

**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
Crowne 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>	7th Floor Ballroom Lobby
2:00 to 4:30 PM	NAPCO Board of Directors Meeting	Fireside Room
5:30 to 7:00 PM	<p>Reception (Sponsored by Thomson Reuters) <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>	Great Lakes Ballroom
6:00 to 6:30 PM	<p>Welcome and Opening Remarks Hon. Ivy S. Bernhardson, NAPCO President; Chief Judge, Fourth Judicial District Court of Minnesota in Hennepin County Jeff Shorba, Minnesota State Court Administrator</p>	Great Lakes Ballroom

7:30 PM	Dinner on Your Own <i>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.</i>	Downtown Minneapolis
By Appointment	“The Doctor Is In” Program <i>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.</i>	Fireside Room

MONDAY, AUGUST 19	NATIONAL CENTER FOR STATE COURTS' TRIAL COURT LEADERSHIP ACADEMY	LOCATIONS
7:30 AM to 5:00 PM	Registration and Conference Information	7 th Floor Lobby
7:30 to 8:30 AM	Hosted Continental Breakfast	7 th Floor Lobby
8:30 to 9:00 AM	OPENING CEREMONIES	Great Lakes Ballroom
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	Great Lakes Ballroom

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

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

**Mini-Break Session: 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

Northstar Office Space

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 (Sponsored by DLR)

TBD

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**

Calhoun Room

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.

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

Lake Harriett Room

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)
 Nancy Eberhardt, Court Executive Officer, Superior Court of California in San Bernardino County

Psychologist Shauna Shapiro describes mindfulness as the awareness that arises from intentionally attending in an open and discerning way to whatever is arising in the present moment. Over two decades of research have demonstrated the individual and organizational benefits of this form of mental training. But who has time to take on one more thing in our already overscheduled days? Come join us for coffee and learn what mindfulness is, why it is important for court leaders, and how to make it a part of your day

- **What is Case Management Triage and Why Should I Care as a Court Leader?** **Lake Minnetonka**
 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** **Great Lakes Ballroom**
 Award Presenter: Elaine Borakove, President, Justice Management Institute (JMI)
 Recipient: To be Announced at the Conference

8:30 to 10:00 AM **PLENARY KEYNOTE: MINNESOTA’S UNIQUE JUDICIAL COUNCIL GOVERNANCE MODEL** **Great Lakes Ballroom**
 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.

10:00 to 10:30 AM BREAK IN THE EXHIBIT HALL

CONCURRENT WORKSHOPS: 10:30 to 11:30 AM

- **Guidelines for Court Leaders Involving Trial Court & Community Responses to Mental Illness** **Calhoun Room**
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** **Lake Minnetonka Room**
Hon. T.J. Conley, Fourth Judicial District of Minnesota
Hon. Kerry W. Meyer, Fourth Judicial District of Minnesota
Dana Bartocci, Judicial Training, Fourth Judicial District of Minnesota (moderator)

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 (moderator)
Presiding Judges: Hon. Ivy Bernhardson (MN), Hon. John Russo (OH)
Court Executive Officers: Ray Billotte (AZ), Alicia Lerud (NV)

Lake Harriett Room

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.

HOSTED BUFFET LUNCH & VENDOR EXHIBIT

11:30 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

Great Lakes Ballroom

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** **Lake Harriett Room**
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** **Lake Minnetonka Room**
 Pamela Casey, Ph.D., Vice President, Research Division, NCSC
 Deborah S. Dungan, JD., Executive Assistant to the Chief Justice, New Mexico Judiciary
 Hon. Joseph G. McGraw, 17th Judicial Circuit Court of Illinois (Rockford)
 Nancy Eberhardt, Court Executive Officer, Superior Court of California in San Bernardino County

Change is the new normal for courts. Innovations in technology and new business models have shaped public expectations for access to and delivery of legal services. Staying relevant in an increasingly competitive environment will require court leaders who can quickly execute well-informed decisions. Mindfulness can offer a low-cost, effective strategy for helping court leaders build the resilience and agility necessary to meet the demands and challenges of a rapidly changing workplace.

Mindfulness is purposefully paying attention, to the present moment, with an open and curious attitude. It helps orient, stabilize and sustain attention and decreases a “wandering mind.” Mindfulness is being used in corporations, schools, medicine, sports, and the U.S. military and its benefits include, less susceptibility to cognitive biases, cognitive flexibility, creative problem solving, compassion and increased job performance.

This session will address the research supporting the use of mindfulness for court leaders, information on how to develop and sustain a mindfulness practice, and its application and benefits in a court setting.

- The Science Bench Book: Teaching Judges about their Role as Scientific Gatekeepers** **Calhoun Room**
 Hon. Edward T. Wahl, District Court, Fourth Judicial District of Minnesota in Hennepin County
 Joy Lyngar, Esq., Provost, The National Judicial College, Reno NV

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 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. <u>Special note:</u> Conferees who are mobility-challenged please contact the Conference Registration Desk staff or Nikiesha Cosby at (ncosby@ncsc.org) who will arrange roundtrip transportation between the hotel and the optional evening events.	Meet in Crown Plaza Hotel Lobby
4:30 to 6:15 PM	Hosted Hors d'oeuvre, Wine and Beer Reception	Jury Assembly Room Lounge 24th Floor, Court Tower, County Gov't Center
6:15 to 6:45 PM	U.S. Bank Stadium 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).	Minnesota Vikings' New Home Field

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 to the Crown Plaza Northstar Hotel

Stadium Plaza Lobby (Main Entrance)

Buses will be available to bring conferees back to the hotel. Buses depart promptly at 9:00 pm from the U.S. Bank Stadium.

9:30 to 11:00 PM

Networking Suite

TBD

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)

TBD

PLENARY PRESENTATION

8:30 AM to 9:45 AM

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

Great Lakes Ballroom

Alicia Davis, J.D., Family Justice Project Director, National Center for State Courts
 Hon. Elizabeth Bozzuto, Deputy Chief Court Administrator, Connecticut Judicial Branch
 Joseph DiTunno, Deputy Director, Court Services Division, Connecticut Judicial Branch
 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.

One of the states that helped formulate the Family Justice Initiative (FJI) principles and pioneered a triage approach in working with families is Connecticut. In doing so, they introduced the "Family Civil Intake Screen" in 2004, a comprehensive, standardized assessment instrument that identifies parenting conflicts early in the court intake process and matches the needs of families to the correct service options leading to improved outcomes for all. Connecticut is now working to utilize the FJI principles to provide timelier proceedings, avoid caseload churn, and reduce multiple frivolous motions that antagonize parties and elongate the adjudication process. This session will explore the current challenges in working with families and offer useful, proven approaches in managing cases involving parenting and property disputes.

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**

Calhoun Room

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**

Lake Harriett Room

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

Hon. Elizabeth Bozzuto, Deputy Chief Court Administrator, Connecticut Judicial Branch

Joseph DiTunno, Deputy Director, Court Services Division, Connecticut Judicial Branch

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.

One of the states that pioneered a triage approach in working with families and helped formulate the Family Justice Initiative (FJI) principles is Connecticut. Connecticut introduced the "Family Civil Intake Screen" in 2004, a comprehensive, standardized assessment instrument that identifies parenting conflicts early in the court intake process and matches the needs of families to the correct service options leading to improved outcomes for all.

Since that time, Connecticut has diversified the family court process and services to enhance efficiency for the parties and the court. Connecticut is now further refining processes to reduce multiple frivolous motions that antagonize parties and elongate the adjudication process. This session will explore the current challenges in working with families and offer useful, proven approaches in managing cases involving parenting and property disputes.

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

Lake Minnetonka

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

Great Lakes Ballroom

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

Great Lake Ballroom

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