

Updated: 08/12/2022

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

presents the

**Sixth Annual Trial Court Leadership Academy and Conference
*Overcoming Barriers to Change and Remaking Courts for a Better Future***

August 21 – 24, 2022

**New Rural Court Leader
Workshop Programs Added**

ON-SITE / IN-PERSON CONFERENCE

Conference Education / Social Events Registration
\$500/member; \$600/non-member*
\$150/guest fee (per person; social events only)
*Includes NAPCO 1 yr. membership (\$125 value)

[Registration Online](#)

Questions? Nikiesha Cosby: ncosby@ncsc.org

Conference Hotel Room Reservations
Lodging: \$149/night - single or double
Hilton Anaheim Hotel
777 West Convention Way | Anaheim, CA 92802

[Reserve a Room\(s\) Online](#)

Reserve Rooms(s) via Phone: (877) 776-4932



AGENDA

SUNDAY, AUGUST 21 WELCOME TO ORANGE COUNTY, CALIFORNIA

12Noon to 6:00 PM Conference Information and Last-Minute Registration Hilton Anaheim

The Hilton Anaheim is Orange County's largest hotel. Located next to the Anaheim Convention Center, the largest on the west coast, it's a 4-star property and a Disney Good Neighbor® hotel, one mile from Disneyland, the theme park that started it all. The hotel couples modern conveniences such as indoor & outdoor pools, a health club, 4 restaurants, in-room complimentary wireless internet access, with shuttle service (surcharge) to nearby beaches, shopping centers, Angel Stadium (2.5 miles), and the Bowers Museum (4.7 miles). Self-parking and EV charging (subject to charges) is available on-site. Registration and over 20-hours of educational sessions will be held at the hotel. Last-minute registrations will be accepted at the NAPCO Secretariat Office in the hotel lobby on Sunday, August 21 and Monday, August 22.

Three social events are planned for attendees and guests (\$150 additional charge for a conferee's guest includes all extracurricular events). A welcome reception at the hotel opens the Conference on Sunday evening. After Academy Day adjourns on Monday afternoon, a complimentary wine, cheese and hors d'oeuvres gathering will take place at the hotel. Lastly, a special event and dinner has been arranged for conferees and their guests on Tuesday evening at the Marconi Automotive Museum located in Tustin, CA., a short distance from the conference hotel. Transportation will be provided.

All educational and social events will comply with CDC and California Health Department recommended guidelines existent at the time of the Conference. The wellbeing of faculty, staff, conferees, guests, and the public is NAPCO'S utmost priority.

5:30 to 7:00 PM Hosted Reception at the Hilton Anaheim Hotel (heavy hors d'oeuvres; no-host bar)
Attire is business casual. Anaheim weather in late August averages 80-89° F during the day, and 65-70° F in the evening. Recommended attire: Business casual.

6:00 to 6:30 PM Welcome and Opening Remarks
Hon. John J. Russo, NAPCO Chair, Board of Directors
Mr. David Slayton, Vice President, Court Consulting Services, National Center for State Courts
Hon. Erick L. Larsh, NAPCO President; Presiding Judge, Superior Court of California, County of Orange
Mr. David Yamasaki, NAPCO Vice President; Court Executive Officer, Superior Court of California, County of Orange

7:30 PM Dinner on Your Own
Suggestions and directions to numerous restaurants, cafes and bistros near the hotel will be provided during the registration process by our hosts, the Superior Court in Orange County CA.

By Appointment National Center "Court Solutions" Appointments and Advice
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

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 at the Secretariat Office in the lobby of the Hilton Anaheim Hotel to schedule a place and time to meet.

Board of Directors The NAPCO Board of Directors routinely meets twice during an Annual Meeting. The initial Directors' Meeting will be held on Sunday, August 21 from 1:00 PM to 4:00 PM at the Conference Hotel. The second Directors' Meeting will be a breakfast gathering held on Wednesday, August 24th from 7:30 – 8:15 AM. All Board meetings are open to NAPCO members and the public.

Network Suite On Monday, August 22, and Tuesday, August 23, NAPCO has arranged for the use of suite at the Hilton Anaheim as an informal social gathering place for conferees to get to know one another better and exchange information and ideas. The suite is open from 8:30 to 11:00 PM each of those days. Complimentary beer, wine and snacks will be available. Conferees, faculty, and their guests, regardless of whether they reside at the Hilton Anaheim, are welcome.

MONDAY, AUGUST 22 TRIAL COURT LEADERSHIP ACADEMY DAY

7:30 AM to 5:00 PM Conference Information and Last-Minute Registration

7:30 to 8:30 AM Hosted Continental Breakfast

8:15 to 9:00 AM OPENING CEREMONIES

Honor Guard

Orange County Sheriff's Office

Welcome and Introductions

Hon. John J. Russo, Chairperson, NAPCO Board of Directors

Ms. Mary McQueen, President, National Center for State Courts

Hon. Erick L. Larsh, NAPCO President, Presiding Judge, Superior Court of California, County of Orange

9:00 to 9:30 AM KEYNOTE ADDRESS

Hon. Tani G. Cantil-Sakauye, Chief Justice, Supreme Court of California

Chief Justice Tani G. Cantil-Sakauye is the 28th Chief Justice of the State of California and is the chairperson of the state's Judicial Council, the policy and governing body of California's Judicial Branch. She has served in these roles since January 3, 2011. As the first Asian-Filipina American and the second woman to serve as Chief Justice, she has emerged as one of the country's leading advocates for equal access to justice, civic education, and reform of court funding models and procedures that unfairly impact the poor.

In leading California's Judicial Branch, she brings a rare breadth of experience and knowledge about the operations and needs of state and local courts, as well as the inner-workings of the justice system. After receiving her JD from the UC Davis, Martin Luther King, Jr., School of Law, she worked as a deputy district attorney for the Sacramento County District Attorney's Office, and then served on the senior staff of Governor Deukmejian. In 1990, she was appointed to the Sacramento Municipal Court, and seven years later Governor Pete Wilson elevated her to the Superior Court of Sacramento County. While on the superior court, she presided over both criminal and civil assignments and established and oversaw the first court in Sacramento dedicated solely to domestic violence issues..

In 1995, Governor Arnold Schwarzenegger nominated her to the state's Court of Appeal, Third District, where she served 15 years. In July 2010, Governor Schwarzenegger nominated her to California's highest judicial office which, was followed by her appointment to that position by the California Commission on Judicial Appointments (August 2010), and a successful retention election by voters on November 2, 2010.

9:30 to 9:45 AM

BREAK

LEADERSHIP ACADEMY SEMINAR: "LEADING THROUGH INFLUENCE AND SHAPING THE CULTURE AND FUTURE OF TRIAL COURTS"

9:45 to 10:00 AM

Overview of the Program, Learning Objectives, and Faculty Introduction

Hon. John J. Russo, Chairperson, NAPCO Board of Directors
Mr. David Yamasaki, Vice President, NAPCO

**Dr. Barry Dornfeld, Ph.D., Principal
Center for Applied Research, Inc. (CFAR), Boston | Philadelphia**

Barry Dornfeld is a strategic advisor to public and private organizations and an expert on organizational change, strategy, leadership and governance. He conducted NAPCO's Leadership Academies in 2016 (Cleveland), 2017 (Scottsdale), and co-led the virtual Academy in 2021 (Boston). Over the last decade, he has been a consultant with the NCSC and NAPCO in developing programs centered on judicial branch leadership and skills enhancement.

As an expert on loosely-coupled, professional organizations, Barry's talents are not confined only to court organizations. He also teaches extensively in healthcare and higher education environments in leading executive programs on strategy, influence and persuasion, organizational culture and change, negotiation and governing board dynamics. Through the years, he has continued his academic relationships, as well, with the Wharton School of the University of Pennsylvania's Executive Education Division and the Harvard Macy Institute, an inter-professional, international, collegial "think-tank" focused on leadership innovations in health care education.

CFAR's roots began as a multi-disciplinary research center within the Wharton School of the University of Pennsylvania. After roughly 10 years at Wharton, by mutual agreement and continuing support, CFAR became a private firm in 1987. In March, CFAR was named to the Forbes list of [America's Best Management Consulting Firms in 2022](#).

Work in Advance

Prior to the presentation, conferees are encouraged to download and read three items, and prepare an influence challenge:

- *Presiding Judge and Court Executive Officer Trial Court Governance and Leadership Principles Roles and Responsibilities.*
[\[pdf\]](#) Short monograph.
- Cialdini, Robert. 2001. *Harnessing the Science of Persuasion*. Harvard Business Review.
[\[pdf\]](#) Article.
- Dornfeld, Barry and Malachi O'Connor. 2014. The Moment You Can't Ignore: When big Trouble Leads to a Great Future.
[\[pdf\]](#) Introduction excerpt from the book.
- Influence Challenge. Please bring to the session a one paragraph write-up of a current leadership challenge you are facing where you have to collaborate with others inside your court and use influence to advance an initiative or project you are trying to move forward for which you need buy-in and support.

MORNING SESSION

- 10:00 to 11:00 AM** Importance of Influence in Loosely-Coupled Systems | Leading Outside the Court | Shaping the Culture or Your Organization.
- 11:00 to 12:00 Noon** Leading through Influence | Influence Model: 6 Levels of Influence | Influence Worksheet | Understanding What Motivates People.
- 12 Noon to 1:00 PM** **LUNCH**
- 1:00 to 1:30 PM** **OPTIONAL PRESENTATION: THOMSON-REUTERS**

AFTERNOON SESSION

- 1:30 to 3:00 PM** Working with Your Influence Styles | Getting on the Other Person's Channel | Applying the Model to Your Work | Scenarios.
- 3:00 to 3:15 PM** **BREAK**
- 3:15 to 4:00 PM** Managing Stakeholder Relationships and Politics | Applying the Influence Model to Current Challenges | Action Planning.
- 4:00 to 4:15 PM** **Closing Remarks and Academy Day Wrap-Up**
Hon. Erick L. Larsh, NAPCO President; Presiding Judge, Superior Court of California, County of Orange
Mr. David Yamasaki, NAPCO Vice President; Court Executive Officer, Superior Court of California, County of Orange
- 4:30 to 6:30 PM** **WINE, CHEESE, AND HORS D'OEUVRES RECEPTION (Hilton Anaheim Hotel)**
A special wine and cheese reception has been arranged where conferees and their guests can learn more about the organization and its partnership with the National Center to advance sound principles and skills in the governance and leadership of the nation's courts. NAPCO Board Members will be present to talk about the organization's activities.
- 7:00 PM** **DINNER ON YOUR OWN**
- 8:30 to 11:00 PM** **Networking Suite (Hilton Anaheim)**

TUESDAY, AUGUST 23 COURT LEADERSHIP PLENARY & WORKSHOP SESSIONS

- 7:00 to 8:00 AM** **Hosted Continental Breakfast**
- 8:00 to 8:15 AM** **Review of the Day's Upcoming Events**
Hon. Erick L. Larsh, NAPCO President; Presiding Judge, Superior Court of California, County of Orange

Conference Announcements

Mr. David Yamasaki, NAPCO Vice President; Court Executive Officer, Superior Court of California, County of Orange

8:15 to 8:30 AM

JUSTICE MANAGEMENT INSTITUTE'S ERNEST C. FRIESEN AWARDS FOR 2021 & 2022

Award Presenters: Ms. Elaine Borakove, President, Justice Management Institute (JMI)

Mr. Tim Dibble, Vice President, Justice Management Institute (JMI)

Recipients: To be Announced at the Conference

PLENARY PRESENTATION

8:30 to 10:00 AM

PLENARY 1: COURTS AND ARTIFICIAL INTELLIGENCE: THE DIGITAL REVOLUTION AND CYBERJUSTICE

Professor Gary Marchant, Regents Professor of Law; Director of the Center for Law, Science and Innovation

Sandra Day O'Connor College of Law, 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 both access to trial courts and their internal operations. Electronic warrants, online dispute resolution, e-judicial dashboards, virtual 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 are really technology enterprises that just happen to be courts." Professor Marchant will challenge our thinking and reveal how the high-tech / high-touch digital revolution will continue to impact courts in greater ways as the future unfolds.

10:00 to 10:15 AM

BREAK

CONCURRENT WORKSHOPS: 10:15 to 11:30 AM

- **Workshop 1: Balancing PJ / CEO Roles and Duties in Times of Crisis**

Hon. Glenn Yabuno, Presiding Judge, Superior Court of California, County of San Bernardino (moderator)

Hon. Eric Taylor, Presiding Judge, Superior Court of California, County of Los Angeles

Ms. Sherri Carter, Court Executive Officer, Superior Court of California, County of Los Angeles

Hon. Lisa Munyon, Chief Judge, Ninth Judicial Circuit Court of Florida

Mr. Matthew Benefiel, Trial Court Administrator, Ninth Judicial Circuit Court of Florida

Leading trial courts in good times is challenging. Leading them during or after a crisis (i.e., the pandemic, hurricanes, fires, tornados, floods, terror or cyber-attacks) requires blending PJ and CEO skills and cultures tailored to an environment of urgency, trauma and uncertainty. PJs have the organizational power but lack the operational knowledge. Court Executives have the knowledge but lack the power. The team approach melds these strengths.

Additionally, those who have studied effective leaders in such situations point to a short list of valuable key behaviors this two-person team needs to synchronize their effectiveness, including: seeking creditable information; communicating frequently, truthfully and honestly with judges, staff and court users; functioning decisively (avoiding analysis paralysis and pinpointing “decision rights”) while giving people opportunities to improvise better ways to operate; being present, visible and available to boost morale; building connections with frontlines to ensure an awareness of changing conditions, and strategizing closely with confidants – most importantly with the court’s leadership team – on ideas, directions and action plans. This session will outline how these skills can purposefully be employed to help you as a leader when the unexpected occurs.

- **Workshop 2: Judiciary Under Attack: Confronting Disinformation, Fake News and Online Attacks**

Hon. Maria Hernandez, Assistant Presiding Judge, Superior Court of California, County of Orange (moderator)

Hon. James Brandlin, (ret.), Superior Court of California, County of Los Angeles

Mr. Anthony Pacheco, Vedder Price Law Firm - Professional reputation in slander, libel, defamation defense work

Sgt. Brian Gunsolly, Community Programs, Orange County Sheriff’s Department

Mr. Darren Toms, President, Conference of Court Public Information Officers; Cuyahoga County OH Court PIO

Disinformation, fake news, and slanderous attacks on judicial officers and decisions made by them have been rising at an alarming rate. In contrast to the institutional independence guaranteed to federal judges by the Constitution, most state court judges are not so insulated from outside pressures.

In 38 states, local and state trial judges are popularly elected, a practice that is virtually unknown to the rest of the world. And because of Supreme Court decisions like Citizens United and Republican Party of Minnesota v. White, many are elected in heavily financed, often vitriolic campaigns – campaigns that literally invite pandering to special interests and portend built-in conflicts of interest once judges reach the bench. Not to mention the tenor of the campaigns themselves! All of this led Justice Sandra Day O’Connor to say that “the single greatest threat to judicial independence . . . is the flood of money coming into our courtrooms by way of increasingly expensive and volatile judicial elections.”

Without question, the American court system performs a vital adjudicatory and final decision-making function for the American public, which necessarily includes politically-charged and emotional issues. Moreover, the impending escalation of the attack on the judiciary poses grave consequences if left unchecked. This workshop will explore what state and local judicial systems can do to address unjustifiable attacks on trial judges, the role of the judiciary in our tri-party democracy, and how trial court leaders can be part of the effort to mitigate unconscionable assaults on trial judges.

- **Workshop 3: Seven Key Practices to Reduce Trial Court Delay and Ways to Implement Them**

Hon. Roxanne Bailin, (ret.), Chief Judge, 20th Judicial District Court of Colorado; Special Caseflow Consultant (NCSC)

Mr. Gordon Griller, Executive Director, NAPCO; Former CEO in Minnesota / Arizona; Special Caseflow Consultant (NCSC)

Caseflow management is the heart of efficient trial court operations. Its methods and techniques, developed through 40+ years of research and testing, are much misunderstood. Some conclude it means more and more or faster and faster without regard to justice. Quite the contrary. Proven, evidence-based principles and techniques in reducing unnecessary trial court delay actually enhances justice and improved lawyering. The methods are not directed at necessary case preparation, but at waiting time when nothing happens. How to recognize, analyze and correct processes, procedures and work habits that occasion preventable delay is

the substance of this workshop presented by seasoned case processing experts. The more leadership judges, top-level court staff, and leadership teams understand about the mechanics of how caseload analysis is applied to decipher and correct pointless delays, the more skillful they will become in recognizing how to rectify commonplace obstacles, and prevent them from occurring in the first place. Seven key down-to-earth practices will be highlighted.

- **Workshop 4: Be a Data-Driven Court Leader: The Pathway to Smarter, Wiser, Sounder Decision-making**

Mr. Darren Dang, Chief Financial, Administrative & Data Officer, Superior Court of California, County of Orange (moderator)

Hon. Tara Desautels, Judge, Superior Court of California, County of Alameda

Mr. Robert Oyung, Chief Operating Officer, Judicial Council of California

Ms. Shawn Friend, Deputy Court Administrator, Superior Court of Arizona, Maricopa County

As a leader, you can always count on your own experience, intuition, and knowledge to make good decisions. But in today's information age, many presiding judges, court executives and their leadership teams are increasingly relying on analytical data to help guide court policy and operational decisions. Using the power of data, allows court leaders to have clearer, actionable insights into better ways to improve court services for customers, drive performance and accountability, and prioritize resource allocation. There is no learning without data, no feedback without data, and certainly no accountability without data.

This session will give you an insight into the usefulness of modern digital analytics in your work as a court leader. Today's case management software – whether purchased via a vendor or created locally by your court IT staff – is capable of providing statistical information in understandable, graphic, timely and meaningful ways. If that's not occurring in your court, decisions about caseload forecasts, operational performance, and overall transparency are apt to be constrained.

- **Rural Court Track A: Using "988" in Rural America**

Captain Emily Williams, LCSW-PIP, BCD, Regional Administrator, Substance Abuse & Mental Health Services Administration, U.S. Department of Health and Human Services, Region IX

Mr. Hal Zawacki, Assistant Director, Substance Abuse & Mental Health Services Administration, U.S. Department of Health and Human Services, Region IX

Telephone number "988" is launching in communities across America this summer. The mental health hotline has the potential to save lives and provide a mechanism to address mental health concerns in courts in rural America. In this breakout session, participants will learn about the 988 system and explore how rural courts can use the system to address mental health issues in their communities and courtrooms.

11:45 AM to 1:00 PM **HOSTED LUNCH at the VENDOR EXHIBIT & COURT PRODUCT SHOW (HILTON ANAHEIM HOTEL)**

1:00 to 1:30 PM **OPTIONAL PRESENTATION: TYLER TECHNOLOGIES**

PLENARY PRESENTATION

1:35 to 2:45 PM **PLENARY 2: WAYS TO ADVANCE DIVERSITY, EQUITY & INCLUSION FOR JUDGES, STAFF AND COURT CUSTOMERS**

Hon. Karen Robinson, Judge, Superior Court of California, County of Orange (moderator)
Hon. Erica Yew, Judge, Superior Court of California, County of Santa Clara
Hon. Brenda Fay Harbin-Forte, (ret.), Judge, Superior Court of California, County of Alameda
Hon. Marsha G. Slough, Associate Justice, Court of Appeal, Fourth District, Division Two, State of California

Many court leaders today are developing programs and initiatives to end systemic discrimination involving race, gender, age, ethnicity, disabilities, or sexual orientation which may be embedded within the culture and operations of a judicial branch. While commitments to assess and evaluate levels of diversity, equity and inclusion in a court are important starting points, much can be done concurrently to improve the experience and opportunities for all working within courts or coming to them.

Examples of action-oriented programs include the Massachusetts Trial Court Office of Diversity, Equity, Inclusion & Experience charged with fostering an inclusive and just court system that provides a fair, respectful, and dignified court experience for court users and employees. The Office works with court departments to build capacity around issues of DE&I, diversify the court workforce, provide court DE&I training, establish inclusive policies and practices, and improve the court user experience. Oregon’s Judicial Branch provides another leadership example by training court leaders to conduct “difficult conversations” that allow the gathering of “factual experiences” about marginalized people working in or appearing before the courts; offering supplemental guidance to court security forces on inclusivity and responsive services to diverse court users; encouraging the use of tools to address vicarious trauma, mindfulness, and stress management in order to improve wellness for staff, judicial officers and court volunteers; and developing curriculum for staff and judges on procedural fairness to foster a more respectful and welcoming atmosphere within courts.

If there is any governmental institution that should clearly and openly embrace and model an organizational work culture based on treating people in a supportive, open, welcoming, and affirming manner where all can thrive and be treated with respect and dignity, it should, indeed, be a trial court.

2:45 to 3:00 PM

BREAK

CONCURRENT WORKSHOPS: 3:00 to 4:15 PM

- **Workshop 5: Pretrial Release Services in a No Bail World**

Ms. Kristina Bryant, Advancing Pretrial Practices & Research, National Center for State Courts
Mr. Matthew Alsdorf, Advancing Pretrial Practices & Research, Center for Effective Public Policy
Ms. Shelley Curran, Chief Policy and Research Officer, Judicial Council of California

Over the past decade, courts have had to navigate a rapidly evolving pretrial landscape: legislation, litigation, and policy change at the local level have created uncertainty about how pretrial decisions should be made. There are, however, lessons to be drawn about how court systems can operate effectively—and even lead their states—in this changing space. And there are lessons about how courts can implement policies and practices that are consistent with the direction in which state and federal law is moving—and ones that improve pretrial outcomes, community safety and wellbeing, and racial equity.

This session will provide an overview of the national pretrial landscape and assess how recent trends in legislation, litigation, and local policy impact state and local court systems. We will explore strategies for advancing pretrial justice in ways that are consistent both with current law and national trends. In addition, we will place particular focus on the work of the California courts, which have

recently worked through multiple changes in the state's laws around pretrial release, and have come to be seen as a leader nationally on these issues.

- **Workshop 6: Survive. Recover. Restart. Justice and Jury Trial Delay Post-Covid 19**

Hon. Larry Yellin, Central Justice Center Supervising Judge, Superior Court of California, County of Orange (moderator)

Hon. Greg Prickett, Long Cause Felony, Superior Court of California, County of Orange

Ms. Paula Hannaford-Agor, Director, Center for Jury Studies, National Center for State Courts

Hon. Jennifer Green, Criminal Department Presiding Judge, Superior Court of Arizona, Maricopa County

Mr. Pete Hernandez, Jury Services Manager, Superior Court of California, County of Orange

Two and one-half years after the American justice system was paralyzed by a pandemic, the repercussions continue to radiate through communities nationwide, from tiny towns to the largest cities. Although the shutdown in case processing caused serious delay in the work of trial courts initially, many courthouses are now back in action, even if not yet at pre-pandemic capacities. Justice delayed by Covid-19, however, looks to continue to be a feature of the American landscape for the near future.

Criminal jury trials account for most of the pending backlog nationwide, although delays are somewhat uneven. States that reopened more quickly than others will likely reduce a decent portion of their logjams by the time the NAPCO Conference convenes in August 2022. Many state and local trial courts, however, are expected to still have lengthy delays. A survey by Thompson Reuters released in August 2021, found that the average backlog in state and local courts had increased by about a third.

This session will explore best practices in reducing backlogs, including techniques that create more meaningful pretrial proceedings occasioning early plea agreements, prompt discovery exchange, timely motion hearings, and speedy case dismissals. Methods to promote greater jury trial efficiencies will be explored as well.

- **Workshop 7: Sharpening Our Focus: DEI and Racial Justice in America's Courts**

Mr. Edwin T. Bell, Director of Racial Justice, Equity and Inclusion, National Center for State Courts

Ms. Kimberly Carson, Director, Education and Human Capital Development, Iowa Judicial Branch

Mr. Joseph Ford, Assistant Court Executive Officer, Superior Court of California, County of Placer

As the nation continues to confront issues that pose barriers to accessibility and equitable treatment for all, state and local court leaders are working to identify ways to reduce disparities for those we serve and for those that work alongside us. Efforts to modernize court procedures can help when the intent of our effort aligns with our expected outcomes with clear and strategic road maps. Longstanding concerns regarding disparities may be most prevalent in, or at least, primarily attributed to, matters pertaining to the criminal courts. However, disparities play a significant role in all court case types. This session will provide insights into the roads we have collectively traveled and provide concepts for court leaders to adopt and apply as they address concerns that impact the courts within their local communities.

- **Workshop 8: I'll take 'Collaboration' for \$1000, Alex. The answer is: "Magic." The question is: "What happens when subject matter and court educational experts combine efforts?"**

Hon. Bruce R. Cohen, Presiding Judge, Family Court, Superior Court of Arizona, Maricopa County

Ms. Cindy Reid, Director of Training and Innovation, Superior Court of Arizona, Maricopa County

Courts around the country face challenges in training judicial officers and staff about the subject matter that is to be mastered for recently appointed judicial officers or those who are being assigned to a new judicial rotation. The model most commonly employed involves a multi-day in-person classroom approach. Information overload is the norm and actual absorption (learning) is limited. While meaningful training for judicial officers needs a new approach, the silo effect between subject matter experts within courts and those who develop court-initiated educational programs has limited their abilities to meet the objective.

Over the past two years, the Maricopa County Superior Court has created an innovative, interactive computer-based product for judges who are new to family court. It's called "Family Court Kingdom Quest." Based on a Game of Thrones theme, it has 11 modules. The final product, launched in February 2022, has been immensely successful.

The workshop presenters will use the actual program to illustrate its features and provide a series of take-aways you can apply in your jurisdiction, including ways and objectives in rethinking judicial training, techniques for developing and creating more helpful training programs, and how to facilitate collaboration between subject matter and training/education experts to create cutting-edge training programs for judicial officers.

- **Rural Court Track B: Bridging the Digital Divide in Rural Communities**

Hon. Roy B. Ferguson, 394th Judicial District Court of Texas

The pandemic brought about tremendous changes in the way that justice is delivered using technology. Research has shown that court participants have significantly improved access to court hearings. But a digital divide can break down those improvements and continue to be a barrier to access. In this session, participants will learn about tools that can be used to bridge the digital divide in rural communities.

OPTIONAL EVENING SOCIAL EVENT AND DINNER

Marconi Museum

The Marconi Museum, home to one of Southern California's most iconic automotive collections, is the site of our social event and hosted dinner. It is located a short distance from the hotel in Tustin, CA. The Museum operates as a public, nonprofit corporation with a portion of all net proceeds from organized events transmitted to local charities serving children-at-risk.

Southern California's car culture has dominated the American automotive scene since the 1940s. Whether you're into classic American cars, hot rods, or the new electric car revolution, "SoCal" has set the pace. Much of the nation's current architecture and transportation patterns developed in direct response to drive-thru curbside service, freeways and road trips. Join us for dinner and a look at America's influential car culture, including three of the most original movie and television cars... the Batmobile (1989-92); the Dukes of Hazard 1969 Dodge Charger; and Knight Rider's 1982 Pontiac Firebird Trans Am conversion.

4:45 to 5:45 PM	Group Transportation Provided. Buses depart from the hotel lobby
6:00 to 9:00 PM	Hosted Dinner (no-host bar) and Evening Event
9:00 – 9:30 PM	Group Transportation Provided. Buses depart from the Museum
8:30 to 11:00 PM	Networking Suite

WEDNESDAY, AUGUST 24 COURT LEADERSHIP PLENARY AND WORKSHOPS | NAPCO ANNUAL MEETING

7:00 to 8:30 AM Hosted Continental Breakfast

8:00 to 8:30 AM NAPCO Board of Directors' Meeting (Breakfast Meeting)

PLENARY PRESENTATION

8:30 to 9:45 AM **PLENARY 3: HAPPINESS @ WORK: WHY AND HOW COURT LEADERS SHOULD AND CAN INSPIRE IT**

Dr. Ted M. Cross, Ph.D., Associate Dean, College of Business, Western Governors University; former Clinical Assistant Professor of Leadership and Academic Director, Thunderbird School of Global Management at Arizona State University.

Science has shown that people who are happier at work are more committed to their organization, rise to positions of leadership more rapidly, are more productive and creative, and suffer fewer health problems. More and more, research is suggesting that happiness should not be an afterthought for workplaces; it should be an essential goal, entwined with the kinds of 21st century skills that are key to individual and organizational success today. But how can you as a court leader increase happiness within yourself and across the court?

This plenary presentation zeros in on the particular challenges—and opportunities—in bringing a greater sense of happiness and meaning to your life at work and to the lives of judicial officers and court staff. Insights from leading scientific studies will be distilled into actionable lessons. You'll not only be better equipped to identify the level of happiness and wellbeing within the court and help colleagues understand why happiness is a worthwhile goal, but you'll also be equipped to support engagement and productivity and strengthen your sense of belonging, purpose, meaning, and satisfaction—not only at the courthouse but in your life as a whole.

9:45 to 10:00 AM **BREAK**

CONCURRENT WORKSHOPS: 10:00 to 11:15 AM

- **Workshop 9: Successful Approaches in Justice to Dealing with Homelessness**

Hon. Erick L. Larsh, Presiding Judge, Superior Court of California, County of Orange (moderator)

Hon. Desiree A. Bruce-Lyle, Superior Court of California, County of San Diego

Ms. Shelley Curran, Chief Policy and Research Officer, California Judicial Council

Unfortunately for too many, the experience of homelessness involves police encounters, lockups, courts, or jail and prison cells as much as it does shelter beds. Some people are caught in a revolving door between the streets or shelters and jails, not to mention other institutional settings. Federal, state, and local policies have focused on specific subgroups, such as veterans, people experiencing "chronic homelessness," and, more recently, families and youth. In many communities, these efforts have been useful in bringing together new partners, galvanizing public and private support, and shaping public awareness of what it takes to end homelessness.

We are not doing enough to solve the structural causes of homelessness--lack of affordable housing, wage stagnation, the wealth gap, institutional racism, and inadequate health and social services for people living in poverty. Court leaders are in a unique position

as the principal conveners of justice and private system partners to address the current problems in many communities, as well as marshalling the forces to prevent homelessness in the long-run. This workshop will help PJs, CEOs, and trial court leadership teams examine this multi-faceted problem and learn about practical, proven approaches to dealing with it.

- **Workshop 10: Eliminating Peremptory Challenges in Jury Selection: An Update on Arizona’s Groundbreaking Venture**

Hon. Pamela Gates, Associate Presiding Judge, Arizona Judicial Branch in Maricopa County

Hon. Danielle Viola, Civil Department Presiding Judge, Superior Court of Arizona, Maricopa County

On January 1, 2022, Arizona became the first state in the nation to eliminate peremptory challenges, the ability of attorneys or parties to object to selecting a proposed juror without stating a reason and without the court’s approval. Under a new Arizona Supreme Court rule, potential jurors can only be excluded for cause such as acknowledged or determined bias related to the participants or circumstances in a case. The new rule supports a growing body of research and data that reveals peremptory strikes often discriminate against people of color in state and local jury selection.

Arizona has a national reputation for modernizing jury practices. In the 1990s, numerous far-reaching changes were undertaken as experiments including encouraging juror notebooks and notetaking, allowing questions of witness by jurors, promoting case specific jury instructions, and permitting jurors to discuss the evidence privately among themselves as the case proceeds. Some of these changes have been adopted in other states. As in the past, jury reform is again on the move.

- **Workshop 11: What a Terrific Story! Enriching Court Leader Communications**

Hon. Kevin S. Burke (ret.), Former Chief Judge, Fourth Judicial District of Minnesota, Hennepin County

Mr. Gordon Griller, Executive Director, National Association of Presiding Judges and Court Executive Officers

Storytelling has been around for thousands of years. From ancient cave dwellings to the latest webinar series, stories have both fascinated and motivated humankind. Stories have always been a highly helpful tool to communicate a message, idea or principle. This is why the art of telling a thought-provoking story is an essential leadership skill in today’s world as it has been in times past. Through storytelling, leaders can emotionally connect with others, inspire organizations, set strategic visions, clarify ideas, and teach important lessons. Proper and engaging stories have the potential to change a person’s attitudes, values and beliefs, and even their behavior. Storytelling, with a purpose, is key to being not only a good leader but a more impactful one. This workshop will give you some tips on improving your effectiveness as a leader through more skillful and thoughtful storytelling.

- **Rural Court Track C: Using Remote Services to Expand Access to Justice in Rural Communities**

Hon. Mary Jane McCalla Knisely, 13th Judicial District Court of Montana in and for the County of Yellowstone

Hon. Randin R. Roland, Presiding Judge, County Court, 12th Judicial District of Nebraska

Ms. Sara Ford, Legal Director, South Carolina Victim Assistance Network (Columbia, SC)

Rural courts have long struggled to provide access to services that their urban counterparts regularly employ to improve success. Whether it is probation services, treatment, language access, making the record, or providing counsel, the transition to increased remote services have the potential to expand access to justice in meaningful ways. In this session, participants will learn about successful models used by others in rural America to use remote services effectively.

PLENARY CLOSING PRESENTATION

11:15 AM to 12:15 PM PLENARY 4: LEGACY LEADERSHIP: LIVING YOUR PURPOSE. LEAVING YOUR MARK. REINVENTING YOURSELF.

Hon. Paul M. Carey (ret.), Chief Justice, Massachusetts Trial Court

Hon. Julio Mendez (ret.), Assignment Judge, Superior Court of New Jersey, Atlantic / Cape May Vicinage

Mr. David Yamasaki, Court Executive Officer, Superior Court of California, County of Orange

Most leaders don't think about their legacy until they are approaching the end of their careers. Today, whether you've just become a court leader or have been in your position for a while, this session will give you a brief opportunity to look at your leadership journey and consider the legacy you want to leave – your indelible mark – on the careers and lives of those you lead, your court, the justice system, and the public you serve. "The greatest use of a life is to spend it for something that will outlast it." (William James).

Once you've had a chance to reflect on your impact as a court leader, we'll talk about what's next for you. How might you reinvent yourself for a new future? Nothing stays the same forever. In a world where things are always changing, sometimes you have to think about who you are and where you're at – and figure out whether it's time for a refresh. Join us for some thoughtful, personal introspection.

12:15 to 12:30 PM CONFERENCE ADJOURNMENT AND CLOSING REMARKS

Hon. Erick L. Larsh, NAPCO President; Presiding Judge, Superior Court of California, County of Orange

Mr. David Yamasaki, NAPCO Vice President; Court Executive Officer, Superior Court of California, County of Orange

2023 TRIAL COURT LEADERSHIP ACADEMY AND CONFERENCE • BOSTON, MASSACHUSETTS

HOST: MASSACHUSETTS TRIAL COURT

HON. JEFFREY A. LOCKE, CHIEF JUSTICE | JOHN BELLO, COURT ADMINISTRATOR

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