

# NATIONAL ASSOCIATION FOR COURT MANAGEMENT 20th Anniversary - 2005 Annual Conference

## *The Court Management Profession: Issues and Relationships*

Hyatt Regency, San Francisco, California  
July 10 - 14, 2005

### Educational Program

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#### SATURDAY, July 9, 2005

9:00 am – 3:00 pm

**NACM Leadership Seminar** (by invitation)

Location: Seacliff B

Coordinator: **Lawrence G. Myers**, Immediate Past President

1:00 – 5:00 pm

**NACM Board of Directors Meeting**

Location: Seacliff A

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#### SUNDAY, July 10, 2005

8:30 am – noon

**NACM Board Meeting (continued if needed)**

Location: Seacliff A

8:30 – 10:30 am

**Forum on the Advancement of Court Technology (FACT) Steering Committee Meeting** (by invitation)

Location: Bayview A

9:00 am – 5:00 pm

**Conference Registration**

Location: Regency A&B/Plaza

10:30 am – noon

**Technology Showcase – joint meeting of FACT and COSCA/NACM Joint Technology Committee**

Location: Bayview A

1:00 – 5:00 pm

**COSCA/NACM Joint Technology Committee (JTC)**

Location: Bayview A

1:00 – 4:00 pm

**NACM Nominations Committee Interviews**

Location: Board Room A

4:30 – 5:00 pm

**NACM Host Orientation**

Location: Seacliff C

Chair: **Roy S. Wynn**, Washington, DC

**NACM Reporter Orientation**

Location: Seacliff C

Chair: **Marcus Reinkensmeyer**, Phoenix, AZ

4:30 – 5:15 pm

**Briefing on the Michigan State University Certification Tracks on Resources, Budget and Finance and Information Technology**

Location: Seacliff AB

Presenter: **Maureen E. Conner**, Executive Director, JERRITT Project, Michigan State University, East Lansing, MI

5:15 – 6:00 pm

**NACM First-time Attendees and Past Presidents Reception**

Location: Hospitality Room, Atrium Level

6:00 – 7:00 pm

**President's Reception** (Cash Bar)

Location: Grand Ballroom Foyer

**7:00 – 10:00 pm**

**Dinner Celebrating NACM's 20<sup>th</sup> Anniversary and Recognition of Past Presidents –**

Location: Grand Ballroom

Welcome: **Collins Ijoma**, NACM President, Newark, NJ

Celebration Program: **Karen Kirksey-Smith**, Patriotic Melodies, Santa Ana, CA; **Justice Arthur Gilbert**, Ventura, CA, and **Professor Michael Asimow**, Los Angeles, CA, "REEL Justice, The Courtroom Goes to the Movies"; Hall of Presidents--Hosted by **Gordon Griller**, Phoenix, AZ; Closing salute to the past 20 years.

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**MONDAY, July 11, 2005**

**8:00 - 8:30 am**

**Opening and Award of Merit Presentation**

Location: Grand Ballroom

Presenter: **Collins Ijoma**, NACM President Elect, Newark, NJ

Introduction: **William C. Vickrey**, Administrative Office of the Courts, San Francisco, CA

Welcome: **Justice Ming Chin**, Supreme Court of California, San Francisco, CA

Host: **Howard "Skip" Chesshire**, NACM Vice President, Marietta, GA

Reporter: **Yolande Williams**, Seattle, WA

**8:30 – 9:30 am**

**Keynote: Professionalism and The Generations**

Location: Grand Ballroom

*This year marks the 100<sup>th</sup> anniversary of Sir James Barrie's Peter Pan. It is a fitting time to look at the role of the younger generations – specifically Generation X and the New Millennials – who now combine to make up half of the workforce, and whose values and beliefs seem to mirror the young boy who refused to grow up. Now more than ever, the younger generations in our society do not want to follow in the footsteps of their elders. And while their managers blame it on age, the reality seems to lie more in perspective. These generations do want to grow up...they just don't want to grow up like the generations before them. Presenter: **Cam Marston**, Marston Communications, Charlotte, NC*

Host: **Collins Ijoma**, NACM President Elect, Newark, NJ

Reporter: **Norman Meyer**, Albuquerque, NM

**9:30 – 9:45 am**

Coffee and beverage service

**9:45 – 11:15 am**

**Six Concurrent Workshops: Round I — The Court Management Profession: Issues**

• **Showcase Workshop: Funding of Court Systems and Trial Courts (MSU Credit)**

Location: Seacliff AB

*Perennial concerns about adequate court system and trial court funding, inter branch relations, and judicial branch independence and impartial judicial decision making provide the backdrop for this workshop. This issue was ranked as the single most important topic for consideration at the 2006 NACM Annual Conference and in the emerging NACM National Court Management Agenda. What are the recent trends in the United States and elsewhere in the world related to the funding of the judicial branch and judicial independence and impartiality? What are the relationship of these trends to public sector funding generally and the always - shifting rules of the game and terms of engagement? Internationally renowned faculty will present perennial issues and assess recent trends together with the impacts of recent court funding trends on court performance and alternative budget planning and budget justification formats and their pros and cons. Consideration of the practical budgetary strategies will be introduced in this workshop and dealt with in more depth in a follow on workshop.*

Presenters **John Hudzik**, Michigan State University, East Lansing, MI; **Carl Baar**, Toronto, Ontario, Canada

Host: **Jane Hamlin Clinkscales**, Santa Ana, CA

Reporter: **Kay Pedretti**, St. Paul, MN

• **The Court Management Profession: Toward a National Agenda** (repeats at 2:45 pm)

Location: Marina

*Work over the past three years has produced 21 Overarching NACM Court Management Issues and Relationships as the basis for a NACM National Agenda. Once completed the Agenda will map our collective sense of reality and chart a future course of action. Please join this discussion and help NACM refine its future agenda and evaluate possible organizational partners to better achieve it. The workshop will build from the pre conference briefing paper included in the conference notebook: Toward A NACM National Agenda: From Critique to Consensus to Action.*

Presenter: **Gordon Griller**, ACS, Phoenix, AZ

Host: **Denise Leat**, Santa Ana, CA

Reporter: **Pam Brennan**, Wilmington, DE

• **Court Management Research: Still Relevant?** (repeats at 1:00 pm)

Location: Seacliff D

*Research is a key driver of innovation in dynamic organizations, and is an essential component of strategies for court management improvement. This session, to be conducted in a roundtable format, will provide updates on significant current research on key court management issues including the handling of cases involving self-represented litigants, court performance measurement, and the costs and impacts of drug courts and other problem-solving courts. Using an interactive approach, session leaders will also engage participants in considering what court management problems and issues should be high priority for future research, and how research findings can be made widely accessible and useful to court leaders.*

Moderator: **Barry Mahoney**, President Emeritus, The Justice Management Institute, Denver, CO

Discussants: **Bryan Borys** Director, Organizational Development & Education, Superior Court, Los Angeles, CA; **Thomas Clarke**, Vice President for Research and Technology, National Center for State Courts, Williamsburg, VA; **John Greacen**, Principal, Greacen Associated, LLC, Regina, NM; **Janice Munsterman**, Senior Analyst, Office of Research and Evaluation, National Institute of Justice, Washington, DC

Host: **Peggy Bednared**, Seattle, WA

Reporter: **Linda Ashcraft**, Fairfield, CA

• **Celebrating Court Leadership and the Impact of Gender** (repeats at 2:45 pm)

Location: Bayview A

*This workshop will review past, current and future trends and issues. Where are we now? What can the next generation learn from the 'pioneers'? What must we do to ensure that the best and the brightest stay in the game, get the positions they deserve, and better serve the court and the public?*

Presenters: **Janet Cornell**, Court Administrator, Scottsdale City Court, Scottsdale, AZ

Host: **Ruth Ann Newcomer**, Columbus, OH

Reporter: **Kathy Mays Coleman**, Richmond, VA

• **Court Manager Salaries, Benefits and Mobility** (repeats at 2:45 pm)

Location: Bayview B

*What kind of benefits do trial court managers have? Do benefits, such as retirement, sick leave and vacation days transfer when a manager changes jobs within a state or moves to another state? This session presents the results of a National Center for State Courts' survey of the NACM membership examining trial court managers' benefits and their portability.*

Presenter: **Mary McQueen**, President, National Center for State Courts, Williamsburg, VA

Host: **Paul Burke**, NACM Secretary-Treasurer, Lawrence, MA

Reporter: **Kip Rodda**, Lakeport, CA

• **Courthouse Design and Renovation: Overview, Clerical Offices and Public Spaces**

Location: Seacliff C

*This presentation addresses the facility planning and design challenges posed by the need for high quality clerical work processing space, as well as public space for visiting citizens, in new courthouses that are on the drawing board and existing ones that are being remodeled. It will discuss the hallmarks of high performance office workspace that can support court operations effectively while providing safe and comfortable environments for court staff. It will also address the full continuum of public space, from entrances with security screening to information counters, self-help centers and waiting areas. Attendees will learn about the latest thinking and standards of best practice governing the design and renovation of these spaces today. Attendees will also learn how they can have a more informed and effective voice as court professionals in the design decision-making processes.*

Presenters: **Sherri Camps**, Trial Court Administrator, Alameda County Superior Court, Hayward, CA; **Judith Heerwagen**, J.H. Heerwagen & Associates, Inc. Seattle, WA; **Todd Phillips**, Todd S. Phillips & Associates, Middleburg, VA

Host: **Judy Thompson-Ng**, Oro Valley, AZ

Reporter: **Carol Wheat**, Lee's Summit, MO

**11:15 am– 1:00 pm**

**NACM Business Meeting and Awards Luncheon**

Location: Grand Ballroom

**1:00 – 2:30 pm**

**Seven Concurrent Workshops: Round II — The Court Management Profession: Issues**

• **Public Perceptions of the Courts: Issues and Community Collaboration (MSU Credit)** (repeats at 2:45 pm)

Location: Seacliff C

*This workshop will explore current public perceptions about courts and examine how individuals and the public generally obtains information and formulates opinions about the judiciary. Effective community relations and community education programming will be presented with emphasis on programming that has proven effective in creating positive perceptions about the courts. The workshop also will teach the participants good media relations techniques and show them how the media interview can be a tool for positive public persuasion.*

Presenter: **Tom Hodson**, Scripps School of Journalism, Ohio University, Athens, OH

Host: **Suzanne Stinson**, Benton, LA

Reporter: **Margaret Guidero**, Yuma, AZ

## **Funding of Court Systems and Trial Courts: Practical Strategies (MSU Credit)**

(repeats at 2:45 pm)

Location: Seacliff AB

*Judicial leaders and the NACM officers and members ranked Funding of Court Systems and Trial Courts and practical strategies for dealing with recent court budget trends as the most important issue or relationship in the current three year NACM planning effort designed to lead to a NACM National Court Management Agenda. What are the critical court funding trends and the most common and most promising strategies for dealing with them? Leading experts will present current trends and alternative budget planning and budget justification formats and their pros and cons.*

Presenters: **John Hudzik**, Michigan State University, East Lansing, MI; **Carl Baar**, Toronto, Ontario, Canada; **Dan Hall**, Court Consulting Services, National Center for State Courts, Denver, CO

Host: **Kevin Bowling**, West Olive, MI

Reporter: **Gary Bowden**, Washington, DC

### • **Problem Solving Courts** (repeats 2:45 pm)

Location: Garden B

*This session will be devoted to “going to scale” with problem-solving justice and will review the latest research findings in the field as well as a new experiment in New York City that seeks to apply the problem-solving approach to thousands of criminal cases in the Bronx. Specialized problem-solving courts, including those focused on such concerns as substance abuse, mental illness, domestic violence and community quality-of-life conditions, have proliferated nationally during the last decade. Now, court managers are asking how problem-solving principles and techniques can be transferred into courts of general jurisdiction. Specifically, can “problem-solving” be moved out of individual, specialized court parts? What principles are most readily adaptable? Which require the fewest additional resources? The presentation will include a discussion of the challenges confronting one attempt at applying problem solving to a large urban court system and the strategies that project, Bronx Community Solutions, is employing in its effort to “go to scale.”*

Presenter: **Alfred Siegel**, Center for Court Innovation, New York, NY

Host: **Peggy Ochandrena**, Arlington, VA

Reporter: **Robyn Berndt**, Yakima, WA

### • **Elders and the Courts: Judicial Policy on Aging Society**

Location: Marina

*What are the emerging and complex issues of older adults and how can courts effectively respond to them? Based on the demographics of aging, and the special profile of elders, it will explore lessons that can be learned from earlier experiences of courts in related areas and from new Elder Justice Centers in Florida. It will summarize in selected jurisdictions across the country. The session will conclude with recommendations that jurisdictions can adapt to identify local approaches that meet their own needs.*

Presenter: **Max Rothman**, Florida International University, The Center on Aging, North Miami, FL

Host: **Linda Lovelace**, Hamilton, OH

Reporter: **Deborah Taylor-Godwin**, Washington, DC

### • **Diversity in Court Management**

(repeats at 2:45 pm)

Location: Garden A

*A fundamental issues facing the profession of court management today is Diversity in Court Management. This interactive session will provide participants an opportunity to exchange views about the importance of a diverse workforce, discuss barriers to recruitment and advancement, and posit suggestions for increasing diversity in Court Management.*

Presenters: **Zelda DeBoyes**, Court Administrator, Aurora Municipal Court, Aurora, CO

Host: **Duane Delaney**, Washington, DC

Reporter: **Nancy Dugas**, San Bernardino CA

### • **Court Management Research: Still Relevant?**

(repeat of 9:45 am)

Location: Seacliff D

Presenters: **Barry Mahoney**

Discussants: **Bryan Borys; Thomas Clarke; John Greacen; Janice Munsterman**

Host: **Pamela DeVault**, Lee's Summit, MO

### • **The Media and Media Reporters**

Location: Bayview A

*This will be an interactive session focusing on why the media have undertaken such an increased scrutiny of the work of the courts and what court managers can expect in the future. Particular focus will be on what to say and what not to say when questioned by a reporter. This will include the difference in responses to print as opposed to electronic media, with practical tips. These will include tactics for letting the court manager have greater control over the message so that what the reporter is left with is more along the lines of what the court wants emphasized in coverage.*

Presenter: **Gary A. Hengstler**, Director, The Donald W. Reynolds National Center for the Courts and Media

Host: **Jan Shaw**, Santa Ana, CA

Reporter: **Mary Davis**, San Bernardino, CA

**2:30 – 2:45 pm**

Coffee and beverage services

**2:45 – 4:15 pm**

**Seven Concurrent Workshops: Round III —  
The Court Management Profession: Issues**

• **Funding of Court Systems and Trial Courts:  
Practical Strategies (MSU Credit)**

(repeat of 1:00 pm)

Location: Seacliff AB

Presenter: **John Hudzik; Carl Baar; Dan Hall**

Host: **Gregg Poss**, Washington, DC

• **Public Perceptions of the Courts: Issues  
and Community Collaboration (MSU Credit)**

(repeat of 1:00 pm)

Location: Seacliff C

Presenter: **Tom Hodson**

Host: **T.J. BeMent**, Washington, DC

• **The Court Management Profession: Toward  
a National Agenda** (repeat of 9:45 am)

Location: Marina

Presentes: **Gordon Griller**

Host: **Marsha Unthank**, Minneapolis, MN

• **Court Manager Salaries, Benefits and  
Mobility** (repeat of 9:45 am)

Location: Bayview B

Presenters: **Mary McQueen**

Host: **Fred Horowitz**, Washington, DC

• **Celebrating Court Leadership and the Impact  
of Gender** (repeat of 9:45 am)

Location: Bayview A

Presenters: **Janet Cornell**

Host: **Teresa Spada**, Washington, DC

• **Diversity in Court Management**

(repeat of 1:00 pm)

Location: Garden A

Presenters: **Zelda DeBoyes**

Host: **Karen Leichtman**, Washington, DC

• **Problem Solving Courts** (repeat of 1:00 pm)

Location: Garden B

Presenter: **Alfred Siegel**

Host: **Dana Friend**, Washington, DC

Reporter:

**4:30 – 5:30 pm**

**What's Going on in NACM? A Review of the  
Operational Manual and Bylaw Changes**

(Join us for Wine and Cheese)

Location: Hospitality Suite, Room 217

Dinner on your own

**Dinner for Denver University/American  
University/University of Southern California  
Judicial Administration Graduates**

Signup sheet, including dinner time and location, is available  
in the Conference Registration Office.

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**TUESDAY, July 12, 2005**

**8:00 – 8:30 am**

**Welcome, Justice Achievement Award and  
Introduction**

Presenter: **Chelle Uecker**, NACM President Elect, Orange  
County Superior Court, Santa Ana, CA

Reporter: **Eric Silverberg**, Plano, TX

**8:30 – 9:30 am**

**Keynote: Technology's Role in the Courts of  
the Future**

Location: Grand Ballroom

*Innovation is no longer the province of a few leading-edge  
companies, but the lifeblood required for any organization  
to operate in the 21<sup>st</sup> century. This presentation identifies  
the most disruptive trends arising from emerging  
information technology and assesses their potential  
impact on court management and also more broadly on  
the workforce, consumers, business, government and  
society in the five to ten year timeframe. We also highlight  
real world examples of how innovators are using  
emerging technology to improve productivity, save money  
and redefine their industries along the way.*

Presenter: **Jackie Fenn**, Gaertner Research, Stamford, CT

Host: **Larry Myers**, Immediate Past President, Joplin, MO

Reporter: **Anita Alexander**, Washington, DC

**9:30 – 9:45 am**

Coffee and Beverage Break

**9:45 – 11:15 am**

**Six Concurrent Workshops: Round I —  
Judicial Branch Education and the Important  
Role of Court Technology Issues,  
Relationships and Tools**

• **Showcase Workshop: Managing Court  
Technology and Technologists  
(MSU Credit)**

Location: Seacliff AB

*Technology should be managed in a way that reflects its  
organization-wide importance and closely aligned with  
court operating goals and objectives, therefore court  
leaders must take a more active role in providing strategic  
management of the technology function. This session will  
provide insight for court leaders, court executives and*

other decision makers who have ultimate responsibility for the court's IT function, but who are not IT specialists. The issues addressed in this session include:

- The idea of the court "enterprise" and the role of IT as a part of that enterprise
- Why should the court executive be involved as a strategic IT manager?
- What it means to provide "strategic" management?
- IT governance
- How should the court executive as "strategic manager" work with the IT professional as "operational manager"?
- What does it mean to align IT with business operations / strategy?
- Why is the court executive the most appropriate person to make sure that IT is aligned with business operations / strategy?

A follow-up session will address the "practical" aspects of strategic IT management, i.e., what knowledge does a non-technical manager need to possess in order to provide effective oversight of the IT function.

Presenters: **Chris Crawford**, Justice Served, Eureka, CA; **Dale Kasperek**, Technology Services, National Center for State Courts, Williamsburg, VA; **Curt DeClue**, Attorney at Law, Seattle, WA

Host: **Pamela Hall**, Tupelo, MS

Reporter: **Stacy Tamori**

### • **Maintaining Relationships During CMS Change**

Location: Seacliff C

This workshop addresses the challenges that many courts throughout the nation face: maintaining the relationships with the local justice community during the replacement of their CMS. The workshop will present a number of steps that can be taken to manage the impact on the local justice community, maintain the information sharing capabilities, and most importantly keep the CMS implementation on schedule. A number of case studies will be presented, and an open forum for sharing tips and tricks will be facilitated throughout this session

Presenters: **Kyle Snowdon**, Senior Manager, and **Joseph D.K. Wheeler**, Senior Partner, Justice & Public Safety, MTG Management Consultants LLC, Seattle, WA

Host: **Denise Leat**, Santa Ana, CA

Reporter: **Warner Hassell**, Nashville, TN

### • **The Accidental Consultant: Court Administrators Overseas** (repeats at 2:45 pm)

Location: Bayview B

In the past several years, more than a few American and Canadian court administrators have travelled to many different countries to assist other court systems in improving their operations by teaching some lessons learned in U.S. and Canadian judiciaries. This program will suggest that although the skills required in courts of other nations often differ from those that were needed in the U.S. and Canada, education of various kinds is needed just as much now for this work as it was in North America. As consultants who have operated in many countries

ourselves, there are several points of guidance we would propose to those set to embark on advising courts overseas on the best practices in court management.

Presenter: **Richard Hoffman**, President, Justice Strategies, Washington, DC; **Carl Baar**, Toronto, ON; **Maurice Geiger**, Court Consultant, N. Conway, NH; **Pamela Ryder Lahey**, Director of Court Services, Provincial Court of Newfoundland, St. John's, NF

Host: **Georgia Smith**, Toronto, ON

Reporter: **Dan Cipullo**, Washington, DC

### • **Assessing the Potential for Anger, Dangerousness and Violence in the Courthouse** (repeats at 1:00 pm)

Location: Garden B

The workshop on "Assessing Potential for Anger, Dangerousness, and Violence at Your Courthouse" will not only provide participants with tools to examine this continuum of thought, but it will meld best practices, new ideas, and technologies on the subject of human safety for judges, court employees, and the public. The workshop will shift paradigms of thought through the exploration of innovate practices and the way security assessments can integrate standard research techniques, modern, and on-site assessment with staff participation. As well, it will discuss how to develop a synergistic training program of self protection and prevention that can provide courthouse workers and the public a new and effective strategy to deal with the anger and random violence they risk everyday, on-the-job.

Presenters: **Timm Fautsko**, Court Consulting Services, National Center for State Courts, Denver, CO

Host: **Kent Batty**, Tucson, AZ

Reporter: **T.J. BeMent**, Washington, DC

### • **Court Management Professionalism and National and State Judicial Branch Education Providers and Programs** (repeats at 2:45 pm)

Location: Bayview A

The faculty will engage both state and national providers in a conversation regarding respective strengths and possible gaps in education currently offered for state court judges in leadership roles and court managers and their staff. Participants will be part of this conversation, will collectively analyze information gathered in a pre-conference survey, and will contribute to a plan of action for NACM and other providers to assure a promising future to meet the educational needs of the state courts.

Presenters: **Karen Thorson**, Director, Education Division, Administrative Office of the Courts, San Francisco, CA

Host: **Carmen Sanford**, Pomona, CA

Reporter: **Cherie Garofalo**, Fullerton, CA

• **Educating, Attracting and Retaining the Court Manager of the 21<sup>st</sup> Century**

(repeats at 1:00 am)

Location: Garden A

*This workshop will help open a discussion on the challenges facing the judiciary in attracting the next generation of employees. The instructors will frame the problem by introducing three trends that courts face in locating, attracting, and retaining an educated, professional, workforce. These trends include 1) the issue of future turnover in the profession and the need to plan for succession of the workforce (in rural and urban courts); 2) the profile of new workers and whether the climate and culture of court work will attract them; and 3) the meaningfulness of the work of courts (e.g., the role of courts in society, the importance of courts to democracy, etc.) and whether this "meaningfulness" is reflected in the day-to-day work of court management. We plan an interactive, group discussion of these trends with court managers. We will then shift from problem identification to problem solving by asking the participants to address the trends and how the gaps might be filled. How can court managers address these trends in order to attract an excellent workforce into the profession and to retain them? How can educators (e.g. colleges, universities, training providers) assist in stimulating an interest in the profession and providing a workforce with the tools to meet the needs of the profession?*

Presenter: **Roger Hartley**, Assistant Professor, University of Arizona, Tucson, AZ; **Maureen Connor**, Executive Director, JERITT Project, Michigan State University, East Lansing, MI

Host: **Rachelle Resnick**, Las Vegas, NV

Reporter: **Alex Aikman**, Redding, CA

**11:15 – 1:00 pm**

**Lunch on your own**

**1:00 – 2:30 pm**

**Six Concurrent Workshops: Round II — Judicial Branch Education and the Important Role of Court Technology Issues, Relationships and Tools and Judicial Branch Education**

• **Managing Court Technology and Technologists: Practical Tools (MSU Credit)** (repeats at 2:45 pm)

Location: Seacliff D

*This is a follow-up to the showcase session on this topic, which addressed the macro and philosophical issues surrounding management of the court IT enterprise. This follow-up session will address the "practical" aspects of strategic IT management, i.e., what knowledge does a non-technical manager need to possess in order to provide effective oversight of the IT function, including:*

- *Assessing value in IT projects*
- *Managing IT projects and project managers*

- *Managing the IT procurement process and dealing with consultants and vendors*
- *Current "hot" topics in IT and technology trends that affect courts*

Presenters: **Chris Crawford**; **Dale Kasparek**; **Curt DeClue**

Host: **Joan Harphant**, Tucson, AZ

Reporter: **Joanne Pozzo**, Washington, DC

• **E-Services – Operating a 24/7 Organization** (repeats at 2:45 pm)

Location: Marina

*Participants will explore a combination of existing court solutions, innovative suggestions, and major failure points associated with the operational, policy, staffing, court staff acceptance, and technology challenges facing courts implementing a variety of 24 hour electronic services. E-Services include access to current court data, case information, and dockets; providing procedural information, forms, and interactive help; filing of documents, service, and electronic noticing; collecting monetary obligations; conducting emergency court proceedings and other court work during non-business hours; remote staff training; and, issuance of court documents remotely for other justice entities such as warrants, releases from incarceration, and protective orders. The session will address methods to assess the benefits of e-services and non-electronic alternatives, the cost impact, personnel and staffing impacts, incremental approaches, and the technological foundation and its similarity to the technology needed to ensure security, redundancy, and reliability of court case management systems. Participants will be provided with a checklist to guide planning and implementation in their own courts.*

Presenters: **Terrie Bousquin**, Principal, and **John Greacen**, Consultant, Greacen Associates, LLC, Regina, NM

Host: **Virlynn Tinnell**, Kingman, AZ

Reporter: **Lisa Kiesel**, Fort Myers, FL

• **The Business Case for Integrated Justice, (MSU Credit)** (repeats at 2:45 pm)

Location: Seacliff AB

*Justice system officials need complete, accurate, and timely information to make appropriate decisions. Paper, as a medium for exchanging this information, cannot deliver it far enough or fast enough to meet this need. Other industries have successfully adapted modern computer and communication technologies to provide nearly instantaneous, global access to information, but the justice system has lagged far behind. This session will provide a clear and convincing business case for electronic sharing of information between courts and justice system agencies, mixing anecdotal and statistical information in a manner that will educate and entertain.*

Presenter: **Larry Webster**, JIEM Project Manager, SEARCH Group, Inc., Syracuse, UT

Host: **Kenneth Foor**, Washington, DC

Reporter: **Paul Roddy**, Washington, DC

- **IT Project Management**

**(MSU Credit)** (repeats at 2:45 pm)

Location: Seacliff C

*Managing technology projects has never been a simple matter and today's more complex projects pose even greater challenges for court executives and court IT directors. This session will look at how emerging trends in technology projects including enterprise approaches to automation that involve multiple agencies and stakeholders; requirements for the integration of information at the local, state and national levels; and e-government's focus on citizen centricity have greatly increased project scope and complexity and thus the difficulty of managing them. The session will leverage both "real world / hands on" experience and the latest developments in the management of technology projects to give attendees a strategic perspective on the challenges related to the management of technology projects today and the resources available to meet the challenges. Topics covered will include: Project Management: Art vs. Science; Critical Success Factors; Best Practices; Planning for Success; Multi-Agency Projects; Vendor Management; and Project Management Resources.*

Presenter: **Mike Stein**, Director, Systems and Technology, SEARCH, Sacramento, CA

Host: **Mike Bridenback**, Tampa, FL

Reporter: **Elizabeth Baldwin**, Des Moines, IA

- **Educating, Attracting and Retaining the Court Manager of the 21<sup>st</sup> Century**

(repeat of 9:45 am)

Location: Garden A

Presenter: **Roger Hartley; Maureen Conner**

Host: **Wanda Starke**, Washington, DC

- **Assessing the Potential for Anger, Dangerousness and Violence in the Courthouse** (repeat of 9:45 am)

Location: Garden B

Presenters: **Timm Fautsko**

Host: **Roy Wynn**, Washington, DC

**2:30 – 2:45 pm**

Coffee and Beverage Service

**2:45 – 4:15 pm**

**Six Concurrent Workshops: Round III — Judicial Branch Education and the Important Role of Court Technology Issues, Relationships and Tools**

- **Managing Court Technology and Technologists: Practical Tools** **(MSU Credit)** (repeat of 1:00 pm)

Location: Seacliff AB

Presenters: **Chris Crawford; Dale Kasparek; Curt DeClue**

Host: **Dottie McDonald**, Austin, TX

- **E-Services – Operating a 24/7 Organization** (repeat of 1:00 pm)

Location: Marina

Presenters: **Terrie Bousquin; John Greacen**

Host: **Ron Truss**, Birmingham, AL

- **The Business Case for Integrated Justice** **(MSU Credit)** (repeat of 1:00 pm)

Location: Seacliff D

Presenter: **Larry Webster**

Host: **Carole Levitsky**, Santa Ana, CA

- **IT Project Management** **(MSU Credit)** (repeat of 1:00 pm)

Location: Seacliff C

Presenter: **Mike Stein**

Host: **Mark Dubeau**, Santa Ana, CA

- **Court Management Professionalism and National and State Judicial Branch Education Providers and Programs**

(repeat of 9:45 am)

Location: Seacliff C

Presenter: **Karen Thorson**

Host: **Jude Del Preore**, Trenton, NJ

- **The Accidental Consultant: Court Administrators Overseas**, (repeat of 9:45 am)

Location:

Presenters: **Richard Hoffman; Carl Baar; Maurice Geiger; Pamela Ryder-Lahey**

Host: **Marcus Reinkensmeyer**, Phoenix, AZ

**2:45 pm – 7:00 pm**

**Vendor Show**

Location: Pacific Concourse

**7:00 – 9:00 pm**

**Wine Tasting Social**

Location: Atrium

## WEDNESDAY, July 13, 2005

### AM Social Activities

7:00 am Fun Run/Walk

11:00 am Golf Tournament

11:30 am Tennis Tournament (sign up sheet)

### 7:30 – 10:30 am

**Vendor Show** (8:00-9:30 am continental breakfast)

Location: Pacific Concourse

### 8:00 – 10:00 am

**Knowledge Fair – Featuring Justice Achievement Award Winners and Nominees**

Location: Grand Ballroom Foyer

### 9:00 – 10:00 am

#### NACM Committee Meetings

*All conference attendees are invited and welcome to attend any NACM Committee meeting. A Committee Preference Form that includes the activities of each committee is included in the front pocket of your conference notebook. If you have questions about the committees, please feel free to contact any NACM Board member.*

- **Membership Services**

Location: Garden A

- **Planning**

Location: Board Room C

- **Conference Development Committee**

Location: Garden B

- **Publications/Communications**

Location: Golden Gate

- **Web Subcommittee**

Location: Marina

### 10:30 am – noon

- **Resources, Budget and Finance Fundamentals and Foundations for Court Leaders (MSU Credit)**

Location: Seacliff AB

*This is the final workshop in the MSU credit track dealing with Resources, Budget, and Finance. This session will provide an overview of the basics of court financing and budgeting. It introduces participants to the common formats and underlying concepts of budget planning, building budget requests, and monitoring expenditures. It also highlights key aspects of how the budget process relates to the operation of the court and the attainment of its goals and objectives.*

Presenter: **Alan Carlson**, President, The Justice Management Institute, Kensington, CA

Host: **Anthony Rainey**, Washington, DC

Reporter: **Celina Rios**, Miami, FL

- **Bonus Workshop: Toward a National Organization of Jury System Professionals: An Idea Whose Time Has Come?**

Location: Seacliff C

*For several years now state level organizations in California and Ohio have brought together jury managers and others to discuss the new issues in jury management, pending legislation, office and automation projects to streamline the process and to discuss methods that can help a court operate their jury system in a efficient and defensible way. Yet the structure of these two operations are quite different. Ohio includes judges and attorneys interested in these matters. The panel will examine these differences and discuss whether there is a need for a national organization to reach out to the other states and if so how it might function.*

Moderator: **David McCord**, Director, National Jury Center, American Judicature Society, Des Moines, IA

Presenters: **Thomas Munsterman**, Director, Center for Jury Studies, National Center for State Courts, Arlington, VA; **Hon. Steve Shuff**, Judge, Seneca County Court of Common Pleas, President, Ohio Jury Management Association, Tiffin, OH; **Marcus Reinkensmeyer**, Court Administrator, Maricopa County, AZ; **Roy Wynn**, Director, Special Operations Director, DC Superior Court, Washington, DC; **Gloria M. Gomez**, Manager, Jury Division, Los Angeles Superior Court, Los Angeles, CA

Host: **Roy Wynn**, Washington, DC

Reporter: **Charles Gaines**, Washington, DC

### Noon – 1:00 pm

**Lunch on your own**

## 1:00 – 2:30 pm

### • IT Fundamentals and Foundation for Court Leaders (MSU Credit)

Location: Seacliff AB

*Court leaders must know the fundamentals and ensure that they and their technical staff stay current with how other organizations and courts are using technology successfully. Every court leader must appreciate both the capacities and the limitations of always evolving technology tools. To establish and manage expectations court leaders must know what options exist, how technology evolves, the issues that arise with the use of technology, and how to select the most appropriate solution. No one can manage what he or she does not adequately understand. The IT Fundamentals curriculum is organized around the Information Technology Curriculum Guideline and provides a summary of all the key IT areas that a court leader must understand and manage.*

Presenter: **Tim Dibble**, Vice President, AEQUITAS, Jenkintown, PA

Host: **Tina Payne**, Santa Ana, CA

Reporter: **Karla Spottiswood**, White Plains, MD

### • Bonus Workshop: Victims' Rights and the Judicial Process

Location: Seacliff C

*For victims of crime, the courtroom is the focal point of the entire justice system. Courts can take a proactive role in clearly defining the roles of judges and court managers, so that victims' expectations can be based upon the realities of the criminal and juvenile justice systems. This workshop will examine basic crime victims' rights and the related recommended policies and procedures for courts and court managers, as well as their relevance to NACM's Core Competencies. Findings from a 2004 Delphi survey of court administrators will be reflected throughout the workshop. Specific strategies and practices for court managers will be provided to help ensure compliance with statutorily mandated victims' rights laws.*

Presenter: **Denise Dancy**, Research Services, National Center for State Courts, Williamsburg, VA; **Trudy Gregorie**, Justice Solutions, Washington, DC; **Kent Wagner**, Institute for Court Management, National Center for State Courts, Williamsburg, VA

Host: **Felicia Scott**, Riviera Beach, FL

Reporter: **Meredith Hofford**, Washington, DC

## 2:45 – 4:00 pm

### Past President Chat: A National Agenda for the Court Management Profession

Location: Seacliff D

*The 2005 Annual Past President Chat provides an opportunity for participants to learn the reaction of two NACM Past Presidents to the merging NACM National Agenda on Court Management Issues and Relationships. Attendees will help the presenters help NACM map our*

*collective sense of where we have been and where we should be going.*

Presenter: **John Clarke**, Executive Director, and **Joi Sorensen**, Assistant to Executive Director, Los Angeles Superior Court, Los Angeles, CA

Host: **Jude Del Preore**, Trenton, NJ

Reporter: **Deborah Schaefer**, Prescott, AZ

## 5:30 – 6:30 pm

### ICM Reception

Location: Hospitality Room, Atrium Level

### Dinner on your own

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## THURSDAY, July 14, 2005

## 8:30 – 9:45 am

### Plenary – The Court Management Profession and Humor

Location: Grand Ballroom

*Dr. Stuart Robertshaw, Professor Emeritus of Psychology and Education at the University of Wisconsin-La Crosse and an Attorney, will share with you his personal journey which began in September, 1987 when he started a review of the research on the benefits of humor and laughter. On June 28, 1990, he announced the formation of the National Association for the Humor Impaired. The Association has received national attention from the press in over 144 newspapers, 180 radio stations and has been featured in magazines such as Family Circle and Mature Outlook. Dr. Robertshaw, whom the press refers to as "Dr. Humor," currently serves as President and Chief Executive Officer of the Association. "Dr. Humor" will share with you what he has learned about the psychological and physiological benefits of humor and laughter and the applications of that knowledge to the workplace.*

Introduction: **Skip Chesshire**, NACM Vice President, Marietta, GA

Presenter: Dr. Stuart Robertshaw, President /CEO, National Association for the Humor Impaired, La Crosse, WI

Host: **Skip Chesshire**, Marietta, GA

Reporter: **Terri Johnson**, San Fernando, CA

## 9:45 – 10:00 am

Coffee and Beverage Service

10:00 – 11:30 am

## Seven Concurrent Workshops: Round I — Court Management Profession: Relationships

- **Court Leadership Teams** (repeats at 12:45 pm)

Location: Seacliff AB

*The Presiding Judge and in larger jurisdictions leadership judges of court divisions, the Court Administrator and, in some jurisdictions, the Clerk of Court comprise the Court's Executive Team. The relationships and roles within this executive component of the court are the focus of this workshop. This focus will extend to the principal internal constituencies of the Executive Team: judges who manage and resolve cases and the court staff that supports the court's work. This workshop will be an interactive discussion of the issues growing out of these complex leadership relationships.*

Presenter: **Kevin Burke**, District Court Judge, Hennepin County District Court, Minneapolis, MN; **Frank Broccolina**, State Court Administrator, Annapolis, MD  
Host: **Dianne King**, Washington, DC  
Reporter: **Stephanie Minor-Harper**, Washington, DC

- **The Judiciary, The Executive, and The Legislature** (repeats at 12:45 pm)

Location: Garden A

*Relations between the three branches always require both political and operational interdependence and constitutionally mandated separation of powers. What are the current trends and best practices throughout the states? How do leadership judges and court managers and state administrative offices and trial courts relate to the continuing dance to achieve both interdependence and independence? The workshop will feature both faculty presentation and participant feedback and discussion.*

Presenters: **Dennis Jones**, The National Judicial College, Reno, NV  
Host: **Anne Wicks**, Washington, DC  
Reporter: **Marie Robertson**, Washington, DC

- **AOC's and Trial Court Roles and Relationships** (repeats at 2:30 pm)

Location: Seacliff C

*The relationship between the central administrative office of the courts and trial courts takes many forms throughout the nation and, in fact, in court systems throughout the world. At the extremes some AOCs have no interest in or communication with the trial courts while others are heavily invested in directing not only in what trial courts must achieve but also the details of how they do it. The formal authority of the central office over trial court leaders and operations is only part of the story. Some states with a good deal of formal central authority exercise little actual influence while in others where there is limited formal central authority the AOC has significant positive impacts on the trial courts across the state. What differences make a difference in improved and more consistent trial court performance?*

Presenter: **Ernest Friesen**, Silverthorne, CO

Host: **Lisa VanDeVeer**, Washington, DC

Reporter: **Peter Coolsen**, Chicago, IL

- **Relationships: Elected Clerks, Appointed Clerks, Court Managers and Judges**

(repeats at 2:30 pm)

Location: Seacliff D

*Elected and/or Appointed Clerks, Court Managers and Judges are the people responsible for efficient, effective court administration. A failure to clearly outline and understand the various functions of court personnel can be the source of ongoing, systemic discord, negatively impacting public perceptions of the court as well as interfering with standard court operational procedures. It is quite possible that we can lessen, if not eliminate the discord by analyzing existing relationships and addressing problems before they escalate and require judicial intervention. This interactive session (yes, I want you to bring your "two cents") will seek to identify not only some of the most common causes of the discord but will also explore solutions to these relationship conflicts in the courts.*

Presenter: **Sarah Brown-Clark**, Elected Clerk of Court, Youngstown Municipal Court, Youngstown, OH  
Host: **Connie Starks**, Washington, DC  
Reporter: **Gordon Mulleneaux**, Phoenix, AZ

- **Strengthening Relationships in the Rural and Small Courts** (repeats at 12:45 pm)

Location: Pacific Concourse EF

*While politics does not appear in this title, it's a term that aptly describes the crux of this session. Human relationships involve power, and they influence order and structure. One of the many challenges that court managers and clerks in small and rural courts face is managing our relationships: internal and external, judicial and administrative, local and regional/state, quality and quantity, responsibilities and results. These may be the very same issues that larger courts and those in urban areas deal with, but the causes are different for smaller, rural courts, and so that means the solutions have to be tailored as well. By understanding who gets what, when, and how, you can strengthen your relationships. Join us for a conversation that will be relevant and alive for everyone and highlight the pathway from survival to success!*

Presenter: **Patricia Duggan**, Circuit Administrator, Third Judicial Circuit, Brookings, SD  
Host: **Pam DeVault**, Lee's Summit, MO  
Reporter: **Linda Romero Soles**, Modesto, CA

- **Court Manager Ethics and Ethical Codes**

(repeats at 12:45 pm)

Location: Bayview B

*Legal advice to family members, outside employment, and relatives who work for the courts; ethics codes vary drastically from one jurisdiction to another in how they treat topics such as these. Peter Kiefer and Karl Thoennes will look at ethics codes around the country while using specific scenarios to lead a lively discussion on how to make codes more usable and relevant. The session will use some common ethical dilemmas to illustrate how courts across the country navigate through the gray areas in some dramatically different ways.*

Presenter: **Karl Thoennes**, Circuit Administrator, 2<sup>nd</sup> Judicial District, Sioux Falls, SD; **Peter Kiefer**, Criminal Court Administrator, Maricopa Superior Court, Phoenix, AZ

Host: **Laura Reed**, Washington, DC

Reporter: **Peter Lally**, Towson, MD

- **Pro Se Litigants** (repeats at 12:45 pm)

Location: Garden B

*Courts throughout the country are faced with growing numbers of self-represented litigants. Many are coming up with creative and effective solutions to those challenges including serving non-English speaking litigants and rural communities, using technology and handling high volume. Learn how courts are creating self-help services that address all stages of a litigant's case – ensuring that they not only can get in, but also out of court successfully. Explore ways to use volunteers and partnerships with community agencies, legal services and the bar to expand court programs and break through resistance. Discover the extensive resources available for adaptation. Find out what's new and what's working.*

Presenter: **Bonnie Hough**, Supervising Attorney, Administrative Office of the Courts, San Francisco, CA; **Richard Zorza**, Consultant, Zorza Associates, Washington, DC; **John Greacen**, Principal, Greacen Associated, LLC, Regina, NM

Host: **Andra Motyka**, Tacoma, WA

Reporter: **Ernest Brooks**, Washington, DC

## 11:30 am – 12:45 pm

### **NACM Business Meeting and Swearing In of New Board; Vote on Bylaw Changes (Box lunch included)**

Location: Grand Ballroom

## 12:45 – 2:15 pm

### **Seven Concurrent Workshops: Round II — Court Management Profession: Relationships**

- **Succession Planning** (repeats at 2:30 pm)

Location: Marina

*This learning module is about succession planning. We will begin by defining terms and address the issue from a broad conceptual base. Next we will look at some ideas about the nature of the changing workforce, and what these changes may indicate regarding succession planning. Finally, we will discuss a process to identify potential leaders and how this process can help the court with its long range succession plans.*

Presenter: **Gilbert Skinner**, President, Criminal Justice Management Institute, Okemos, MI

Host: **Virlynn Tinnell**, Kingman, AZ

Reporter: **Dennis Metrick**, Phoenix, AZ

- **The Judiciary, The Executive, and The Legislature** (repeat of 10:00 am)

Location: Garden A

Presenter: **Dennis Jones**

Host: **Kathy Mays Coleman**, Richmond, VA

- **Court Leadership Teams** (repeat of 10:00 am)

Location: Seacliff AB

Presenters: **Kevin Burke**; **Frank Broccolina**

Host: **Brian Karth**, Phoenix, AZ

- **Strengthening Relationships in the Rural and Small Courts** (repeat of 10:00 am)

Location: Pacific Concourse EF

Presenter: **Pat Duggan**

Host: **Mike Bridenback**, Tampa, FL

- **Building Supportive Relationships Through Accountability**

Location: Seaciff D

*In this time of constrained resources, one of the greatest challenges faced by the courts and other public entities is effectively accounting for the use of public resources. The world has moved beyond the days in which public agencies could report only “activities,” e.g., filings in – dispositions out, and when the funding authorities provided resources without question. Current expectations require courts and other public sector agencies to demonstrate “outcomes,” . As expectations for accountability rise, court managers face challenges in maintaining supportive relationships with funding authorities and others who hold a stake in the work of the state courts. This interactive workshop will provide an opportunity for participants to explore the elements of an effective model for strategic court management that focuses on the establishment of meaningful performance measures – objectives, measurable desired outcomes, and performance indicators -- tied to the court’s strategic plan. Participants will learn about, discuss, and offer their ideas and experiences regarding the relationship-building aspect of “accountability” and will leave with a “roadmap” of next steps to establishing performance measures and monitoring results as a key element in building supportive relationships for the courts.*

Presenter: **Shelley Stump**, Principal, Coyote Moon Consulting, Tillamook, OR

Host: **Kevin Bowling**, West Olive, MI

Reporter: **Tom Dibble**, Newark, NJ

- **Court Manager Ethics and Ethical Codes,**

(repeat of 10:00 am)

Location: Bayview B

Presenters: **Karl Thoennes and Peter Kiefer**

Host: **Peter Kiefer**, Phoenix, AZ

- **Pro Se Litigants** (repeat of 10:00 am)

Location: Garden B

Presenters: **Bonnie Hough; Richard Zorza**

Host: **Julie Bronson**, Los Angeles, CA

## 2:15 – 2:30 pm

Coffee and Beverage Service

## 2:30 – 4:00 pm

### **Six Concurrent Workshops: Round III — Court Management Profession: Relationships**

- **Partnership is the Only Way: The Case of Courthouse Security**

Location: Bayview B

*While the courts can assert inherent powers to demand resources for their basic functions, there are many circumstances where the needs of the court system can be met only through partnerships with other agencies and branches of government. The courts must learn how to build those partnerships in a way that achieves the needs of both the courts and the partnering agencies without compromising the status of the courts as an independent branch of government. This session will provide guidance to the courts in building those partnerships, using the context of developing resources for courthouse safety as an example. Among the topics that will be considered will be: (1) identifying the appropriate partners; (2) communicating the needs of the courts in a consistent, understandable, and transparent manner; (3) developing a collaborative process; (4) gathering and sharing information; (5) building trust and transparency; (6) developing methods for accountability; and (7) building public support. As a result of this session participants will be able to: (1) Develop a more effective approach to obtaining resources, (2) Manage expectations for collaborative efforts between the courts and key stakeholders, and (3) Initiate a collaborative effort between your court and key stakeholders*

Presenter: **Steve Steadman**, Senior Consultant, Policy Studies, Inc., Denver, CO; **Rick Pierce**, Judicial Programs Administrator, Administrative Office of the Courts, Mechanicsburg, PA

Host: **Kala Finn**, Williamsburg, VA

Reporter: **Marcus Reinkensmeyer**, Phoenix, AZ

- **Home Alone or Full House? Relationships and Accountability in Domestic Relations: How the Core Competencies Can Help**

Location: Seaciff AB

*Ongoing changes in the courts’ responsibilities and interaction with external agencies have made the work of court managers more complex. Domestic relations programs present specific challenges to managers who are held accountable for the results of these complex and interrelated programs. This session is designed for court executives and other managers who oversee domestic relations departments among other responsibilities. Session participants will explore how management issues in domestic relations can be analyzed using the NACM core competencies of Essential Components, Leadership, Strategic Planning and Visioning and Court/Community Relations. Solutions to vexing management challenges will include augmenting accountability, developing strong working relationships and designing the optimum balance of services through strategic planning. Two new*

frameworks will be offered for supporting the core competencies, the "Court Platform" for effective domestic relations management and "Ten Keys for Court Assessment."

Presenters: **Kate Harrison**, Kate Harrison Consulting, Berkeley, CA; **Isolina Ricci**, Director, New Family Center, Administrative Office the Courts, Tiburon, CA

Host: **Judith Cramer**, Atlanta, GA

Reporter: **Peter Kiefer**, Phoenix, AZ

- **Using Distance Learning to Reach Students and Constituents**

Location: Garden A

*Looking for tools to maximize your training budget, while at the same time improving communication with court staff and other constituents? Traditional Distance Learning technologies such as video conferencing, Internet meetings and Web-tutorials have strong potential as cost effective methods for training, but these tools are also useful in outreach efforts aimed at the community-at-large and court staff. Join us as we define these technologies and suggest successful court administrative applications. This session will also include a CD-ROM containing samples of successful applications in the court environment.*

Presenters: **Chris Crawford**, President, Justice Served, Eureka, CA; **Ray Foster**, Institute for Court Management, National Center for State Courts, Williamsburg, VA

Host: **Meredith Hofford**, Washington, DC

Reporter: **Dennis Metrick**, Phoenix, AZ

- **Relationships: Elected Clerks, Appointed Clerks, Court Managers and Judges**

(repeat of 10:00 am)

Location: Seacliff D

Presenter: **Sarah Brown-Clark**

Host: **Karen Gee**, Brighton, CO

- **Succession Planning** (repeat of 12:45 pm)

Location: Marina

Presenter: **Gil Skinner**

Host: **Ruth Ann Newcomer**, Columbus, OH

- **AOC's and Trial Court Roles and Relationships** (repeat of 10:00 am)

Location: Seacliff C

Presenter: **Ernest Friesen**

Host: **Dale Kasperek**, Williamsburg, VA

#### 4:15 – 4:45 pm

##### **Plenary Conference Close: Report on a Court Management Profession National Agenda and NACM Future Conferences**

Location: Grand Ballroom

Presenters: NACM newly elected President and President-Elect

Host: **Yolande Williams**, Seattle, WA

Reporter: **Virginia Davidow**, Santa Ana, CA

#### 7:00 pm – Midnight

##### **Closing Dinner and Dance – 'I Left My Heart in San Francisco'** (Black tie optional)

Location: Grand Ballroom

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### FRIDAY, July 15, 2005

#### 8:00 am – 9:30 am

##### **New Board Members Orientation**

Location: Golden Gate

#### 9:30 am – Noon

##### **NACM Board of Directors Meeting**

Location: Golden Gate

## HOSPITALITY SUITE

Room 217  
NON-SMOKING

Sunday, July 11	10:00 pm to midnight
Monday, July 12	7:00 pm to midnight
Tuesday, July 13	9:00 pm to midnight
Wednesday, July 14	7:00 pm to midnight
Thursday, July 15	10:00 pm to midnight

## NACM ASSOCIATION SERVICES OFFICE HOURS

Regency A&B/Plaza Rooms

*(The Association Services Office will serve as the message center for the conference)*

Sunday, July 11	9:00 am to 6:00 pm
Monday, July 12	7:30 am to 5:00 pm
Tuesday, July 13	7:30 am to 5:00 pm
Wednesday, July 14	7:30 am to 5:00 pm
Thursday, July 15	8:00 am to 5:00 pm

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## ASSOCIATION SERVICES

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*Linda D. Perkins, Association Manager*

**A “Special Thanks” to the following for assistance in planning the conference:**

VENDOR SHOW  
SUZANNE STINSON  
Benton, LA

KNOWLEDGE FAIR  
TOM DIBBLE  
Trenton, NJ

FUN RUN/WALK  
KAREN GEE  
Brighton, CO

HOST COORDINATOR  
Roy Wynn,  
Washington, DC

HOST COORDINATOR  
Marcus Reinkensmeyer,  
Phoenix, AZ

GOLF TOURNAMENT  
Stephen Bouch  
Napa, CA

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**HOSTS AND REPORTERS**

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Alexander Aikman, Redding, CA	Margaret Guidero, Yuma, AZ	Gregg Poss, Washington, DC
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Linda Ashcraft, Fairfield, CA	Janet Hamlin Clinkscales, Santa Ana, CA	Anthony Rainey, Washington, DC
Elizabeth Baldwin, Des Moines, IA	Joan Harphant, Tucson, AZ	Marcus Reinkensmeyer, Phoenix, AZ
K. Batty, Tucson, AZ	Warner Hassell, Nashville, TN	Rachelle Resnick, Las Vegas, NC
Peggy Bednared, Seattle, WA	Meredith Hofford, Washington, DC	Celina Rios, Miami, FL
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Paul Burke, Lawrence, MA	Peter Lally, Towson, MD	Eric Silverberg, Plano, TX
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Kala Finn, Williamsburg, DC	Lawrence Myers, Joplin, MO	Lisa VanDeVeer, Washington, DC
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Dana Friend, Washington, DC	Peggy Ochandarena, Arlington, VA	Anne Wicks, Washington, DC
Charles Gaines, Washington, DC	Tina Payne, Santa Ana, CA	Yolande Williams, Seattle, WA
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Karen Gee, Brighton, CO		