

# NATIONAL ASSOCIATION FOR PRESIDING JUDGES AND COURT EXECUTIVE OFFICERS

## **Eighth Annual Trial Court Leadership Academy and Conference** *“Leading In Times of Unprecedented Change”* August 25–28, 2024

Denver Marriott Tech Center  
1900 S Syracuse Street  
Denver, CO 80237

### **AGENDA**

#### **SUNDAY, AUGUST 25, 2024**

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|----------------------------|--|
| <b>12:00 PM to 5:00 PM</b> | <b>Registration and Conference Information</b>   |
| <b>2:00 PM to 4:00 PM</b>  | <b>NAPCO Board Meeting</b><br><i>Cottonwood Room</i><br>NAPCO’s Board of Directors meets twice during an Annual Meeting. In Denver, the initial Directors’ Meeting will be held on Sunday, August 25 <sup>th</sup> from 2:00 PM to 4:00 PM and the second Directors’ Meeting will take place on Wednesday, August 28 <sup>th</sup> from 7:00 AM – 8:00 AM. |
| <b>5:30 to 7:30 PM</b>     | <b>Welcome Reception</b><br><i>Back Country Terrace</i><br><i>Attire is business casual. Denver weather in late August average is 88° F during the day, and 65° F in the evening.</i>  |
| <b>6:00 to 6:30 PM</b>     | <b>Welcome and Opening Remarks</b><br><i>Back Country Terrace</i><br>Hon. John J. Russo, NAPCO Board of Directors, Chair<br>John Bello, NAPCO, Executive Director  |
| <b>7:30 PM</b>             | <b>Dinner on Your Own</b><br><i>Suggestions and directions to numerous restaurants, cafes and bistros near the hotel will be provided on the conference app.</i>   |

**By Appointment**

**“The Doctor Is In” Program**

*The National Center for State Courts provides a special on-site service at various national, regional, and state judicial/court management conferences to speak with one or more of NCSC’s court service professionals on any desired court topic regarding advice, problems, or assistance from the Center. There is no charge or further obligation. Center consultants will be available throughout the Conference on Monday, Tuesday, and Wednesday. Prior to the Conference, send an email to Nikiesha Cosby at [ncosby@ncsc.org](mailto:ncosby@ncsc.org) to arrange an appointment.*

**MONDAY, AUGUST 26, 2024**

**7:30 AM to 4:30 PM**

**Registration and Conference Information**

*Foyer*

**7:30 to 8:30 AM**

**Breakfast**

*Atrium*

**8:30 to 9:00 AM**

**OPENING CEREMONIES**

*Rocky Mountain Event Center*

**Introductory Remarks**

Hon. John J. Russo, NAPCO Chair

**Conference Agenda and Announcements**

John Bello, NAPCO, Executive Director

**Overview of the Interactive Leadership Day Program, Learning Objectives, and Introduction of the Faculty**

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

John Bello, NAPCO, Executive Director

**9:00 AM to 4:30 PM**

**LEADERSHIP ACADEMY DAY**

*Rocky Mountain Event Center*

Tracy Miller, J.D.

**LEADING IN TIMES OF UNPRECEDENTED CHANGE**

*Tracy Miller, J.D., will lead this year’s Academy Day program through interactive presentations. The loss of Public Trust and Confidence in the Judicial Branch, Assault on the Rule of Law, Generative Artificial Intelligence and an unprecedented time of Societal Changes are a few of the challenges Court Leaders face daily in our rapidly evolving world, understanding and harnessing the diverse perspectives and experiences of different generations and leading in times of change is crucial*

for the success of judges, CEOs, and court staff. TM Consulting's workshop provides a comprehensive and interactive platform for judges and CEOs to explore the intricacies of multi-generational dynamics, enhancing their leadership skills and decision-making capabilities. This unique workshop combines theoretical knowledge with practical strategies to help participants effectively manage and lead diverse teams, make informed decisions, and create inclusive environments, navigate uncertainty and ambiguity with confidence within their respective domains.

During this engaging Academy Day, attendees will delve into the characteristics, values, and communication styles during changing times. Attendees will learn how to bridge generational gaps, foster collaboration, and leverage the strengths of employees to improve workplace dynamics and decision-making. Through case studies, group discussions, and hands-on exercises, participants will leave with actionable insights to navigate the ever-changing landscape of court environments, drive innovation, and cultivate leadership styles that resonate with their multi-generational teams. This Academy Day will be a transformative experience that empowers attendees to embrace diversity, enhance their leadership understanding, build stronger, more cohesive organizations and drive success in the face of change.

<b>9:00 AM to 10:30 AM</b>	<b>Leadership Academy: Session One</b> <i>Rocky Mountain Event Center</i>
<b>10:30 to 10:45 AM</b>	<b>Break</b>
<b>10:45 AM to 12:00 PM</b>	<b>Leadership Academy: Session Two</b> <i>Rocky Mountain Event Center</i>
<b>12:00 PM to 1:20 PM</b>	<b>Lunch</b> <i>Atrium</i>
<b>1:25 PM to 1:55 PM</b>	<b>Leveraging AI for Justice: Addressing the Court Reporter Shortage</b> <i>Rocky Mountain Event Center</i>
<b>2:00 PM to 3:00 PM</b>	<b>Leadership Academy: Session Three</b> <i>Rocky Mountain Event Center</i>
<b>3:00 PM to 3:15 PM</b>	<b>Break</b>
<b>3:15 PM to 3:45 PM</b>	<b>The Weaponization of Your Personal Information – And How to Stop It</b> <i>Rocky Mountain Event Center</i>
<b>3:45 PM to 4:30 PM</b>	<b>Leadership Academy: Closing</b> <i>Rocky Mountain Event Center</i>

**4:30 PM to 6:30 PM**      **Exhibits Open with Wine & Cheese Reception**  
*Atrium*  
*A special wine and cheese reception for conferees and their guests.*

**TUESDAY, AUGUST 27, 2024**

**7:00 AM to 4:30 PM**      **Registration and Conference Information**  
*Foyer*

**9:00 AM to 2:00 PM**      **Exhibit Hours**  
*Atrium*

**7:00 AM to 8:00 AM**      **Breakfast**  
*Atrium*

**8:00 AM to 8:15 AM**      **Quick Review of the Day’s Events and Conference Announcements**  
*Rocky Mountain Event Center*  
 Hon. John J. Russo, NAPCO, President  
 John Bello, NAPCO, Executive Director

**8:15 AM to 8:30 AM**      **2024 JUSTICE MANAGEMENT INSTITUTE’S ERNEST C. FRIESEN AWARD**  
*Rocky Mountain Event Center*  
 Award Presenter: TBD  
 Recipient: To be Announced at the Conference

**PLENARY PRESENTATION**

**8:30 AM to 10:00 AM**      **PLENARY 1: The “New Future of Work”: The Need to Build Future-Ready Courts**  
*Rocky Mountain Event Center*  
 Brenda Wagenknecht-Ivey, Ph.D., CEO Praxis Consulting, Englewood, CO

*Our society has undergone major transformations over the past few years. These transformations have forever changed the workplace and workforce. To compete and to succeed in recruiting and retaining qualified employees and in delivering the highest quality of justice and services to people and communities, it is imperative for trial court leaders to think and act in ways that may be foreign or novel. It’s no longer just about what and how court work gets done. Now there is a high need to develop and support a holistic approach that engages court employees, prioritizes well-being, and adapts to both employees’ personal and professional needs and goals.*

10:00 AM to 10:45 AM

EXTENDED BREAK IN EXHIBIT AREA

**CONCURRENT WORKSHOPS: 10:45 AM to 11:45 AM**

- **Workshop 1: Pathway for Emerging Court Leaders – Level Up**

*Aspen Auditorium*

Jamie Velasquez, Organizational Development Analyst, Orange County, CA

*This session is a review of the LEVEL UP (Learning, Engaging, Visualizing, Evolving, Leading for Unlimited Possibilities) program, created and implemented to strengthen leadership knowledge, skills, and attitudes. While it was created with a focus on leaders preparing for upper and executive leadership roles, it is also applicable to leaders currently in such roles wishing to strengthen their leadership skills. The program moves away from lectures and research papers, although leadership theory is embedded deep into all the activities. The focus of the program is to get into the hard, powerful work of honest reflection for self-awareness and what it means for each participant to become a better leader. This shift means that a dedicated facilitator, protected time, limited finances, and a dedicated group of leader/learners can make this type of program happen.*

- **Workshop 2: Evolutionary Leadership by Fostering Innovation and Continuous Learning**

*Evergreen I*

Hon. Maria Hernandez, Presiding Judge, Orange County

David Yamasaki, Court Executive Officer/Clerk, Orange County

Helen Norris, CIO, Chapman University

*Evolutionary leadership involves embracing change and encouraging your team to think outside the box. It means empowering your employees to take risks, experiment with new ideas, and challenge the status quo. By creating an environment that values innovation, you can unlock the full potential of your team and drive them towards finding creative solutions to complex problems.*

- **Workshop 3: Improving the Process of Selecting a Fair and Impartial Jury – Lessons Learned following Arizona’s Elimination of Peremptory Challenges**

*Evergreen II*

Hon. Pamela Gates, Retired Associate Presiding Judge, Maricopa County, AZ

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

*Effective January 1, 2022, the Arizona Supreme Court eliminated the use of peremptory challenges in all Arizona trials. The Supreme Court also enacted rules to modify the jury selection process. Panelists will discuss changes that can be implemented at any trial court and are designed to improve the process of selecting a fair and impartial jury.*

**11:45 AM to 1:15 PM**      **Lunch in Exhibit Area**  
*Atrium*

**PLENARY PRESENTATION**

**1:15 PM to 2:45 PM**      **PLENARY 2: Generative Artificial Intelligence**  
*Rocky Mountain Event Center*  
Moderator: Kevin Bowling, J.D., MSJA, ICM Fellow  
Judge Scott Schlegel, Louisiana 5<sup>th</sup> Circuit Court of Appeal  
Stacey Marz, Administrative Director, Alaska Court System  
Gary Marchant, Regents and Foundation Professor of Law, Arizona State University  
Darth Vaughn, Managing Director Legal Operations, Litigation Counsel, Ford Motor Company, Newport Beach, CA

*The revolutionary advancements in Generative Artificial Intelligence (AI) have the potential to significantly transform the court system, revolutionizing the way legal professionals operate and enhancing the overall efficiency and accuracy of the judicial process. By harnessing the power of AI, courts can streamline their operations, reduce the burden on judges, and ensure fair and impartial outcomes.*

**2:45 PM to 3:15 PM**      **Sponsor Plenary Session – Lexis Nexis**  
*Rocky Mountain Event Center*

**3:15 PM to 3:30 PM**      **BREAK**

**CONCURRENT WORKSHOPS: 3:30 PM to 4:30 PM**

- **Workshop 4: Connect with Empathy; Lead with Compassion: Superpowers for Court Leaders**  
*Aspen Auditorium*  
Gordon Griller, Retired Court Executive Officer, Maricopa County, AZ  
Hon. Roxanne Bailin, Retired Chief Judge, 20<sup>th</sup> Judicial District Court in Colorado

*Empathy and compassion are no longer vague concepts confined to psychologists, therapists, or social workers. They're at the center of the 21st-century, effective leadership in virtually all business and public enterprises, including trial courts. Research, however, suggests many leaders struggle to grasp and display empathy, especially in the workplace, and have even more difficulty responding compassionately with action.*

*Although different behaviors, empathy and compassion are closely related. Both play important roles in forming and maintaining positive interpersonal relationships at the courthouse as well as in our personal lives. According to numerous studies, two of the most valuable skills for successful leadership are "active" listening (the essence of empathy) followed by thoughtful responding (the key ingredient in compassion). These attributes are foundational to effectively communicating – and, in turn, crucial to building trust. This workshop will give you some practical tips and insights into how you can develop your capabilities to become a more caring, considerate, and, ultimately, influential court leader.*

- **Workshop 5: What is Happening to State Trial Court Civil Filings in State Trial Court**

*Evergreen I*

John Greacen, Greacen Associates, LLC

Alan Carlson, Retired CEO, Orange County, California Superior Court

*This session will review the findings of a recent study of changes in trial court civil filings in five states over a period of 16 to 41 years. The findings are confounding and perplexing. Civil filings are not inexorably rising. Civil case filing levels in these five state trial courts are at or below the levels of 20 years ago. Per capita filings have dropped more steeply. Filing levels, even in large courts, vary widely within states and across states. The impact of changes in procedural and substantive laws and case management practices are not what might be expected. The findings suggest courts revisit what data is collected about filings and acknowledge that filing levels should become a performance measure of public trust and confidence in the judiciary.*

- **Workshop 6: Sledgehammers, Mosquitos, and Other Enemies of an Inclusive Courtroom**

*Evergreen II*

Hon. John Olafson, 2<sup>nd</sup> Judicial District, Colorado Judicial Branch

*Judge Olafson will lead the group through an interactive identification of meaningful personal identity characteristics, the role bias (cultural, conscious, and unconscious) plays in a courtroom, and the allyship+ paradigm - all with the goal of creating a useable inclusive courtroom order.*

**SOCIAL EVENT**

- 5:00 PM – 5:30 PM Coaches depart Marriott Denver Tech Center
- 5:30 PM to 7:30 PM Social Event: Topgolf  
Hosted Heavy Hors d’oeuvres
- 7:30 PM – 8:00 PM Coaches return to Marriott Denver Tech Center

**WEDNESDAY, AUGUST 28, 2024**

- 7:00 AM to 8:30 AM Breakfast  
*Atrium*
- 7:00 AM to 8:00 AM NAPCO Board of Directors’ Breakfast Meeting  
*Cottonwood*

**PLENARY PRESENTATIONS**

- 8:30 AM to 9:45 AM **PLENARY 3: Breaking Barriers – Ensuring Effective Communication for Individuals with Disabilities in Courts**  
*Rocky Mountain Event Center*  
Moderator: Hon. Paula Carey, Retired Chief Justice of the Massachusetts Trial Court  
Elizabeth Moran, J.D., Executive Director for Arc of Colorado  
Megan Rusciano, Staff Attorney for the Center for Public Representation

*Effective communication is a civil rights and access to justice issue. It is fundamental to ensuring meaningful engagement in due process and the ability for all individuals to fully participate in every aspect of the judicial process. This can be challenging for individuals who have a broad range of disabilities, particularly those with cognitive disabilities which impact an individual’s ability to comprehend or express themselves in written or spoken language. Despite the 1990 passage of the ADA and good intentions since, many courts still do not have the knowledge or skills needed to identify the communication barriers impacting equitable and effective communication access to their court services, programs, and activities. In this plenary session, participants will learn the principles of effective communication along with practical tips and strategies for judges and court personnel to overcome communication barriers and ensure meaningful engagement in due process such that all participants in the court system*



– judges, court personnel, attorneys, experts, advocates, and other staff - are providing effective communication and access to justice for all.

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

**BREAK**

**10:00 AM to 11:00 AM**

**PLENARY 4: Substance Use and Mental Health/ Project NORTH in Massachusetts**

**Rocky Mountain Event Center**

*Hon. Paula Carey, Retired Chief Justice of the Massachusetts Trial Court*

*Hon. Kathleen Coffey, First Justice of the Massachusetts Trial Court*

*Sheila Casey, Director, Specialty Courts, Massachusetts Trial Court*

*Substance Use disorders and mental health conditions are complex and chronic conditions that affect brain function and behavior and often co-occur. Yet they are treatable. Trauma is highly prevalent amount court-involved people, and the impact of trauma is a contribution factor to both substance use disorders and mental health conditions. Intervention and treatment at the earliest point possible improves outcomes. NCSC recently passed a resolution that combines the recommendations of the National Judicial Opioid Task Force as well as the National Task for to Examine State Courts' Responses to mental Illness. Working groups have been established to focus on priority areas. This Workshop will highlight some of these areas and the innovative work being done in Defection and Diversion. The Workshop will also highlight the new Massachusetts Supreme Judicial Court Standards on Substance Use Disorders & Mental Health. The goals of the Standards are to promote public safety, support access to treatment and recovery services, ensure due process, reduce recidivism, and encourage individual accountability.*

*The Workshop will also highlight Project NORTH which is a free, confidential, and voluntary court-based program providing access to Recovery Support Navigation for court involved individuals and families impacted by substance use located in the State of Massachusetts. This is a grant based, in court program in 14 of the largest courthouses in MA. Navigation is provided by Navigators who work for local licensed treatment providers. Navigators help court users access treatment, recovery, overdose prevention, and community services. Navigators also help with access to health insurance enrolment, prescribers for addiction treatment and psychiatric medication and long-term care coordination. In this Workshop you will learn about the program including not only the Navigator work but also how to secure transportation and sober housing and the challenges in doing so. Detailed data will be presented that will show, among other data points, that 88.9% of the clients who connected with a Navigator and successfully followed up were successful in connecting to care.*

**11:00 AM to 11:15 AM**

**BREAK**

## PLENARY CLOSING PRESENTATION

11:15 AM to 12:15 PM

### PLENARY 5: Colorado Department of Corrections: an “Insider’s Perspective”

*Rocky Mountain Event Center*

Jason Hogan

*One of the most significant decisions we make as trial court judges is the choice to sentence a defendant to the Department of Corrections. It has been my experience that many judges know very little about the day-to-day realities of defendants who are serving the DOC sentences that we impose. Jason Hogan served twenty-three years of a seventy-seven year Department of Corrections sentence before attorneys from the Korey Wise Innocence Project at CU law were able to demonstrate that his conviction was flawed. Since his release in May of 2023, Jason has become an advocate for incarcerated people through his work as a re-entry specialist at Breakthrough, a non-profit organization, and through speaking engagements with stakeholders throughout the criminal justice system.*

*Jason's story is a personal one about his path to exoneration, but he also has a unique ability to answer questions about the realities of DOC from the perspective of a former inmate. Jason was assigned to several different DOC facilities during his incarceration. He is uniquely qualified to speak about the availability of programming, the realities of prison politics, safety, and all other aspects of life on the inside. Jason is willing to answer questions from judges about everything from the daily life of an inmate to his own perspectives about how prison time can change a person, for both the better and for the worse.*

12:15 PM to 12:30 PM

### CONFERENCE ADJOURNMENT AND CLOSING REMARKS

*Rocky Mountain Event Center*

Hon. John J. Russo, NAPCO, President

John Bello, NAPCO, Executive Director