

COURT LEADERSHIP INSTITUTE OF ARIZONA (CLIA)

Judicial Education Center
541 E. Van Buren Street, Suite B4
Phoenix, AZ 85004
Minutes of the
February 1, 2013 Committee Meeting

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

Call to Order, Administrative Business

Mr. Kent Batty called the meeting to order at 9:30am at the AZ Supreme Court Administrative Office of the Courts in Phoenix, Arizona. Members introduced themselves before starting the meeting. There was one proxy present on the phone (Juan Pablo Guzman for Sue Hall). The November 12, 2012 minutes were reviewed and approved as submitted. *MOTION 2013-01 passed.*

ESD/Staff Updates

- 1) **Recent Programs:** Ms. Deb King thanked those faculty members on the CLIA committee for all their hard work on the recent programs.
 - ACE - ICM High Performance Court, October 17-19, Faculty: Don Jacobson, 36 attended - rating 4.73: Ms. King noted that for the majority of the participants this was their concluding class and they became eligible for the National Center for State Courts (NCSC) Certified Court Manager certificate. AZ had 12 members apply for the Fellowship program this year - more than any other state - which is a testament to the quality of the programs and the excellence of the faculty. Jeff Schrade clarified how the national Fellowship program works in conjunction with the AZ state program. Mr. Batty wanted it on record that Don Jacobson was the sole faculty member for this program and did a magnificent job as evidenced by the evaluations.
 - Court Leadership Conference, October 23-24, 35 Faculty, 12 Sessions, 131 participants - overall conference rating 4.18: Ms. King asked for CLIA's input to take to the planning committee for next year's conference.
 - Mr. Batty is looking specifically for true leadership topics in the future, such as the session provided this year by Kevin Burke.
 - Billie Grobe noted that not many evaluations seem to have been completed and suggested that perhaps we could send out evaluations electronically to receive ideas on new topics and/or to provide additional feedback. Judge Douglas Rayes noted that in his court, if evaluations are not completed, no credit is given for the course.
 - Ms. King commented that this conference is unique in that it is the Chief Justice's annual meeting with her executive team and thus is not primarily intended as continuing education, but more as an opportunity to discuss key issues impacting the courts.
 - Mr. Batty suggested that going offsite is a better concept and seems to encourage people to be more focused.
 - ACM - ICM Court Performance Standards, November 6-8, Faculty: Don Jacobson, Phil Knox, Amy Wood, 29 attended, 4.34 rating.
 - ACS - Case Management for Probation Supervisors, November 29 (pilot) - 4.00 rating: This was a new class using some of the same content as the court-focused ACS Caseflow Management class. The pilot was taught by Dave Sanders and Darrell Reeves and received good reviews and feedback. Chief Sanders noted that it was too

basic in some cases, and too reliant on lecture, needing more interactive activities. He also felt participants wanted more information on personnel/misconduct issues and that this content could substitute for some of the remedial content on evidence based practices. Ms. King noted the overall rating was 4.0, which is quite high for a pilot class. Chief Sanders said that, if asked, he is willing to teach the class again. It was suggested that the class be extended to a day and a half to allow a later start time for participants who are traveling and to give additional time for topics. The 2 day split with a late start and early finish does not increase the overnight stays for those in travel status. The additional class time could be used to address the 3 remaining probation-specific objectives still to be developed: PREA, confidentiality and release of records, and supervising virtual employees. Mr. Batty suggested that the HR class might also be split over 2 days because there is a lot of content and supervising virtual employees along with personnel misconduct could be added to HR instead.

- ACE - ICM Leadership, December 12-14, Faculty: Kent Batty, Janet Johnson, 35 attended - rating 4.56
- ACM - Purposes and Responsibilities of Courts, January 16-18, 2013, Faculty: Louraine Arkfeld, Kent Batty, Gabe Goltz, 30 attended - rating 4.77. Ms. King noted that two people failed the test initially but passed on retesting. To improve testing, staff will continue to work with faculty to ensure that test questions are valid and clearly written. Because testing is not required nationally we have flexibility to add, edit or delete questions as needed.
- ACS - Human Resources Management, January 24, 2013, Faculty: Tony Nuismer, Gary Bridget - 28 attended, 4.64 rating: Ms. King noted that thanks to the hard work of Judy Aldrich and ESD staff, we were able to put together a detailed faculty guide with speaker's notes. This allowed us to bring in a new faculty member (Tony Nuismer) at the last moment to teach due to the illness of another faculty member.

2) Upcoming Programs:

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| 1) PJ Leadership Academy - Week One | Feb 27- Mar 1 |
| 2) ACM - AZ PLUS Manager Capstone | March 12-14 |
| 3) PJ Leadership Academy - Week Two | April 10-12 |
| 4) ACE - ICM Essential Components | May 8-10 |
| 5) ACM - ICM Caseflow Management | May 22-24 |
| 6) ACM - AZ PLUS ADR -Specialty Courts | May 24 |
| 7) ACS - Human Resources (if needed) | May 28 |
| 8) ACS - Caseflow Management (if needed) | May 29 |
| 9) CLIA Committee Meeting | June 7 |
| 10) ACE - ICM Education & Training | June 12-14 |

Additional ACS classes are tentatively scheduled for May if necessary.

3) Presiding Judge Leadership Academy Week One:

Ms. King noted that the Week One Presiding Judge Leadership Academy agenda has been finalized and work is progressing. There are currently 27 judges registered for the

program. Invitations were initially sent out to those judges invited to the Court Leadership Conference. If any CLIA member is interested in observing this class, please let Ms. King know. Judge Margaret Downie asked if Judge Burke was coming to the Academy. He is not, but he will be coming to the June Judicial Conference.

New Evaluation Form

The committee compared our new evaluation form to the NCSC evaluation form. Ms. King stated staff reviewed our existing evaluation as well as evaluations used in other states to revise our form. The NCSC uses the data compiled from class evaluations to evaluate their curriculum, but we are not required to use their form. The question for CLIA is whether there is anything missing from our new evaluation that they would like included. Committee member input included:

- Mr. Batty asked if requesting participant demographics might inhibit answers. Ms. King answered that demographic data is sometimes used to analyze the curriculum based on the experience level which has been helpful to staff in the past. Ms. Grobe added that these questions could be prohibitive at a local level and asked if there is a possibility to add a 'prefer to remain anonymous' category.
- Dr. Aldrich questioned the validity of the question on the new form regarding facilities. She questioned whether #9 on the NCSC evaluation might yield better information than the facilities question on our form. (From NCSA Evaluation "9. Please identify and rank from 1, most important, to 10 least important, all of the reasons you attended this course. You need not rank all items listed.") Mr. Schrade noted that the NCSC depends on voluntary attendance at their programs; the information from question #9 allows them to gather this type of data for marketing purposes. Because the learning environment is crucial, we request information regarding the facility and accommodations. The facility question can be valuable when programs are held off-site helping with future site selection and off-site needs.
- Tony Cornay commented that as a member of the committee who reviewed the old evaluation, they were more concerned about finding specific indicators on what the participants are looking for in classes. They subsequently removed any subjective measurements (i.e., temperature too hot or too cold) from the numerical data.
- Mr. Schrade feels we have the central questions in place but reminded the committee that we have the flexibility to adjust the evaluations as we feel necessary in an effort to improve the entire process.

Strategic Planning

Mr. Schrade reviewed the strategic agenda handout and the "Overarching Theme" handout and noted that we are starting this process of strategic planning for 2015 through 2020 in anticipation of Vice Chief Justice Scott Bales becoming Chief Justice in 2014. The current strategic agenda concludes June of 2014. Per our earlier discussion of strategic planning, CLIA's input to the Supreme Court comes through the Arizona Judicial Council, via the Committee on Judicial Education and Training (COJET). Mr. Schrade reviewed the original goals of the 2020 strategic agenda and noted how the education initiatives overlap and support these goals. He also observed that we have met almost all of the existing education initiatives.

CLIA recommended the following:

- Include Arizona and national court certifications in job descriptions
- Include court leadership certifications in job postings
- Develop court leaders as a role of succession planning
- Continue to develop current and prospective presiding judges through a regular Presiding Judges Leadership Academy
- Develop court teams and conduct leadership training for court leadership potentially combining Presiding Judges, Court Administrators, Clerks of the Court, Probation Chiefs and Juvenile Directors
- Conduct leadership training on emergency topics in the judicial branch
- Increase the number of certified court supervisors, managers, executives, and ICM Fellows in Arizona courts
- Maintain excellence in Court Leadership certification programs

Excellence in Education Awards

Mr. Batty opened the discussion of how CLIA would like to address how Excellence in Education awards nominations are made for 2012 and going forward for 2013. He felt that the process used for the 2011 awards wasn't the best because it was done after the fact, and that we need to have better input going forward. Mr. Malone also noted that currently participants are expected to know they can nominate worthy faculty on-line, but this is not general knowledge

Ms. King suggested that in lieu of soliciting any nominations for 2012 now, we should have staff pull the highest rated faculty for 2012 and bring this information to CLIA for their review and recommendations for the 2012 award recipients. Mr. Batty noted that this process would not be substantially different from last year, but agreed that that at this point nothing can really be done about past programs and gave the approval for Ms. King to make selections from the provided list and bring recommended names to CLIA. For future award periods starting 2013, CLIA discussed the following:

- Add to our in-class announcements a request for nominations; and forms would be provided in the classroom or a nomination form in each participant binder.
- Email to participants after each program asking for nominations, with the nomination form or WEB link attached. Judge Margaret Downie agreed and added that the reminder email could also include an evaluation form to give participants an additional chance to complete the evaluation if they had not already done so.
- Email to all ICM participants quarterly, or annually on January 15, asking for nominations with information about each faculty member and what class they taught.
- Select top candidates from evaluations first and use shorter list for participant and/or CLIA input.
 - Judge Douglas Rayes suggested that if sending a yearly reminder, only give participants a list of the top 5 faculty names. Limiting the number of names could potentially increase the number of responses.

- Mr. Schrade noted that we have good data on our faculty and it would be easy to bring the top names to CLIA at the end of the year, but that we would need to figure out a way to not forget the curriculum developers. Mr. Batty questioned whether Mr. Schrade's approach would eliminate Judge Downie's suggestion to solicit nominations from participants. Mr. Schrade indicated that both approaches of individual nominations or a short list of top ranked faculty from participant evaluations could be utilized.
- Dr. Aldrich questioned the validity of only using hard data; for example there could potentially be a situation where some unhappy participant(s) could skew the evaluation numbers enough so that worthy faculty might be eliminated from consideration. She encouraged the continuation of individual solicitation.
- Chief Sanders likes both ideas and suggested combining them by encouraging individual nominations and then having staff add in the top ranked candidates from evaluations.

Mr. Batty suggested leaving both ideas with Mr. Schrade to consider and bring back to the June meeting. Mr. Schrade agreed that this would be perfect time to make a decision so that the award winners could be recognized at the October Court Leadership Conference.

Curriculum Development - Workgroups needed

Mr. Batty announced that work groups are needed for the upcoming Arizona Court Supervisor (ACS) and Arizona Court Executive (ACE) Capstone sessions in November of this year. Topic descriptions with faculty or workgroup subject matter experts (SME) suggestions follow. Please provide additional suggestions to Ms. King over the next couple of weeks.

1) ACS Capstone - tentatively scheduled November 21 - 22, 2013

- **Topic: Leadership** - curriculum should include an understanding of the basic concepts of organizational leadership and teaching how to assess your own leadership style. Ms. King stated that we currently have available curriculum that could be adapted to line supervisors. Ms. Grobe volunteered an example of what her county has done on this topic. The two day program included an assessment across the entire management team relating to leadership style and a focus on developing goals and objectives for team to work on developing their capacity to lead. Ms. King commented that the capstone is targeted for 2-day duration to cover all of the topics, so she would like to work with Ms. Grobe on the Leadership topic and see whether we could adapt portions and then have CLIA review and give feedback on the content. Additional volunteers to work on curriculum were Mr. Malone and Mr. Jacobson.
- **Topic: Public Education and Legal Awareness** - curriculum covers assessing public information about the court and its quality and the need for changes, explaining the roles of the branches, be conversant in issues of public confidence, and the rule of law. Mr. Goltz suggested that Jennifer Liewer, Anne-Marie Braswell and Karen Arra could

assist with Public Education. Mr. Batty suggested himself, Mr. Goltz and Dave Byers for Public Education.

- **Topic: Essential Components** – curriculum covers legal information versus legal advice, public records and records management, forms of policies, purposes of audits and common findings, and chain of command. Mr. Malone volunteered to assist with this topic. Mr. Batty asked Mr. Juan Pablo Guzman to check with Sue Hall to see if she would be interested in helping with the legal information vs. legal advice topic. Judge Downie suggested that Dave Withey would be a good fit for the same topic. Mr. Guzman also suggested Judge Kimberly Corsaro to assist with development and possibly teaching.

2) ACE Capstone - scheduled November 5 - 8, 2013

- **Topic: Court Facilities** - Mr. Batty may have someone available to assist with Facilities (Pima County Facilities and Security Director, Dennis Gauthier).
- **Topic: COOP** - Mr. Malone volunteered Don Taylor for COOP and Intergovernmental Relations. Mr. Batty mentioned Nikki O'Keefe as a possible consultant/contributor for COOP as well as Ron Overholt (Deputy Court Administrator for Pima County) for multiple topics.
- **Topic: Jury Systems** - Mr. Goltz nominated Kathy Pollard to assist with Jury Systems. Judge Rayes nominated Bob James, his Criminal Court Administrator, to assist with Jury Systems and Intergovernmental Relations.
- **Topic: Intergovernmental Relations** - Mr. Jacobson volunteered to assist with Intergovernmental Relations and may have someone who can help with Facilities but he will need to check with them first.

CLIA Meeting Schedule Change Needed

Mr. Batty advised the committee that a schedule change is needed for the June 7, 2013, meeting date as there is a conflict with a COT meeting scheduled for the same day. Ms. King proposed meeting on May 31, 2013, as an alternate. It was agreed by all to meet on that day. Location to be determined.

Call to the Public

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

Review of Action Items – There were no action items to review.

The meeting adjourned at 11: 47 am.