Curriculum Use

• Knowledge, skills, & abilities to educate next generation of court leaders

• Professional development

• New staff orientation

• Additional needs identified by NACM Board:
  - New & emerging trends
  - Basic information for entry-level staff
  - Detailed operational content for mid-level staff/management
  - High-level theory for leaders
Curriculum Design & Format

- Introduction
- Learning Objectives
- Use of curriculum
- NACM Core reference
- Target Audience

- Educational content
- Faculty resources
- Participant activities
- Special notes for faculty
- Bibliography
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Faculty Resources

Faculty Resources are intended to be used as training methodology, and purpose for each topic. Faculty Resources are a combination of resources referenced within the Educational Content and recreations of those images embedded in the Educational Content. A significant number of resources are examples taken from courts around the U.S., and many reference most recent data sources. These examples are marked as time-sensitive; faculty may want to update over time these examples with more recent data sets. Applied caseflow management training may also demand the use of data sets from local courts or statewide jurisdictions.

Section One
- Roscoe Pound, The Causes of Popular Disastrations with the Administration of Justice
- History of National Time Standards
- Case Time Processing Standards

Section Two
- Maryland Correlation of Court Time Standards for Utah
- Reasons Californians chafe at the pace of justice

Section Three
- Sample Casework Maps
- Dispute Resolution Decision Tree
- Three Axioms
- Types of Standards

Section Four
- Decision Making and Case Administration Principles
- Sample ADR Order

Section Five
- Differentiated Case Management Tracks
- Differentiated Case Management Special Track Form

Section Six
- Clearance Rate Illustration
- Maryland Circuit Courts Clearance Rates – FY 2013
- Balance Resources and Assignments
- Macro Standard – Time between Events
- Michigan Courts Targeted Standards
- Utah District Courts – Resolutions, Fines, and Fees

Section Seven
- Maryland Circuit Court – Civil FY 2013
- Examples of Outcomes of Case Processing by Hearing Events
- The Reverse Telescope

Section Eight
- Sample Scheduling Order
- Workload Expansion
- Sample Rules for Civil Postponement Requests
- The Postponement Conundrum
- Postponements – Percentage of Cases Scheduled

Activities

Activities are one of the most important parts of the curriculum design as they allow students to practice what they have learned. The activities are designed to be interactive and to reinforce the learning objectives. They may be completed individually or in groups, depending on the nature of the activity.

Sample Design

Sample Design

Sample Design

Sample Design

Bibliography


- Differentiated Case Management Plans, available at the following links:
  - Circuit Court for Howard County Civil Non-Domestic Case Management Plan
    - http://www.circuitcourt.state.md.us/holbrooks/CivilNonDomesticCaseManagementPlan.pdf
  - Circuit Court for Montgomery County Criminal DCM Manual
  - Circuit Court for Calvert County Differentiated Case Management Plan (for all case types)
    - http://www.courts.state.md.us/cakens/calentagm/attachmentfile differentiatedcasemanagementplan.pdf


COMPETENCIES:

• **Purposes and Responsibilities** – Jude Del Preore

• **Court Governance** – Ray Billotte
The Competency

Purposes and Responsibilities

Court leaders must be able to carry out the fundamental purposes and responsibilities of the courts. To do this, court leaders must ensure that their courts are meeting these purposes and responsibilities and to aspire to meet several specific goals.

Relevance

The most fundamental aspect of court leadership is an understanding of the purposes and responsibilities of the court and providing the leadership to ensure that these continue to guide court operations, policies, and procedures. Pursuant to the judicial authority granted in the United States Constitution and the constitutions of states and territories and applicable laws, the primary responsibility of the judicial branch is to provide an impartial forum for the resolution of disputes. This ensures the rule of law and protection of individual rights. Over time, this fundamental responsibility of the judicial branch has been expanded to encompass other areas of importance, including but not limited to the following:

- Ensuring access to the court process for all who seek it.
- Managing the business of the court in a manner that promotes efficiency, transparency and the opportunity for fair and timely disposition of the cases.
- Exercising leadership among other justice-related agencies to develop strategies that join the interests of all three branches of government, recognizing that the court cannot operate in isolation, while at the same time, must maintain its independence.

The long-standing and widely accepted “purposes of courts” in carrying out those responsibilities are the following:

- To promote justice in individual cases.
- To ensure the public perceptions of justice in individual cases.
- To provide an impartial forum for the resolution of legal disputes.
- To protect individuals against the arbitrary use of governmental power.
- To preserve a formal record of legal status.
- To deter criminal behavior.
- To rehabilitate individuals convicted of crime.
- To provide for the separation of convicted individuals from society where necessary.

Over time, these fundamental purposes of the courts expanded to include other areas of emphasis, including the following:

- To protect vulnerable populations — abused and neglected children and adults, from the abuse of power in any form.
- To promote coordination with justice, public health, social service and other agencies to address common problems underlying the court’s criminal and civil caseload, including substance use and mental health.
Purposes and Responsibilities

- Purposes of Courts
- Sources of Liberty and Justice for All
- Key Concepts and Procedures
- Activities: Courts as an Institution and Organization
Purposes and Responsibilities

• Court Reform and Accountability
• Management and Leadership in the Nation’s Courts
• New Directions in Courts and Court Management
• Practical Application of Purposes
Curriculum Design

Purposes and Responsibilities

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Learning Objectives

1. Describe why courts exist and the major purposes that courts carry out.

2. Define the values, foundation, and historical perspectives underlying the American court system.

3. Define key concepts and terminology, especially the judicial system’s dedication to the rule of law, equal protection, and due process as related to the purposes of courts.

4. Summarize the role of courts as an independent third branch of government, an institution, and an organization; and how its role impacts the complements the other two branches of government.
5. Identify trends in court reform and pressures forcing the courts to change and expand

6. Apply the values and goals of the American judicial system to specific court administrative task and responsibilities including depute resolution

7. Explore quality court management concepts, accountability measures, and efficient processes in executing the role of courts in society.

8. Articulate the practical impact and relevance of the purposes and responsibilities of courts to their jurisdiction, day to day court operations and their job.
Why is Purposes and Responsibilities Important

• Most fundamental aspect of court leadership is an understanding of the purposes and responsibilities of the court.

• Court Managers must provide the leadership to ensure that purposes and responsibilities continually guide court operations, policies, and procedures.

• These fundamental purposes and responsibilities of courts apply regardless of the specific jurisdiction in which a court functions and provide both the philosophical and legal framework for all daily work.
Why Do Courts Exist?

Purpose of Courts:

• Do individual justice in individual cases.

• Appear to do justice in individual cases.

• Provide a final resolution of legal disputes.

• Protect individuals from the arbitrary use of government power.