ADJOURNMENT AND CLOSING REMARKS

Hon. Ivy S. Bernhardson, NAPCO President
Sarah Lindahl-Pfieffer, NAPCO Vice President

2020 LEADERSHIP ACADEMY AND COURT LEADERSHIP CONFERENCE • BOSTON, MASSACHUSETTS

HOST: TRIAL COURTS OF THE COMMONWEALTH OF MASSACHUSETTS

HON. PAULA M. CAREY, CHIEF JUSTICE, TRIAL COURTS OF MASSACHUSETTS | JON WILLIAMS, TRIAL COURTS ADMINISTRATOR

SUN, AUGUST 23 – WED, AUGUST 26, 2020 – BOSTON OMNI PARKER HOUSE