

**NATIONAL ASSOCIATION FOR PRESIDING JUDGES AND COURT EXECUTIVE OFFICERS
In Collaboration with the National Center for State Courts**

Seventh Annual Trial Court Leadership Academy and Conference
Capturing the Power of Negotiation
Critical Tools to Promote Collaboration and Enhance Trust

August 20 – 23, 2023

Lodging Accommodations

**Omni Parker House
60 School Street | Boston, MA 02108**

Educational Sessions

**Massachusetts Continuing Legal Education Center (MCLE)
10 Winter Place | Boston, MA 02108**

Sunday Evening Reception

**Historic John Adams Courthouse
1 Pemberton Square | Boston MA 02108**

AGENDA

SUNDAY, AUGUST 20	WELCOME TO HISTORIC BOSTON	LOCATIONS
12Noon to 6:00 PM	<p>Registration and Conference Information</p> <p><i>The Omni Parker House boasts old-world charm and elegance together with the modern conveniences of a world-class establishment. Nestled in the heart of historic Boston, it is located along the Freedom Trail and at the foot of Beacon Hill, Boston Common, Quincy Market and Faneuil Hall Marketplace. The hotel is within two blocks of the Massachusetts Continuing Legal Education Center where all NAPCO education sessions will be held, and three blocks from the historic John Adams Courthouse where a Sunday evening reception will begin the formal events of the 2023 Conference. The conference room rate is \$219/night;</i></p>	Omni Parker House

single or double occupancy. Rooms featuring this rate may be booked beginning Wednesday, April 26, 2023, via the NAPCO website at www.napco4courtleaders.org

Logan International Airport ↔ Downtown Boston via Blue Line Shuttle/Train. [IMPORTANT NOTICE]

*The Sumner Harbor Tunnel, which primarily brings traffic from Logan International Airport to and from Downtown Boston, is currently closed for much-needed restoration work through the end of August. During the closure, the state offers free expanded access to train and shuttle service between the Airport and Boston. The train is recommended: Take the MTBA **Blue Line** and disembark at the Government Center Station, a short walk to the Omni Parker House Hotel.*

5:30 to 7:00 PM

Hosted Reception (heavy hors d'oeuvres; no-host bar)

John Adams Courthouse

Attire is business casual. Boston weather in late August averages 75-78° F during the day, and 65-70° F in the evening.

6:00 to 6:30 PM

Welcome and Opening Remarks

John Adams Courthouse

Hon. Kimberly S. Budd, Chief Justice, Massachusetts Supreme Judicial Court

Hon. John J. Russo, NAPCO Chair, Board of Directors; Common Pleas Court of Ohio in Cuyahoga County (Cleveland)

Hon. Jeffery A. Locke, NAPCO President; Chief Justice, Massachusetts Trial Court

Thomas G. Ambrosino, NAPCO Vice President; Court Administrator. Massachusetts Trial Court

7:30 PM

Dinner on Your Own

Downtown Boston

Suggestions and directions to numerous restaurants, cafes and bistros near the hotel will be provided during the registration process by our hosts, the Massachusetts Trial Court.

By Appointment

“The Doctor Is In” Program

Room(s) TBD

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 Nikiesha Cosby at ncosby@ncsc.org to arrange an appointment, or you may contact the Conference staff at the Omni Parker House or the Massachusetts Continuing Legal Education Center (MCLE) to schedule a time to meet.

Board of Directors

NAPCO’s Board of Directors meets twice during an Annual Meeting. In Boston, the initial Directors’ Meeting will be held on Sunday, August 20 from 2:00 PM to 4:00 PM at the Historic John Adams Courthouse. The second Directors’ Meeting will take place at the MCLE Center on Wednesday, August 23 from 7:00 – 8:00 AM (a continental breakfast will be available). Specific room locations for these meetings will be available at the Conference Secretariat Office and posted on the Conference website. Meetings are open to NAPCO members and the public.

MONDAY, AUGUST 21

TRIAL COURT LEADERSHIP ACADEMY DAY

LOCATIONS

7:30 AM to 5:00 PM

Registration and Conference Information

MCLE Center

7:30 to 8:30 AM

Hosted Continental Breakfast

MCLE Dining Area

8:30 to 9:00 AM

OPENING CEREMONIES

Milstein Auditorium

Introductory Remarks

Hon. Jeffrey A. Locke, NAPCO President; Chief Justice, Massachusetts Trial Court

Conference Agenda and Announcements

Thomas G. Ambrosino, NAPCO Vice President; Court Administrator, Massachusetts Trial Courts

9:00 AM to 4:00 PM

LEADERSHIP ACADEMY DAY

Milstein Auditorium

CAPTURING THE POWER OF NEGOTIATION TO PROMOTE COLLABORATION AND ENHANCE TRUST

Harvard Professor Daniel L. Shapiro, Ph.D., will lead this year's Academy Day program through interactive presentations; case examples tailored to loosely coupled organizations; situational analysis and discussion; negotiation exercises and debriefings; and personal application and sharing of experiences. Through these methods, court leaders will learn and practice new skills and develop a plan of action for honing their negotiation capabilities in an environment where top-down, command-and-control leadership approaches are impractical.

When most leaders in organizations negotiate, they often tend to rely on instinct without the benefit of a systematic negotiation framework. As a result, negotiations often fail to maximize mutual gains and are unnecessarily adversarial. In response, this Academy Day program will provide presiding judges, court executives and court leadership teams with a cutting-edge analytical model developed by the Harvard Negotiation Project to improve working relationships, collaboration, and trust. This approach is uniquely suited to professionally dominated organizations like courts, hospitals, and universities where individual elements display a relatively high level of autonomy vis-à-vis the larger systems in which they exist.

Dr. Shapiro is the founder and director of the Harvard International Negotiation Program, he teaches a highly evaluated course on negotiation at Harvard College; instructs psychology interns at Harvard Medical School/McLean Hospital; and leads executive education sessions at the Program on Negotiation at Harvard Law School, Harvard Kennedy School, and Harvard Medical School/McLean Hospital. He also has served on the faculty at the Fletcher School of Law and Diplomacy, Tufts University, and at the Sloan School of Management at the Massachusetts Institute of Technology.

Named one of the top 15 professors at Harvard, Shapiro specializes in practice-based research—building theory and testing it in real-world contexts. He has launched successful conflict resolution initiatives in the Middle East, Europe, and East Asia, and for three years chaired the World Economic Forum's Global Agenda Council on Conflict Resolution. Focusing extensively on the emotional and identity-based dimensions of negotiation and conflict resolution, Shapiro led the initiative to create the world's first Global Curriculum on Conflict Management for senior policymakers as well as a conflict management curriculum that now reaches one million youth across more than 20 countries. He is the recipient of numerous awards, including the American Psychological Association's Early Career Award and the Cloke-Millen Peacemaker of the Year Award. In May of 2019, Shapiro received Harvard's Joseph R. Levenson Memorial Teaching Prize for Excellence in Undergraduate Teaching, the oldest of the teaching awards given out by the Undergraduate Council.

9:00 to 9:15 AM	Overview of the Interactive Leadership Day Program, Learning Objectives, and Introduction of the Faculty Hon. John J. Russo, NAPCO President Mary C. McQueen, President, National Center for State Courts	
9:15 to 10:30 AM	Session One: Although negotiation is often seen as a critical leadership skill, why is it so hard to master? What are the common problems leaders encounter in influencing others? What does evidence-based research say about ways leaders can build their capacity for empathy, influence and listening in order to transfer naysayers and fence-sitters into partners for change?	
10:30 to 10:45 AM	Break	
10:45 AM to 12Noon	Session Two: A <i>Core Concerns Framework</i> will be reviewed and how it affects everyday interactions and leadership relationships within trial courts. Presiding judges, court executives and court leadership teams will work on exercises and share their experiences in applying three of the five core concerns: appreciation, affiliation and autonomy.	
12Noon to 1:20 PM	Hosted Lunch	MCLE Dining Area
1:30 to 3:00 PM	Session Three: The art and science dealing with the two remaining core concerns: roles and status will be targeted in forging agreements between people involving real-life trial court conflicts. Additional tools, along with exercises and scenarios, will be presented on how to deal with strained relationships and difficult emotions in negotiating solutions.	
3:00 to 3:15 PM	Break	
3:15 to 4:00 PM	Session Four: Participants will develop a personal plan of action to incorporate the Core Concerns Framework in their day-to-day operations in their home courts.	
4:00 to 6:00 PM	WINE AND CHEESE RECEPTION	Suffolk Law School
	<i>A special wine and cheese reception for conferees and their guests at Suffolk University Law School, 120 Tremont Street, will offer those attending a beautiful view of Boston and a chance to chat with NAPCO Board Members about Association activities. The Law School is in downtown Boston across the street from Boston Common and the Freedom Trail. It is close to both the MCLE Center and the Omni Parker House. Suffolk Law is a national leader in Legal Writing, Clinics, Dispute Resolution and Trial Advocacy; all ranked in the U.S. News Top 25. Also, it has been named the No. 1 school in the country for legal technology since PreLaw Magazine began its tech rankings in 2018.</i>	
7:00 PM	DINNER ON YOUR OWN	Local Restaurants
8:30 to 11:00 PM	Networking Suite – Omni Parker House Hotel	Room TBD

TUESDAY, AUGUST 22 COURT LEADERSHIP PLENARY & WORKSHOP SESSIONS**LOCATIONS**

6:45 to 7:45 AM	Hosted Continental Breakfast	MCLE Dining Area
8:00 to 8:20 AM	Quick Review of the Day's Events Hon. Jeffrey A. Locke, NAPCO President; Chief Justice, Massachusetts Trial Court Conference Announcements Thomas G. Ambrosino, NAPCO Vice President; Court Administrator, Massachusetts Trial Court	Milstein Auditorium
8:15 to 8:30 AM	2018 JUSTICE MANAGEMENT INSTITUTE'S ERNEST C. FRIESEN AWARD Award Presenter: Elaine Borakove, President, Justice Management Institute Recipient: To be Announced at the Conference	Milstein Auditorium

PLENARY PRESENTATION

8:30 to 10:00 AM	PLENARY 1: KEYNOTE ADDRESS The Polarization of America and Its Impact on the Rule of Law, Trial Courts, and Truth-finding Morgan Michele Franklin, Harvard Law School	Milstein Auditorium
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Polarization is not the same as disagreement about how to solve public policy problems or differences regarding the role of government. The force that empowers polarization is tribalism, clustering ourselves into groups that compete against each other in a zero-sum game where negotiation and compromise are perceived as betrayal, whether those groups are political, social, racial, economic, religious, gender-based or generational. The impact isn't limited to politics. Research shows that polarization is affecting families, workplaces, schools, and neighborhoods, stressing the very fabric of society.

Courts and the justice system have been the target of polarized groups. A growing number of Americans view the U.S. Supreme Court and some state supreme courts as driven by political views. Arizona trial courts made national news during a flurry of election denier lawsuits filed in 2021 and 2023. There is little doubt that polarization is a threat to some of the bedrock democratic principles of our justice system in America, including the rule of law and nonpartisan consideration of evidence.

This keynote address, presented by a young Harvard Law School instructor with expertise in teaching conflict resolution and persuasion skills is unique in that it focuses on the future from a Gen Y perspective. Morgan Franklin will share her views and advice on how trial court leaders can emphasize and safeguard the important role and value of trial courts in our democratic republic when the justice system is confronted with polarized attacks. Learning how to talk across conflict and instill greater understanding about fair, impartial courts is not only essential for a healthy democracy but critical for a resilient, constructive future.

10:00 to 10:15 AM BREAK**CONCURRENT WORKSHOPS: 10:15 to 11:30 AM**

- **Workshop 1: Mental Health Cases III: Crisis and Opportunity for State and Local Courts** **Milstein Auditorium**
 Hon. Paula Carey (ret.), Former Chief Justice, Massachusetts Trial Court (moderator)
 Hon. Nan Waller, Mental Health Court; Competency Docket, Circuit Court of Oregon in Multnomah County (Portland)
 Barbara Marcille, Trial Court Administrator, Circuit Court of Oregon in Multnomah County (Portland)
 Hon. James Bianco, Mental Health Court, Superior Court of California, Los Angeles County
 John Bello, Principal Court Management Consultant, National Center for State Courts

This workshop is the culmination of a three-part series exploring the problems, challenges and strategies state and local trial court leaders need to know to improve the justice systems' response to cases involving mental health disorders. The first two sessions reviewed the dimensions of the nation's mental health crisis, and the current ways trial courts are dealing with litigants who exhibit behavioral health disorders. They were presented as NAPCO / NCSC webinars in April and June 2023, and can be viewed free and on-demand at any time via NAPCO's website.

This presentation focuses on the future and best practices as highlighted by the findings of the National Judicial Task Force to Examine State Courts' Response to Mental Illness, a group established in March 2020 by the Conferences of Chief Justices and State Court Administrators, which published their findings and recommendations ten months ago. The panel will outline strategies, action plans, and techniques court leaders and leadership teams can employ to improve mental health proceedings and to enhance case outcomes in criminal, civil, family, and juvenile adjudications, as well as ways to spark and lead systemwide coordination efforts through using the "sequential intercept model."

- **Workshop 2: 'This is How We've Always Done It': Challenging Conventional Wisdom through Unexpected Partnerships (Families in Transition)** **Lower-Level Classroom**
 Hon. Bruce R. Cohen, Presiding Judge, Family Department, Arizona Superior Court in Maricopa County
 Alicia Davis, JD; Principal Court Management Consultant, National Center for State Courts

In this session, we address entrenched court challenges through introspection and finding unexpected partnerships. The recurring issue of high-conflict domestic disputes in family courts takes center stage, as Hon. Bruce R. Cohen and Alicia Davis illuminate the "Well-Being in Family Courts Initiative." This collaborative effort drew upon community partners, some unexpected, to create tools and resources intended to improve the lived experience of court users and court partners alike. It contributed to the development of a groundbreaking online parenting education course called "Families in Transition." We will share how one partnership led to many, and to significant shifts in thinking. We will offer a sneak preview of the Families In Transition (FIT) course, set for nationwide launch in September 2023. Through discussion and exercises, this session will explore how found pilots, new engagements, and introspection enabled a community of family court actors to overcome conventional thinking and resource limitations to tackle persistent issues and problems.

- **Workshop 3: Public Libraries as Partners in Access to Justice** **Upper-Level Reilly Room**
 Panel: Tara L Kunkel, President, Rulo Strategies, LLC; Rural Justice Collaborative (Moderator)
 Thomas G. Ambrosino, JD, Court Administrator, Massachusetts Trial Court

Hon. Donna J. Mowrer, Chief Judge, Ninth Judicial District of New Mexico
Kathy Zappitello, Association of Rural and Small Libraries (ARSL)

Public libraries make great partners in increasing access to justice. A growing number of trial court leaders are working with local libraries to supplement the delivery of justice services. Why public libraries? Libraries have been about the business of remaking their futures over recent decades in response to a highly technical world permeated by the internet and e-books. In the meantime, court features have become increasingly internet based, especially as a result of shuttered in-person proceedings during the pandemic. Libraries are quiet, user-friendly environments in strategically accessible locations. And trial courts, collaterally, need safe, quiet, reliable space for equitable access by litigants to court services, documents, and online legal support.

Trial court / public library partnerships are practical in both urban and rural areas. As an example, the Chelsea, Massachusetts Public Library, serving a municipality of 41K residents across the Mystic River from Boston, recently partnered with the Massachusetts Trial Court to provide greater public access to virtual court resources, self-help legal materials, and approved DIY forms and instructions. Minnesota and Texas are among states creating or planning to create spaces in sparsely populated regions of their states stocked with tech and internet in libraries. Rural public libraries often are among the first public service entities in their communities to bridge the digital divide in providing consistent and reliable internet service for their customers. This workshop will give you an inside view on how trial courts and public libraries collaborate toward mutually beneficial services for their communities.

11:30 AM to 12:30 PM

Hosted Lunch

MCLE Dining Area

12:30 to 1:00 PM

Mini-Break Vendor Plenary Session: For-the-Record

Milstein Auditorium

Over the last decade, digital technology has evolved at an exponential pace and branched into niche markets. Such specialized, advanced technology arrives at a fortuitous time for courts, which struggle to attract and retain stenographers. As fewer people enter the profession and the stenographer shortage compounds annually, courts must incorporate digital innovations to bridge the gap, record legal proceedings, and maintain access to justice.

Beyond simply bridging the gap, audio / video recording tools, speech-to-text platforms, and remote and hybrid hearings—supported by cloud technology—will be transformative in the courtroom. This technology will lessen the reliance on certified transcripts, ultimately increasing courtroom efficiencies, reducing case processing times, and alleviating the burden on staff. Ensuring that all stakeholders understand these benefits will be key to a smooth transition, as will be the support and collaboration of multi-disciplinary teams—from policymakers to technology leaders.

In this 30-minute presentation, For-The-Record will discuss how to effectively integrate new digital technology with existing systems, reallocate specialized resources to manage new workflows, and implement systems that will support justice well into the future.

PLENARY PRESENTATION

1:05 PM to 2:30 PM

PLENARY 2: Leading with Empathy: Meeting the New Demands of Leadership in Today's World

Milstein Auditorium

Emily Gould, JD, Leadership Coach, NextGen Leadership
Lee Jay Berman, Leadership Consultant and Coach, NextGen Leadership

Increasingly in today's world, leadership research shows that to meet the new challenges leaders face, they need to use empathy as a professional skill – reliance on positional authority cannot address the leadership challenges of the moment. However, empathy has historically been controversial in the legal environment and is often seen as counter to the respect for authority on which our court systems rely. In this high-energy session, the faculty will explore the application of empathy by court leaders, drawing on their experience with the Massachusetts Trial Courts to illuminate how presiding judges, court executives and their leadership teams can find the right balance between including the multitude of stakeholders (both internal and external) and people's ever-increasing need to feel heard and included, while still making decisions to lead with clarity.

Emily Gould, a former criminal prosecutor, agency general counsel, and experienced mediator; is a leadership coach with NexGen. She helps leaders take charge and transcend the new challenges that come with increasing responsibility and growing complexity. Many of her clients are legal organizations, including global law firms, courts, agencies, and academic institutions; her clients include both corporate and non-profit organizations. She has served as an adjunct professor at Vermont Law School in global restorative justice and authored "The Empathy Debate: The Role of Empathy in Law, Mediation, and the New Professionalism" in the Vermont Bar Journal (Fall, 2010).

As a leadership consultant and coach with NextGen, Lee Jay Berman has consulted with courts, Fortune 500 companies, top professional service firms, law firms, nonprofit organizations, government agencies, and celebrities. Prior to founding the American Institute of Mediation, he was Director of Pepperdine Law School's number 1 ranked "Mediating the Litigated Case" program for eight years and lectured at numerous universities on that topic. His executive coaching work leads C-suite executives, board members, and senior partners in areas of their greatest need, specializing in gathering and delivering feedback as a foundation for action plans in individual leadership, executive presence, relationship building, mentoring and coaching skills, team membership, trust building and conflict management.

2:30 to 2:45 PM

BREAK

CONCURRENT WORKSHOPS: 2:45 to 4:00 PM

• **Workshop 4: Essential Elements of Achieving Empathy-based Leadership.**

Milstein Auditorium

Emily Gould, JD, Leadership Coach, NextGen Leadership
Lee Jay Berman, Leadership Consultant and Coach, NextGen Leadership
Kelly Kamaka'a Iohi Asato, Executive Coach, NextGen Leadership
Fernando Lopez, Executive Coach, NextGen Leadership
Joanne Goubourn, Leadership Teams Expert, NextGen Leadership

Building on Academy Day and the Leading with Empathy plenary, this workshop will be interactive, experiential, and hands-on to enable participants to understand different ways to lead people in order to strengthen and build relationships, even amid

conflict and disagreement. Leading in today's world requires a different skillset. Effective leaders must grasp what's going on with colleagues and staff more perceptively, as well as those who are court users, in order to lead more effectively.

Attendees will learn how to listen more astutely. We all know about active listening, but empathetic listening is so much deeper and more satisfying; it builds trust, relationship, and cohesion between people in stronger, more lasting ways.

- **Workshop 5: Doing More with Less: Five Ways Rural Courts are Closing the Rural Justice Gap** **Upper-Level Reilly Room**

Panel: Tara L. Kunkel, President, Rulo Strategies, LLC; Rural Justice Collaborative (Moderator)

Hon. Donna J. Mowrer, Chief Judge, Ninth Judicial District Court of New Mexico

Hon. David W. Ruoff, Presiding Judge, Superior Court of New Hampshire, Rockingham County

Nearly twenty percent of the nation's population lives in nonmetropolitan areas, highlighting the importance of rural justice systems to our nation's court system. Rural economic marginalization and corresponding gaps in employment, affordable housing, and mental health care put individuals at risk for legal needs. Yet many rural regions are "legal deserts" with few attorneys, if any. Due to staffing, courts may meet infrequently, forcing defendants to wait weeks before seeing a lawyer or obtaining pretrial release. Access to behavioral health care or other supports may be scarce and require an individual to travel a significant distance to access care. This conversation will highlight solutions developed by courts in rural communities to address these challenges and discuss how these initiatives could be replicated and funded in other rural communities.

- **Workshop 6: Instituting Major Change Successfully in Loosely Coupled Organizations** **Lower-Level Classroom**

Hon. John J. Russo, Former Presiding Judge, Court of Common Pleas in Cuyahoga County

Gordon Griller, Executive Director, NAPCO, Former CEO in Minnesota and Arizona Courts

In the summer of 1994, John P. Kotter, Emeritus Professor of Leadership at Harvard Business School, wrote an article for the Harvard Business Review entitled "Leading Change: Why Transformation Efforts Fail." It was based on substantial research and led to his seminal book, "Leading Change," the next year. It outlines a compelling eight-step process (roadmap) that any organization – including loosely-coupled trial courts – should thoughtfully consider adopting to bring about lasting change.

This eight-stage framework has been used in numerous organizations over nearly three decades with substantial success. Unfortunately, many court leaders have neither heard of John Kotter nor his evidence-based formula for major change. This workshop will give attendees an overview of Kotter's methodology and examples of how it applies to trial courts. With that knowledge, presiding judges, court executive officers and their leadership teams will more keenly understand how to responsibly prove to skeptics (fence-sitters, the uncommitted and the complacent) that changes undertaken will be beneficial to them and the work of the court in the long-run. It takes time for people to internalize the value of doing things differently; Kotter's approach takes that into account, and more.

OPTIONAL EVENING EVENT

4:30 – 5:30 PM

Coaches depart Omni Parker House

5:00 to 7:30 PM	John F. Kennedy Presidential Library and Museum (Columbia Point, Boston)	
	Hosted Heavy Hors d'oeuvres No-Host Bar Tour	
7:30 – 8:00 PM	Coaches return to Omni Parker House	
8:00 PM on	DINNER ON YOUR OWN	Local Restaurants
8:30 to 11:00 PM	Networking Suite– Omni Parker House Hotel	Room TBD

WEDNESDAY, AUGUST 23	COURT LEADERSHIP PLENARY AND WORKSHOPS NAPCO ANNUAL MEETING	LOCATIONS
7:00 AM to 8:00 AM	Hosted Continental Breakfast	MCLE Dining Area
7:00 AM to 8:00 AM	NAPCO Board of Directors' Breakfast Meeting	MCLE Center

PLENARY PRESENTATION

8:30 AM to 9:45 AM	<p>PLENARY 3: Court Leader Roles and Responsibilities in Enhancing Criminal Justice Systems</p> <p>Panel: Thomas Eberly, Program Director, Justice Management Institute (Moderator) Elaine Borakove, President, Justice Management Institute Hon. Carl Ashley, Chief Judge, Circuit Court of Wisconsin, Milwaukee County Hon. Mike Menahan, Montana First Judicial District Court (Helena) Mandy Potapenko, Director, Criminal Justice Coordinating Council, Milwaukee County Wisconsin</p>	Milstein Auditorium
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Trial court leaders are frequently involved in improving the interdependencies among independently elected and appointed criminal justice officials who work at different levels of state, county, and city governments. In many jurisdictions, criminal justice coordinating councils (CJCCs) have been formed to facilitate communication, collaboration, and planning systemwide enhancements. Ultimately, they help a criminal justice system function more truly as a system, thereby minimizing inefficiencies and making the most of a jurisdiction's limited resources.

Recent national surveys reveal that over 90 percent of those involved in CJCCs conclude they are worthwhile in collaboration among agencies and addressing important systemic issues. In many such councils, trial court PJs and CEOs serve as members with presiding judges being the most common chairpersons.

This plenary session will introduce attendees to the new National Standards for Criminal Justice Coordinating Councils and highlight how these assemblies promote systemic improvements, why trial court leaders are major forces in such collaborative efforts, and outline

the benefits derived for courts and justice system partners overall. A workshop will follow this session directed at developing the necessary elements necessary in creating and operating an effective CCJC.

9:45 to 10:00 AM

BREAK

CONCURRENT WORKSHOPS: 10:00 to 11:00 AM

- **Workshop 7: Essential Elements of Criminal Justice Coordinating Councils**

Milstein Auditorium

Panel: Thomas Eberly, Program Director, Justice Management Institute (Moderator)

Elaine Borakove, President, Justice Management Institute

Hon. Mike Menahan, Montana First Judicial District Court (Helena)

Hon. Carl Ashley, Chief Judge, Circuit Court of Wisconsin, Milwaukee County

Mandy Potapenko, Director, Criminal Justice Coordinating Council, Milwaukee County Wisconsin

This workshop will explore and identify the core operational characteristics of high-performing criminal justice coordinating councils. Participants will learn how these essential elements relate to national standards and how to apply them in their local jurisdictions. Strategies for engaging community members and promoting data-driven decision-making within councils will be detailed. Two practical tools will be reviewed as well: a checklist for implementing and sustaining a new CJCC, and an assessment instrument for evaluating and improving existing CJCCs. Information will also be shared about available technical assistance from the National Institute of Corrections and the Justice Management Institute to assist jurisdictions in forming and strengthening CJCCs.

- **Workshop 8: Trial Court Leaders: Catalysts for Community Justice Rehabilitation**

Upper-Level Reilly Room

Vincent L. Lorenti, JD; Director, Office of Community Corrections, Massachusetts Trial Court

Trial court leaders in Massachusetts have developed a series of multi-purpose Community Justice Support Centers providing treatment, education and employment help to convicted persons as meaningful alternatives to jail and prison. The approach is different than many probation programs that are one-off initiatives focused on particular populations, geographic areas, or treatment modalities. The Massachusetts approach is both distinctive and instructive for trial court leaders in three ways: It promotes a systemic approach driven by the court that specifically avoids piecemeal pre-packaged provider programs. It monitors provider fidelity to evidence-based practices in program performance and outcomes. And it utilizes outside, third-party consultants to aid in gauging program needs (Pew Research Institute), assessing treatment reliability (UMass Chan Medical), and analyzing recidivism outcomes (UPenn).

Also included in the discussion will be a review of how Community Justice Support Centers responded to problems caused by the pandemic. In concert with the Court's move to remote technology in adjudication functions, the Centers made a similar transition. Technology Assisted Care, as it has been dubbed, includes virtual classroom instruction and web-based cognitive behavioral treatment programs. Those programs continue as options today where access for clients necessitate it.

- **Workshop 9: The Power, Techniques, and Outcomes of Positive Humor as a Leadership Tool** Lower-Level Classroom

Hon. Kevin S. Burke (ret.), Former Chief Judge, Fourth Judicial District of Minnesota in Hennepin County
Gordon Griller, Executive Director, NAPCO; Former CEO in Minnesota and Arizona trial courts

As a leader, it's quite easy to get a laugh – your title will virtually guarantee it! The timely and appropriate use of humor is an asset to any leader. Humor and laughter are essential parts of being human. Scientists theorize that laughter evolved as a way to create and maintain social bonds more quickly by encouraging cooperation and strong relationships between members of a group. When used wisely and correctly, it offers numerous benefits for both leaders and those they lead.

Interestingly, there has been substantial research on using humor in the workplace to motivate, reduce stress, build more authentic relationships (trust), and increase performance. You don't have to be charismatic or have a repertoire of ready jokes for different situations. You merely need to know more about how to weave humor into your leadership interactions.

In this workshop, you'll learn how humor can be used effectively in the workplace; the science behind why laughter accelerates feelings of trust, closeness and comfort; and practical tips on ways to use humor as a strategic leadership tool in a court environment. The good news is our lives are full of humor if we know how to look for it.

PLENARY CLOSING PRESENTATION

11:15 AM to 12:30 PM

PLENARY 4: The Signature Counter Experience: An Innovative D, E, and I Trial Court Program

Milstein Auditorium

John Laing, Chief Experience and Diversity Officer, Massachusetts Trial Court
Hon. Paula Carey (ret.), Former Chief Justice, Massachusetts Trial Court

The dignified and timely administration of justice depends upon quality customer service at every point in the judicial process. The Massachusetts Trial Court introduced the "Signature Counter Experience" training program in 2015. It is a two-part customer service curriculum facilitated at all courthouses and mandated for all court staff.

The program helps to identify challenges that staff, particularly on the front lines, face while trying to meet the needs of the public. Court staff, including judges and clerks, participate in the program as a team to examine and better understand the interactions among themselves, as well as their dealings with court customers. This program supports and strengthens the provision of better customer service and includes discussions on how biases of court staff and court users may affect these interactions.

The interactive program stresses that the court customer experience begins when an individual walks through the courthouse doors and passes through security. The user experience extends through all interactions with judges, court staff, and even encompasses post-adjudication contacts with services that operate under the mantle of the court, such as probation, contract treatment programs, and the like. It involves all user engagement with a trial court system, ensuring litigants, witnesses, lawyers, jurors, and the public have a positive experience throughout the courthouse. Such experiences are critical to promoting public trust and confidence in the courts and an organization-wide commitment to treating all with respect, fairness and understanding.

12:30 PM to 12:45 PM

CONFERENCE ADJOURNMENT AND CLOSING REMARKS

Milstein Auditorium

Hon. Jeffrey A. Locke, NAPCO President; Chief Justice, Massachusetts Trial Court

Thomas G. Ambrosino, NAPCO Vice President; Court Administrator, Massachusetts Trial Court