

COURT LEADERSHIP INSTITUTE OF ARIZONA (CLIA)

Judicial Education Center
541 E. Van Buren Street, Suite B4
Phoenix, AZ 85004
Minutes of the
October 12, 2012 Committee Meeting

Committee Members Present:	
Kent Batty, Chair	Court Administrator, Superior Court in Pima County
Don Jacobson, Vice Chair	Court Administrator, Flagstaff Municipal Court
Mike Baumstark	Deputy Director, Administrative Office of the Court
Judy Aldrich, Ed. D.	Professor, Chandler/Gilbert Community College
Randolph A. Bartlett	Judge, Superior Court in Mohave County, Division II
Maria L. Felix (teleconference)	Presiding Judge, Tucson Justice Court
Billie Grobe	Chief Probation Officer, Yavapai County Adult Probation
Sue Hall (teleconference)	Clerk of the Court, Superior Court in Apache County
James Hazel	Presiding Magistrate, Apache Junction City Court
Michael Malone	Court Administrator, Phoenix Municipal Court
Committee Members Absent:	
Margaret Downie	Judge, Arizona Court of Appeals, Division I
Phil Hanley	Director of Human Resources/ Administrative Services, Judicial Branch of Arizona in Maricopa County
Jolene Hefner	Detention Administrator, Yuma County Juvenile Justice Center
Douglas Rayes	Associate Presiding Judge, Superior Court in Maricopa County
David Sanders	Chief Probation Officer, Pima County Adult Probation
CLIA Staff Present:	
Jeff Schrade	Director, Arizona Supreme Court, Education Services Division
Gabe Goltz	Program Manager, Arizona Supreme Court, Education Services Division
Deb King	Special Projects Administrator, Arizona Supreme Court, Education Services Division
Anthony Cornay	Specialist V, Arizona Supreme Court, Education Services Division
Vikki Cipolla-Murillo	Specialist 1, Arizona Supreme Court, Education Services Division
Harriet Ramsbacher	Administrative Assistant, Arizona Supreme Court, Education Services Division

Call to Order, Administrative Business

Mr. Kent Batty called the meeting to order at 9:35 am at the AZ Supreme Court Administrative Office of the Courts in Phoenix, Arizona. Members introduced themselves before starting the meeting. There were no proxies present.

The June 8, 2012 minutes were reviewed. Mr. Mike Baumstark moved to approve the minutes which was seconded by Mr. Don Jacobson. The minutes were approved as read. *MOTION 2012-05 passed.*

Mr. Batty welcomed new member, the Honorable James Hazel.

ESD/Staff Updates

1) Recent Programs: Ms. Deb King reported on the Arizona Court Supervisor (ACS), Arizona Court Manager (ACM) and Arizona Court Executive (ACE) programs held since the last CLIA meeting with class evaluations, as follows:

- ACM Financial Management - June 26-28
- ACM Human Resources Management - August 15-17
- AZ Plus Diversity - August 17
- ACE Court Community Communications - August 28-30
- ACM Technology Management - September 26-28
- ACS Supervisor's Role in Human Resource Management - October 4
- ACS Webinars - Introduction to Supervisor - September 18, September 20, September 25 (2 classes), October 10 (2 classes)

Ms. King noted the average overall score for the above programs was 4.50, which is very good. The Court Community Communications program's overall score of 3.94 was a little lower than the others, which may have been impacted by the use of an out-of-state faculty member for one of the faculty members. Additionally, faculty has shared with staff that the course content is too basic in some areas and not extensive enough in others. Ms. King will communicate our concerns on the content to the National Center for State Courts (NCSC) for their review.

Mr. Batty had a question about the status of adding new faculty members for the next Court Community Communications program. Ms. King advised that Shelly Bacon and Aaron Nash attended the last session and are both being recommended as potential faculty because of their extensive court and media experience. Mr. Baumstark added that it would be good to have someone with everyday PIO experience combined with actual court/trial experience as an instructor for this program.

Ms. King reviewed the ACS launch on 9/18 and noted that the instructors (Tony Cornay & herself) have enjoyed learning and utilizing the new web delivery format. The next webinar, being developed is "Ethical Considerations for Supervisors."

2) Program Evaluation Form - COJET Changes Pending: Ms. King advised that the Committee on Judicial Education and Training (COJET) is developing a new evaluation form in order to make evaluations more useful to our programs. Mr. Jeff Schrade added that COJET is looking

to gather feedback to improve the standard evaluation with a goal of gathering input and finalizing a new evaluation by December 2012, although he added this is a somewhat fluid date and could be extended if CLIA wished to get involved. He advised that the COJET committee has a draft version available and he would share this form with CLIA members at the February meeting. Mr. Jacobson noted that we currently tie our evaluations very closely to the National Center for State Courts (NCSC) programs and performance, and he wants the committee to have input into this process so the tie-in continues. Ms. King advised that COJET will come up with a model, but CLIA can add or subtract unique items for the Institute for Court Management (ICM) programs to maintain consistency with NCSC. Evaluation form content for ICM classes will be tabled for the February meeting to include a comparison of our current evaluation form with the NCSC evaluation and the recommended changes from COJET.

3) Arizona Court Supervisor (ACS) Implementation: Ms. King reported that ACS launched in late August and there are currently 95 participants as follows: 4 from appellate courts, 33 from Superior court, 26 from municipal courts, 14 from limited jurisdiction courts and, 24 probation participants. The pilot program for probation participants - Case Management for Probation Supervisors - will be held in November, with 29 people currently registered. She took an opportunity to thank CLIA staff member Ms. Vikki Cipolla-Murrillo for her hard work in registering all of the new participants in the ACS program, and the Committee on Probation Education (COPE) and their staff for developing the probation class curriculum. Chief Probation Officer Dave Sanders, will be teaching along with Chief Probation Officer Darrell Reeves. Ms. King further reported that new updates have been made to the ACS website to make it easier for participants to get all their information and forms on-line.

4) Non-facilitated "independent learning" proposed COJET changes. There is a COJET proposal to potentially increase the maximum amount of non-facilitated learning hours (previously referred to as independent learning hours) from 8 to an unlimited number of hours for specific types of non-facilitated learning, i.e., computer-based classes where there is a significant amount of interaction built into the training. Mr. Schrade spoke about some new language he will be sending out to the committees and future trainers that will clarify and give appropriate parameters regarding elearning.

5) NCSC Fellowship Program Letter to CCM Graduates: Mr. Schrade spoke about an email (handout) he sent recently to 148 Certified Court Manager (CCM) graduates explaining the two alternatives available to them if they choose to go into the NCSC Fellowship program. Eligible graduates can either complete a 3 week in-residence program in Virginia and then complete an on-line study program, followed by a court project presentation at the US Supreme Court; or they can complete the Certified Court Executive (CCE) program here in Arizona followed by the on-line program and completion of the court project presentation at the US Supreme Court. There has been great response to this email. He added that the NCSC is delighted to have so many people interested in the Fellows program and has been very flexible and is doing all it can to promote this process. In addition to extending the deadline, they are allowing Arizona participants to apply for the program who will be completing their CCE program in December. He is estimating that 12 people will complete the CCE program with the 10/23 'High Performance Courts' session and then an additional 15 with the December 'CCE Leadership' session. Ms. King added that the NCSC will be offering financial scholarships to potential applicants for lodging, and for transportation to and from, Williamsburg, VA.

6) Upcoming Programs Through Year-end:

- Court Leadership Conference - October 23-24
- ACM High Performance Courts - Concluding Seminar - October 17-19
- ACM Court Performance Standards - November 6-8
- ACS Case Management for Probation Supervisors (pilot) - November 29
- ACE Leadership - December 12-14

Ms. King reviewed the Court Leadership Conference agenda (handout) and expressed appreciation for CLIA's input on the upcoming conference which is the Chief Justice's yearly opportunity to meet with her executive leadership team. There are currently 120 people registered. The conference will feature national speakers focusing on current trends and issues. She also noted that CLIA members are always welcome to attend any of our sessions and provide feedback.

7) Upcoming Programs 2013-2014 Schedule - Ms. King reviewed the 2013-2014 ICM calendar (handout) which is color coded for each type of program. The calendar also includes the Presiding Judge Leadership Academy pilot classes in February and April, 2013, and a tentative date in October for the 2013 Court Leadership Conference. She also thanked committee member Dr. Judy Aldrich for the fantastic teaching job at last week's ACS - Human Resources class.

Presiding Judge Training Updates

Mr. Batty advised that the committee is hard at work planning for the upcoming Presiding Judge Training. There are 20 slots reserved for General Jurisdiction presiding judges and 20 slots reserved for Limited Jurisdiction presiding judges. Additionally some slots have been saved for prospective presiding judges and other judges in leadership positions in the superior courts and possibly limited jurisdiction courts depending on the registration numbers. The development of curriculum is in process as follows:

- Judge Randy Bartlett, Dave Withey and Judge Louraine Arkfeld are providing input regarding The Role and Authority of the Presiding Judge.
- Eric Jeffrey and Mr. Batty are working on the Leadership component.
- Administrative Leadership Roles curriculum is being worked on by Marcus Reinkensmeyer, Sherry Newman, and Judge Dorothy Little.
- Judge Sherry Geisler, Judge Downie, George Reamer and Judge Winthrop are working on the Ethics session.
- Mr. Schrade, Marcus Reinkensmeyer, Judge O'Neill and Paul Thomas are responsible for the Creating the Management Team session.
- Implementing Change is being developed by Mr. Jacobson, Michael Jeanes and Judge Donna Grimsley.
- The Human Resources session is being developed by Don Taylor, Judge Simpanes, Dave Withey and Tony Nuismer.

Excellence in Education Awards

The handout listing the five anonymous prospective candidates was reviewed by the committee. Mr. Batty reminded all committee members their job is to select individuals who should be recognized for their contributions to achieving excellence in education. The selected names will then be recommended to COJET for approval. The committee can recommend one or all of the nominees. The winners will be recognized at the Court Leadership Conference. Mr. Jacobson recused himself from the discussion due to familiarity with the candidates, as did Mr. Batty. Judge Bartlett temporarily chaired the meeting and asked for discussion. After discussion, Mr. Baumstark moved to nominate Mr. Batty and Mr. Jacobson, as two of the founding members of the original CLIA group who have not wavered in making the Leadership Institute what it is today. Retired judge and former CLIA chair, Louraine Arkfeld was also mentioned as another worthy candidate. Mr. Baumstark amended his motion to add Judge Arkfeld as a candidate. Judge Felix seconded the motion. The amended motion to recommend Kent Batty, Don Jacobson and Louraine Arkfeld to COJET as the CLIA leadership Excellence in Education candidates was passed unanimously. *MOTION 2012 06 passed.*

AZ Court Executive - AZ Plus

Mr. Batty introduced the Tier IV - Arizona Court Executive and NCSC ICM Certified Faculty handout as reference for a discussion of the development of content for the ACE Capstone program. This document reflects CLIA's work in selecting core competencies and learning objectives specific to the executive level tier. It also references the ICM classes which may cover some of the specific competencies. Because we now have more information on what the revised and new ICM classes now cover, CLIA was asked to determine whether there remains a need to develop curriculum for the learning objectives listed. Members were asked to identify specific objectives which still need training developed and to estimate the amount of time needed for each class content group.

Members concluded that in the following content areas all learning objectives were currently covered in our ICM classes; therefore no new curriculum is needed for the AZ Plus Executive Capstone.

- *Purposes and Responsibilities of the Courts*
- *Case Management*
- *Education & Training*
- *Human Resource Management*
- *Information Technology*
- *Leadership*
- *Public Relations and Media Relations*
- *Visioning and Strategic Planning*

Curriculum development for the AZ Plus Executive Capstone was still needed for the following:

- *Essential Components* - Of the five learning objectives, members agreed that the first three objectives covering facilities issues, continuity of operations planning (COOP), and jury system problems and remedies are not covered in current ICM classes and should be developed for inclusion in the AZ Plus Executive Capstone session. The other two objectives covering financing and system problem analysis are sufficiently covered in

ICM classes. Facilities content was estimated at two hours, COOP one hour, and jury issues one-two hours.

- *Resources, Budget and Finance* – Members agreed that learning objectives number 1, 2, 3, 4, 6 and 7 in this content group are sufficiently covered in ICM classes and do not need curriculum developed for the AZ Plus Executive Capstone. Discussion on learning objective 5 concluded that content should be developed covering a more global objective focusing on intergovernmental relationships, judicial independence and how these fit into the local structure.

Mr. Jacobson commented that the NCSC used to offer classes which covered some of the content areas, but to his knowledge, they currently have no plans to continue to offer these classes. Ms. King will check with the NCSC to see whether we can use any of their content. It was also noted that there may be some overlap in the AZ Plus Executive Capstone and the Presiding Judge Leadership Academy content and that we might be able to make use of some of this curriculum.

Looking at the Future - Strategic Planning

Mr. Batty initiated a review of goals and how far CLIA has come in the last year (calendar years 2011 - 2012) in meeting those goals and looking toward the future, as follows:

- Participate in the NCSC consortium and ensure a faculty pool for ACM and ACE programs by developing and revising curriculum, certifying faculty, and then holding those programs. This was accomplished.
- Implement testing for our ICM classes. This is done for ACM and ACE programs, including establishing criteria for pass/fail and a process for dealing with retesting. Ongoing work includes continuing to ensure we have reliable test questions for priority content.
- Develop required curriculum and resources for court and probation supervisors (tier 2). The ACS program has been implemented with development of ACS Capstone classes and a Supervisory Ethics class still needed to complete the program.
- Implement tier 4 executive level training. The ACE program was implemented with at least one offering of each of the 6 ICM classes held. Development of the ACE AZ Plus Capstone remains to be completed.

Ms. King summarized what we are still working on for 2013. Presiding judge curriculum development as a new program is a strong focus in 2013. Implementation of this curriculum in the Presiding Judges Leadership Academy and evaluating the program will be completed in 2013. CLIA will then need to address the ongoing need for presiding judge training and how we would meet that need in the future. Other curriculum development for 2013 includes: ACS ethics webinar, ACS Probation Essential Components, ACS AZ Plus Supervisor Capstone, and ACE AZ Plus Executive Capstone.

There were two additional identified goals not completed:

- Develop tier 5 (senior executive level) – This was originally seen as a potential executive mentoring program.
- Develop tier 1 (entry to Supervisor) - This goal was to develop or acquire curriculum resources for court and probation staff who wanted to become supervisors.

Members discussed what a tier 5 (executive level) program should encompass:

1) Is this tier still needed?

- Mr. Batty summarized that the tier 5 concept was to have this top tier consist of very senior level executives, recognizing they still have ongoing educational needs. Ms. King stated one of the drivers of a tier 5 was to have a succession model for high-level retirees, taking advantage of their institutional knowledge before they left the court.
- Some of the current executive level training such as the upcoming Presiding Judge Academy and the Court Leadership Conference was discussed as being too specialized and not within the scope of what CLIA originally considered for this tier.

2) What ideas do we have for meeting this tier's needs?

- One original idea was that this tier be a 'mentoring' program.
- Mr. Batty described a Michigan 'Executive Management' program, which takes 18 months to two years to complete, and involves only the most senior members of the court system. He indicated that this program focuses more on personal growth and could be an alternative to the mentoring piece, but it involves lots of resources and effort and only impacts a select few people. It was acknowledged that this type of program might be hard to sustain.
- Mr. Jacobson suggested changing the model from 'mentoring' to a program where upon after graduation from the ICM Fellows program, additional educational opportunities would be available based upon current needs and issues. This could be more of an ongoing leadership development program consisting of maybe one or two 'learning opportunities' (instead of, or in addition to, traditional classroom programs) per year which might change from year to year. Maybe the NACM conference or judge's conference could be one of the opportunities. This would be an opportunity for people to expand their horizons on a state or national basis.
- Mr. Baumstark suggested a model such as a 'day in the life' type program that would involve people from different levels of courts. For example, an executive might have no first-hand knowledge of what other individuals do in their daily work. This might provide an opportunity to do some sort of exchange and would be considered more of a practicum rather than mentoring, although he is not sure how this could be structured.
- Ms. Billie Grobe noted the idea of continued professional growth through teaching is excellent and could serve as a model for these executives to teach rather than mentoring
- Dr. Aldrich suggested an idea of facilitated roundtables for a day or an afternoon with a specific theme for each roundtable and facilitated by someone who is knowledgeable and current on the subject. Flexibility is for this type of program would be key.
- Mr. Batty described an existing leadership council in Tucson whose purpose is to develop a cohort group who visit various institutions discussing shared issues with the court, with goal of developing leaders who understand the local issues in their community. This idea, along with what Mr. Jacobson and Dr. Aldrich suggested, could be integrated into the tier 5 program. Mr. Jacobson noted there is a similar council in Flagstaff that aims toward getting people involved in the community.
- Other ideas consisted of visiting a session of the Supreme Court and talking to the justices, or doing a day with the legislature to develop relationships at that level.
- Judge Randy Bartlett supported the idea of a 'day in the life' and thinks this could be incorporated into the model we seem to be planning. For example, executives from the AOC could visit justice courts to see how they operate. This would be great exposure for both levels. Mr. Batty agreed this could be built into the model and Mr. Jacobson noted

that it is essential to have a mix of differing types of opportunities (classroom vs. non-classroom).

Mr. Batty suggested continuing this tier 5 discussion until the next meeting and then assign a sub-group to detail the ideas. Ms. Grobe questioned whether or not we can look at other states' models. Mr. Baumstark suggested having Mr. Schrade reach out to the National Association of State Judicial Educators (NASJE) to get ideas.

Mr. Batty then noted that the committee still needs to address the tier 1 program. How do you prepare staff wanting to enter the supervisory ranks for the first time, and do we still have a need to fill this? Mr. Malone described a pre-supervisory program in Phoenix that any city employee can attend especially if they want to advance. Mr. Goltz questioned how much more basic can we get in terms of leadership development. He had been looking at this level as more of a new employee orientation type program. It was agreed to table this discussion for now and get feedback from the tier 1 target audience before proceeding. Regardless, the group discussion concluded this tier would be a maximum of a one-day program if the decision is made to proceed.

Mr. Batty asked if there are any more gaps that need to be identified and put on the agenda for 2013 and forward. No gaps were identified but the decision was made to keep the question on the agenda for next time.

CLIA Meeting Schedule

The next CLIA Committee Meeting is scheduled for February 1, 2013 at the Judicial Education Center. The 2013 CLIA meeting schedule was discussed and approved as follows:

- February 1, 2013
- June 7, 2013
- September 27, 2013

Call to the Public

The Chair made a call to the public. There was no response.

Review of Action Items

- 1) Evaluation form – bring the NCSC form and COJET form to the next CLIA meeting
- 2) The three nominees for excellence awards will be forwarded to COJET for approval
- 3) Research how executive leadership training is being addressed in other states
- 4) Contact the NCSC regarding bringing retired programs off the shelf; i.e., jury management or facilities management
- 5) Mr. Schrade would like input at the next meeting on the discussion of expanding the maximum independent learning Computer Based Training (CBE) credit hours allowed.

The meeting adjourned at 12:25 PM.