

AWSCA FIVE YEAR EDUCATION PLAN¹

(Adopted April 28, 2014)

2015	<p>A. Caseflow Management</p> <p>✚ <u>Purpose</u>: Caseflow management is the process by which courts resolve incoming cases and determines how well courts achieve their most fundamental and substantive objectives and purposes. Caseflow management ensures that every litigant receives procedural due process and equal protection.</p> <p>✚ Curriculum Guidelines (Knowledge, Skills & Abilities)</p> <ul style="list-style-type: none">❖ Court Purposes and Vision❖ Fundamentals❖ Leadership Teams and System-wide Effectiveness❖ Change Management and Project Management❖ Technology❖ Personal Intervention <p>B. Information Technology Management</p> <p>✚ <u>Purpose</u>: Information technology is a tool or set of tools employed to assist courts in achieving their fundamental purposes. Use of technology can create systemic conflicts associated with budgets, organizational relationships, administrative governance, business processes, workflow procedures and best practices.</p> <p>✚ Curriculum Guidelines (Knowledge, Skills & Abilities):</p> <ul style="list-style-type: none">❖ Court Purposes and Vision❖ Vision and Leadership❖ Fundamentals❖ Technology Management❖ Projects <p>✚ Illustrative Curriculum Concepts</p> <ul style="list-style-type: none">❖ <i>Connecting CourTools to BOXI</i>❖ <i>Inside Court Resources</i> <p>C. Emergent Contemporary Court Issues, Legislation, Projects or Programs</p>
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¹ The AWSCA Education Strategic Plan is presently built upon the Ten Core Competencies that were developed and adopted by the National Association for Court Management (NACM). AWSCA's educational curriculum has strictly adhered to rotation of these competencies since they were published in 1996. While the foregoing reflects AWSCA's 2015-2020 educational strategic plan, the AWSCA membership is aware of ongoing NACM efforts to update the Core Competencies and may realign the foregoing plan once this effort is completed. (March 2014).

2016	<p>A. Information Technology Management</p> <ul style="list-style-type: none"> ✦ <u>Purpose:</u> Information technology is a tool or set of tools employed to assist courts in achieving their fundamental purposes. Use of technology can create systemic conflicts associated with budgets, organizational relationships, administrative governance, business processes, workflow procedures and best practices. ✦ Curriculum Guidelines (Knowledge, Skills and Abilities) <ul style="list-style-type: none"> ❖ Court Purposes and Vision ❖ Vision and Leadership ❖ Fundamentals ❖ Technology Management ❖ Projects ✦ Illustrative Curriculum Concepts <ul style="list-style-type: none"> ❖ <i>Jury Management</i> <p>B. Purposes and Responsibilities of Courts</p> <ul style="list-style-type: none"> ✦ <u>Purpose:</u> The foundations of courts are rooted in several theoretic concepts, including impartiality and independence, the separate yet interdependent exercise of governmental powers, and the inherent powers of the courts. It is critical that court leaders possess an understanding of these fundamental principles to ensure fidelity to the judicial process while establishing and maintaining interdependent, external relationships. ✦ Curriculum Guidelines (Knowledge, Skills and Abilities) <ul style="list-style-type: none"> ❖ Why Courts Exist ❖ Courts as Institutions ❖ Rule of Law, Equal Protection and Due Process ❖ Accountability ❖ Interdependence and Leadership ✦ Illustrative Curriculum Concepts <ul style="list-style-type: none"> ❖ <p>C. Emergent Contemporary Court Issues, Legislation, Projects or Programs</p>
2017	<p>A. Leadership</p> <ul style="list-style-type: none"> ✦ <u>Purpose:</u> Leadership is the exercise of influence among other leaders and followers to achieve mutual purposes and collective results. It is not simply a description of organizational hierarchy or supervisor-subordinate relationships. Court leaders create, implement and nurture a clear and compelling vision for the court; embody ethics and recognize and reward excellence; model behaviors that reflect properly on the court, both internally and externally; empowers others and encourages their hearts; and, improves people and tasks.

- ✦ Curriculum Guidelines (Knowledge, Skills and Abilities)
 - ❖ Be Credible in Action
 - ❖ Create Focus Through Vision and Purpose
 - ❖ Manage Interdependencies: Work Beyond the Boundaries
 - ❖ Create a High Performance Environment
 - ❖ Perform Skillful and Continual Diagnosis
- ✦ Illustrative Curriculum Concepts
 - ❖ *Confidence in the Judiciary: Leadership and Outreach*
 - ❖ *Judicial Immunity, Court Ethics and the Impact of GR 29*

B. Visioning and Strategic Planning

- ✦ Purpose: Visioning is a creative, collaborative process that asks leaders and their justice partners to articulate a preferred future – what a court will look like when performing optimally. Strategic planning incorporates trends analysis, environmental scans and an evaluation loop intended to help court leaders understand and plan for the challenges which prevent the organization from achieving this vision. Implementation, monitoring progress and evaluating results are a critical component.
- ✦ Curriculum Guidelines (Knowledge, Skills and Abilities)
 - ❖ Court Purposes, Environment and Processes
 - ❖ Fundamentals
 - ❖ Organizational Foundations
 - ❖ Change and Alignment
 - ❖ Strategic Thinking
- ✦ Illustrative Curriculum Concepts
 - ❖ *Visioning and Strategic Planning – The New Reality*

C. Emergent Contemporary Court Issues, Legislation, Projects or Programs

2018

A. Essential Components

- ✦ Purpose: An understanding of essential components is necessary because they support the court's basic roles, purposes and responsibilities. A court leader must know why programs and services are necessary, what they provide, and how they relate to the overall court purpose. New components often emerge or evolve independently and incrementally, requiring court leaders to stay current with emerging services, challenges and/or technologies, in order to effectively align them with the court's purpose, vision, and strategic direction.
- ✦ Curriculum Guidelines (Knowledge, Skills and Abilities)
 - ❖ Purpose, Role and Vision
 - ❖ Case Preparation
 - ❖ Adjudication and Enforcement
 - ❖ Court Infrastructure
 - ❖ Program Management

- ✚ Illustrative Curriculum Concepts
 - ❖ *How to Get the Courthouse Design You Really Need*
 - ❖ *Court Security*
 - ❖ *Plain Language Forms*

B. Court Community Communications

- ✚ Purpose: The credibility of courts and court processes is fundamentally based on the public perceptions and understanding of, and satisfaction with, them. The public's perspective may be formed by individual participation in the judicial process, or filtered through the experiences and understanding of the media. It is imperative that court leaders regularly assess and reflect on the public's perception of courts – to view the organization through another's lens – to determine how broader education, delivery of court services and/or public understanding of courts may be enhanced.
- ✚ Curriculum Guidelines (Knowledge, Skills and Abilities)
 - ❖ Purpose and Communication Fundamentals
 - ❖ Understandable Courts
 - ❖ Community Outreach
 - ❖ Public Information
 - ❖ The Media and Media Relations
 - ❖ Leadership and Program Management
- ✚ Illustrative Curriculum Concepts
 - ❖ *Building Relationships with the Community*
 - ❖ *Bench-Bar-Press Presentation*
 - ❖ *Court Community Communications: Creating a Unified Image of the Courts*

C. Emergent Contemporary Court Issues, Legislation, Projects or Programs

2019	A. Resources, Budget, and Finances
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| 2019 | A. Resources, Budget, and Finances |
| | <ul style="list-style-type: none"> ✚ <u>Purpose</u>: Skillful resource allocation and acquisition preserves court independence, ensure court accountability both internally and externally, improves court performance and builds/maintains public trust and confidence. Effective and deliberative resource allocation builds credibility and persuasiveness by court leaders with funding authorities. Critical among effective budgetary skills are: (1) setting priorities and managing competing service/program demands; (2) linking resources to fundamental court purposes; (3) communicating court purposes, objectives and budget needs clearly and compellingly; and, (4) protecting judicial independence while collaboratively negotiating with other branch leaders. ✚ Curriculum Guidelines (Knowledge, Skills and Abilities) <ul style="list-style-type: none"> ❖ Court Purposes and Vision ❖ Fundamentals ❖ Leadership and Interpersonal Effectiveness |

- ❖ Problem Diagnosis and Change
- ❖ Technology
- ❖ Budget Controls and Performance Monitoring

↓ Illustrative Curriculum Concepts



B. Advanced Budget

↓ Purpose: Skillful resource allocation and acquisition preserves court independence, ensure court accountability both internally and externally, improves court performance and builds/maintains public trust and confidence. Effective and deliberative resource allocation builds credibility and persuasiveness by court leaders with funding authorities. Critical among effective budgetary skills are: (1) setting priorities and managing competing service/program demands; (2) linking resources to fundamental court purposes; (3) communicating court purposes, objectives and budget needs clearly and compellingly; and, (4) protecting judicial independence while collaboratively negotiating with other branch leaders.

↓ Curriculum Guidelines (Knowledge, Skills and Abilities)

- ❖ Court Purposes and Vision
- ❖ Fundamentals
- ❖ Leadership and Interpersonal Effectiveness
- ❖ Problem Diagnosis and Change
- ❖ Technology
- ❖ Budget Controls and Performance Monitoring

↓ Illustrative Curriculum Concepts



C. Emergent Contemporary Court Issues, Legislation, Projects or Programs

C. Emergent Contemporary Court Issues, Legislation, Projects or Programs	
2020	<p>A. Human Resources Management</p> <p>↓ Purpose: Court leaders are obligated to manage the court's workforce with the same core values that provide the foundation for the court. Fairness, impartiality, and due process all have a fundamental place in effective management of court employees in order to preserve the integrity of the institution. Court employees occupy unique, special positions given the prestige of courts as organizations. Notwithstanding the formidable court tradition, court leaders are encouraged to bring creativity and energy to human resources management to enhance individual employee performance, promote a positive morale, and sustain employee perceptions of fairness and self-worth.</p> <p>↓ Curriculum Guidelines (Knowledge, Skills and Abilities)</p> <ul style="list-style-type: none"> ❖ Vision and Purpose ❖ Fundamentals ❖ Context and Fairness ❖ Management and Supervision

- ✚ Illustrative Curriculum Concepts
 - ❖ *Working with the Multigenerational Workforce*
 - ❖ *Performance Management, Behavioral Problems, and Personnel Actions*
 - ❖ *Succession Planning*

B. Education, Training, and Development

- ✚ Purpose: Court leaders are encouraged to develop organizations in which training is integral to its culture. This means excellence in education programming, demonstrable results, and reliable and consistent education funding. Effective planning for court-wide education and training requires leaders to implement programs that (1) span the careers of employees beyond orientation and fundamentals; (2) provide for significant interaction among training participants; (3) enlist experienced professionals as faculty in the planning and evaluation process to ensure real problems are addressed; and (4) incorporate a broad array of court-related topics, both practical and theoretical. Court leaders set the vision and take responsibility for maintaining both the organization and the growth and transformation who work within it.
- ✚ Curriculum Guidelines (Knowledge, Skills and Abilities)
 - ❖ Context and Vision
 - ❖ Resource Development
 - ❖ Adult Education Fundamentals
 - ❖ Program Management
 - ❖ Evaluation
- ✚ Illustrative Curriculum Concepts
 - ❖ *General and Specific Case Processes*
 - ❖ *Ethics*

C. Emergent Contemporary Court Issues, Legislation, Projects or Programs