

NATIONAL ASSOCIATION FOR PRESIDING JUDGES AND COURT EXECUTIVE OFFICERS
In Collaboration with the National Center for State Courts

Seventh Annual Trial Court Leadership Academy and Conference
Capturing the Power of Negotiation
Critical Tools to Promote Collaboration and Enhance Trust

August 20 – 23, 2023

Lodging Accommodations

Omni Parker House
60 School Street | Boston, MA 02108

Educational Sessions

Massachusetts Continuing Legal Education Center (MCLE)
10 Winter Place | Boston, MA 02108

Sunday Evening Reception

Historic John Adams Courthouse
1 Pemberton Square | Boston MA 02108

AGENDA

SUNDAY, AUGUST 20	WELCOME TO HISTORIC BOSTON	LOCATIONS
12Noon to 6:00 PM	<p>Registration and Conference Information</p> <p><i>The Omni Parker House boasts old-world charm and elegance together with the modern conveniences of a world-class establishment. Nestled in the heart of historic Boston, it is located along the Freedom Trail and at the foot of Beacon Hill, Boston Common, Quincy Market and Faneuil Hall Marketplace. The hotel is within two blocks of the Massachusetts Continuing Legal Education Center where all NAPCO education sessions will be held, and three blocks from the historic John Adams Courthouse where a Sunday evening reception will begin the formal events of the 2023 Conference. The conference room rate is \$219/night;</i></p>	Omni Parker House

single or double occupancy. Rooms featuring this rate may be booked beginning Wednesday, April 26, 2023, via the NAPCO website at www.napco4courtleaders.org

5:30 to 7:00 PM	Hosted Reception (heavy hors d'oeuvres; no-host bar) <i>Attire is business casual. Boston weather in late August averages 75-78° F during the day, and 65-70° F in the evening.</i>	John Adams Courthouse
6:00 to 6:30 PM	Welcome and Opening Remarks Hon. Kimberly S. Budd, Chief Justice, Massachusetts Supreme Judicial Court Hon. John J. Russo, NAPCO Chair, Board of Directors; Common Pleas Court of Ohio in Cuyahoga County (Cleveland) Hon. Jeffery A. Locke, NAPCO President; Chief Justice, Massachusetts Trial Court Thomas G. Ambrosino, NAPCO Vice President; Court Administrator. Massachusetts Trial Court	John Adams Courthouse
7:30 PM	Dinner on Your Own <i>Suggestions and directions to numerous restaurants, cafes and bistros near the hotel will be provided during the registration process by our hosts, the Massachusetts Trial Court.</i>	Downtown Boston
By Appointment	"The Doctor Is In" Program <i>The National Center for State Courts provides a special on-site service at various national, regional, and state judicial/court management conferences to speak with one or more of NCSC's court service professionals on any desired court topic regarding advice, problems, or assistance from the Center. There is no charge or further obligation. Center consultants will be available throughout the Conference on Monday, Tuesday, and Wednesday. Prior to the Conference, merely send an email to Kent Kelly at kkelly@ncsc.org to arrange an appointment, or you may contact the Conference staff at the Omni Parker House or the Massachusetts Continuing Legal Education Center (MCLE) to schedule a time to meet.</i>	Room(s) TBD
Board of Directors	NAPCO's Board of Directors meets twice during an Annual Meeting. In Boston, the initial Directors' Meeting will be held on Sunday, August 20 from 2:00 PM to 4:00 PM at the Omni Parker House Hotel. The second Directors' Meeting will also take place at the Omni Parker on Wednesday, August 23 from 7:00 – 8:00 AM (a continental breakfast will be available). Specific room locations for these meetings will be available at the Conference Secretariat Office and at the Omni Parker House front desk. Meetings are open to NAPCO members and the public.	

MONDAY, AUGUST 21	TRIAL COURT LEADERSHIP ACADEMY DAY	LOCATIONS
7:30 AM to 5:00 PM	Registration and Conference Information	MCLE Center
7:30 to 8:30 AM	Hosted Continental Breakfast	MCLE Center
8:30 to 9:00 AM	OPENING CEREMONIES	MCLE Center

Introductory Remarks

Hon. Jeffrey A. Locke, NAPCO President; Chief Justice, Massachusetts Trial Court

Conference Agenda and Announcements

Thomas G. Ambrosino, NAPCO Vice President; Court Administrator, Massachusetts Trial Courts

9:00 AM to 4:30 PM

LEADERSHIP ACADEMY DAY

MCLE Auditorium

CAPTURING THE POWER OF NEGOTIATION TO PROMOTE COLLABORATION AND ENHANCE TRUST

Harvard Professor Daniel L. Shapiro, Ph.D., will lead this year's Academy Day program through interactive presentations; case examples tailored to loosely coupled organizations; situational analysis and discussion; negotiation exercises and debriefings; and personal application and sharing of experiences. Through these methods, court leaders will learn and practice new skills and develop a plan of action for honing their negotiation capabilities in an environment where top-down, command-and-control leadership approaches are impractical.

When most leaders in organizations negotiate, they often tend to rely on instinct without the benefit of a systematic negotiation framework. As a result, negotiations often fail to maximize mutual gains and are unnecessarily adversarial. In response, this Academy Day program will provide presiding judges, court executives and court leadership teams with a cutting-edge analytical model developed by the Harvard Negotiation Project to improve working relationships, collaboration, and trust. This approach is uniquely suited to professionally dominated organizations like courts, hospitals, and universities where individual elements display a relatively high level of autonomy vis-à-vis the larger systems in which they exist.

Dr. Shapiro is the founder and director of the Harvard International Negotiation Program, he teaches a highly evaluated course on negotiation at Harvard College; instructs psychology interns at Harvard Medical School/McLean Hospital; and leads executive education sessions at the Program on Negotiation at Harvard Law School, Harvard Kennedy School, and Harvard Medical School/McLean Hospital. He also has served on the faculty at the Fletcher School of Law and Diplomacy, Tufts University, and at the Sloan School of Management at the Massachusetts Institute of Technology.

Named one of the top 15 professors at Harvard, Shapiro specializes in practice-based research—building theory and testing it in real-world contexts. He has launched successful conflict resolution initiatives in the Middle East, Europe, and East Asia, and for three years chaired the World Economic Forum's Global Agenda Council on Conflict Resolution. Focusing extensively on the emotional and identity-based dimensions of negotiation and conflict resolution, Shapiro led the initiative to create the world's first Global Curriculum on Conflict Management for senior policymakers as well as a conflict management curriculum that now reaches one million youth across more than 20 countries. He is the recipient of numerous awards, including the American Psychological Association's Early Career Award and the Cloke-Millen Peacemaker of the Year Award. In May of 2019, Shapiro received Harvard's Joseph R. Levenson Memorial Teaching Prize for Excellence in Undergraduate Teaching, the oldest of the teaching awards given out by the Undergraduate Council.

9:00 to 9:15 AM

Overview of the Interactive Leadership Day Program, Learning Objectives, and Introduction of the Faculty

Hon. John J. Russo, NAPCO President

9:15 to 10:30 AM

Session One: Although negotiation is often seen as a critical leadership skill, why is it so hard to master? What are the common problems leaders encounter in influencing others? What does evidence-based research say about ways leaders can build their capacity for empathy, influence and listening in order to transfer naysayers and fence-sitters into partners for change?

10:30 to 10:45 AM

Break

10:45 AM to 12Noon	Session Two: A <i>Core Concerns Framework</i> will be reviewed and how it affects everyday interactions and leadership relationships within trial courts. Presiding judges, court executives and court leadership teams will work together on exercises and share their experiences in applying this cutting-edge analytical model to leadership problems often encountered in trial courts.
12Noon to 1:00 PM	Hosted Lunch
1:00 to 1:30 PM	Optional Mini-Break Vendor Plenary Session I: Vendor TBD
1:35 to 3:00 PM	Session Three: The art and science of forging agreements within groups and factions involving real-life conflicts within courts and justice systems will be explored. Additional tools, along with exercises and scenarios, will be addressed on how to deal with strained relationships and difficult emotions which often confront leaders in efforts to change the status quo.
3:00 to 3:15 PM	<i>Break</i>
3:15 to 4:00 PM	Session Four: Participants will develop a personal plan of action to incorporate the Core Concerns Framework in their day-to-day operations in their home courts.

4:00 to 6:00 PM **WINE AND CHEESE RECEPTION** **Suffolk Law School**

*A special wine and cheese reception for conferees and their guests at **Suffolk University Law School, 120 Tremont Street**, will offer those attending a beautiful view of Boston and a chance to chat with NAPCO Board Members about Association activities. The Law School is in downtown Boston across the street from Boston Common and the Freedom Trail. It is close to both the MCLE Center and the Omni Parker House. Suffolk Law is a national leader in Legal Writing, Clinics, Dispute Resolution and Trial Advocacy; all ranked in the U.S. News Top 25. Also, it has been named the No. 1 school in the country for legal technology since PreLaw Magazine began its tech rankings in 2018.*

7:00 PM **DINNER ON YOUR OWN** **Local Restaurants**

8:30 to 11:00 PM **Networking Suite – Omni Parker House Hotel** **Room TBD**

TUESDAY, AUGUST 22	COURT LEADERSHIP PLENARY & WORKSHOP SESSIONS	LOCATIONS
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8:00 to 8:20 AM	Quick Review of the Day's Events Hon. Jeffrey A. Locke, NAPCO President; Chief Justice, Massachusetts Trial Court Conference Announcements Thomas G. Ambrosino, NAPCO Vice President; Court Administrator, Massachusetts Trial Court	MCLE Auditorium
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8:15 to 8:30 AM	2018 JUSTICE MANAGEMENT INSTITUTE'S ERNEST C. FRIESEN AWARD	MCLE Auditorium
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Award Presenter: Elaine Borakove, President, Justice Management Institute
Recipient: To be Announced at the Conference

PLENARY PRESENTATION

8:30 to 10:00 AM

PLENARY 1: KEYNOTE ADDRESS

MCLE Auditorium

The Polarization of America and Its Impact on the Rule of Law, Trial Courts, and Truth-finding

Morgan Michelle Franklin, Harvard Law School

Polarization is not the same as disagreement about how to solve public policy problems or differences regarding the role of government. The force that empowers polarization is tribalism, clustering ourselves into groups that compete against each other in a zero-sum game where negotiation and compromise are perceived as betrayal, whether those groups are political, social, racial, economic, religious, gender or generational. The impact isn't limited to politics. Research shows that polarization is affecting families, workplaces, schools, and neighborhoods, stressing the very fabric of society.

Courts and the justice system have been the target of polarized groups. A growing number of Americans view the U.S. Supreme Court and some state supreme courts as driven by political views. Arizona trial courts made national news during a flurry of election denier lawsuits filed in 2021 and 2023. There is little doubt that polarization is beginning to shake some of the bedrock democratic principles of our justice system in America, including the rule of law and nonpartisan consideration of the evidence.

This keynote address, presented by a young Harvard Law School instructor with expertise in teaching conflict resolution and persuasion skills is unique in that it focuses on the future from a Gen Y perspective. Morgan Franklin will share her views and advice on how trial court leaders can influence and persuade others about the important role and value of trial courts in our democratic republic when the justice system is confronted with polarized assaults. How to talk across conflict and instill greater understanding about fair, impartial courts is not only essential for a healthy democracy but critical for a resilient, constructive future.

10:00 to 10:15 AM

BREAK

CONCURRENT WORKSHOPS: 10:15 to 11:30 AM

- **Workshop 1: Mental Health Cases: Crisis and Opportunity for State and Local Courts**

MCLE Auditorium

Hon. Paula Carey (ret.), Former Chief Justice, Massachusetts Trial Court

Hon. Nan Waller, Mental Health Court; Competency Docket, Circuit Court of Oregon in Multnomah County (Portland)

Barbara Marcille, Trial Court Administrator, Circuit Court of Oregon in Multnomah County (Portland)

John Bello, Principal Court Management Consultant, National Center for State Courts

This workshop is the last in a three-part series exploring the problems, challenges and strategies state and local trial court leaders need to know to improve the justice systems' response to cases involving mental health disorders. The first two sessions explored the dimensions of the nation's mental health crisis, and the current ways trial courts are dealing with litigants who

exhibit behavioral health disorders. They were presented as NAPCO / NCSC webinars in April and June 2023, and can be viewed free and on-demand at any time via NAPCO's website.

This presentation focuses on the future and best practices as highlighted by the findings of the National Judicial Task Force to Examine State Courts' Response to Mental Illness, a group established in March 2020 by the Conferences of Chief Justices and State Court Administrators, which published their findings and recommendations ten months ago. The panel will outline strategies, action plans, and techniques court leaders and leadership teams can employ to improve mental health proceedings and to enhance case outcomes in criminal, civil, family, and juvenile adjudications, as well as ways to spark and lead systemwide coordination efforts through using the "sequential intercept model."

- **Workshop 2: Computerized Family Intervention Program for High Conflict Parents** **Room TBD**

Hon. Bruce R. Cohen, Presiding Judge, Family Department, Arizona Superior Court in Maricopa County
Alicia Davis, JD, Principal Court Management Consultant, National Center for State Courts

It is all too common for general jurisdiction family courts to encounter parents who are at risk of becoming high-conflict domestic relations' litigants to the detriment of their children. A unique, transferrable, computer-based, 90-minute interactive program called FIT (Families in Transition) has been developed to address this very issue through a partnership between the National Center for State Courts and the Superior Court of Arizona in Maricopa County, plus engagement with Arizona State University (ASU). The new approach is presently being piloted in the Greater Phoenix area.

Preliminary data on the pilot suggests it is an effective intervention. ASU will be making a final assessment as to the efficacy of the program prior to its prospective national launch in early summer 2023. This workshop will review the latest information about the FIT initiative and share news as to its availability for use by other trial courts nationwide.

- **Workshop 3: Public Libraries as Partners in Access to Justice** **Room TBD**

Thomas G. Ambrosino, ESQ, Court Administrator, Massachusetts Trial Court
Presiding Judge (rural) - TBD
Official, Public Library Association - TBD

Public libraries make great partners in increasing access to justice. A growing number of trial court leaders are working with local libraries to supplement the delivery of justice services. Why public libraries? Libraries have been about the business of remaking their futures over recent decades in response to a highly technical world permeated by the internet and e-books. In the meantime, court features have become increasingly internet based, especially as a result of shuttered in-person proceedings during the pandemic. Libraries are quiet, user-friendly environments in strategically accessible locations. And trial courts, collaterally, need safe, quiet, reliable space for equitable access by litigants to court services, documents, and online legal support.

Trial court / public library partnerships are practical in both urban and rural areas. As an example, the Chelsea, Massachusetts Public Library, serving a municipality of 41K residents across the Mystic River from Boston, recently partnered with the Massachusetts Trial Court to provide greater public access to virtual court resources, self-help legal materials, and

approved DIY forms and instructions. Minnesota and Texas are among states creating or planning to create spaces in sparsely populated regions of their states stocked with tech and internet in libraries. Rural public libraries often are among the first public service entities in their communities to bridge the digital divide in providing consistent and reliable internet service for their customers. This workshop will give you an inside view on how trial courts and public libraries collaborate toward mutually beneficial services for their communities.

11:30 AM to 12:30 PM

Hosted Lunch

12:30 to 1:00 PM

Optional Mini-Break Vendor Plenary Session II: Vendor TBD

MCLE Auditorium

PLENARY PRESENTATION

1:05 PM to 2:30 PM

PLENARY 2: Court Leader Roles and Responsibilities in Enhancing Criminal Justice Systems

MCLE Auditorium

Panel: Thomas Eberly, Program Director, Justice Management Institute (Moderator)
Katie Green, Correctional Program Director, National Institute of Corrections
Presiding Judge (TBD)
Trial Court Executive Officer (TBD)

Trial court leaders are frequently involved in improving the interdependencies among independently elected and appointed criminal justice officials who work at different levels of state, county, and city governments. In many jurisdictions, criminal justice coordinating councils (CJCCs) have been formed to facilitate communication, collaboration, and planning systemwide enhancements. Ultimately, they help a criminal justice system function more truly as a system, thereby minimizing inefficiencies and making the most of a jurisdiction's limited resources.

Recent national surveys reveal that over 90 percent of those involved in CJCCs conclude they are worthwhile in collaboration among agencies and addressing important systemic issues. In many such councils, trial court PJs and CEOs serve as members with presiding judges being the most common chairpersons.

This plenary session will introduce attendees to the new National Standards for Criminal Justice Coordinating Councils and highlight how these assemblies promote systemic improvements, why trial court leaders are major forces in such collaborative efforts, and outline the benefits derived for courts and justice system partners overall. A workshop will follow this session directed at developing the necessary elements necessary in creating and operating an effective CCJC.

2:30 to 2:45 PM

BREAK

CONCURRENT WORKSHOPS: 2:45 to 4:00 PM

- **Workshop 4: Essential Elements of Criminal Justice Coordinating Councils**

MCLE Auditorium

Panel: Thomas Eberly, Program Director, Justice Management Institute (Moderator)
Katie Green, Correctional Program Director, National Institute of Corrections

Presiding Judge (TBD)
Trial Court Executive Officer (TBD)

This workshop will explore and identify the core operational characteristics of high-performing criminal justice coordinating councils. Participants will learn how these essential elements relate to national standards and how to apply them in their local jurisdictions. Strategies for engaging community members and promoting data-driven decision-making within councils will be detailed. Two practical tools will be reviewed as well: a checklist for implementing and sustaining a new CJCC, and an assessment instrument for evaluating and improving existing CJCCs. Information will also be shared about available technical assistance from the National Institute of Corrections and the Justice Management Institute to assist jurisdictions in forming and strengthening CJCCs.

- **Workshop 5: TBD**

Room TBD

Panel or Faculty: TBD

Selection of this program and faculty is in process.

- **Workshop 6: Instituting Major Change Successfully in Loosely Coupled Organizations**

Room TBD

Hon. John J. Russo, Former Presiding Judge, Court of Common Pleas in Cuyahoga County
Gordon Griller, Executive Director, NAPCO, Former CEO in Minnesota and Arizona Courts

In the summer of 1994, John P. Kotter, Emeritus Professor of Leadership at Harvard Business School, wrote an article for the Harvard Business Review entitled “Leading Change: Why Transformation Efforts Fail.” It was based on substantial research and led to his seminal book, “Leading Change,” the next year. It outlines a compelling eight-step process (roadmap) that any organization – including loosely-coupled trial courts – should thoughtfully consider adopting to bring about lasting change.

This eight-stage framework has been used in numerous organizations over nearly three decades with substantial success. Unfortunately, many court leaders have neither heard of John Kotter nor his evidence-based formula for major change. This workshop will give attendees an overview of Kotter’s methodology and examples of how it applies to trial courts. With that knowledge, presiding judges, court executive officers and their leadership teams will more keenly understand how to responsibly prove to skeptics (fence-sitters, the uncommitted and the complacent) that changes undertaken will be beneficial to them and the work of the court in the long-run. It takes time for people to internalize the value of doing things differently; Kotter’s approach takes that into account, and more.

OPTIONAL EVENING EVENT

4:30 – 5:30 PM

Coaches depart Omni Parker House

5:00 to 7:30 PM

John F. Kennedy Presidential Library and Museum (Columbia Point, Boston)

Hosted Heavy Hors d'oeuvres | No-Host Bar | Tour.

7:30 – 8:00 PM	Coaches return to Omni Parker House	
8:00 PM on	DINNER ON YOUR OWN	Local Restaurants
9:30 to 11:00 PM	Networking Suite– Omni Parker House Hotel	Room TBD

WEDNESDAY, AUGUST 23	COURT LEADERSHIP PLENARY AND WORKSHOPS NAPCO ANNUAL MEETING	LOCATIONS
7:00 AM to 8:00 AM	Breakfast on Your Own	Local Restaurants
7:00 AM to 8:00 AM	NAPCO Board of Directors' Breakfast Meeting	Omni Parker House

PLENARY PRESENTATION

8:30 AM to 9:45 AM	PLENARY 3: Leading with Empathy: Meeting the New Demands of Leadership in Today's World Emily Gould, ESQ., Leadership Coach, NextGen Leadership Lee Jay Berman, Leadership Consultant and Coach, NextGen Leadership	MCLE Auditorium
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Increasingly in today's world, leadership research shows that to meet the new challenges leaders face, they need to use empathy as a professional skill – reliance on positional authority cannot address the leadership challenges of the moment. However, empathy has historically been controversial in the legal environment and is often seen as counter to the respect for authority on which our court systems rely. In this high-energy session, the faculty will explore the application of empathy by court leaders, drawing on their experience with the Massachusetts Trial Courts to illuminate how presiding judges, court executives and their leadership teams can find the right balance between including the multitude of stakeholders (both internal and external) and people's ever-increasing need to feel heard and included, while still making decisions to lead with clarity.

Emily Gould, a former criminal prosecutor, agency general counsel, and experienced mediator; is a leadership coach with NexGen. She helps leaders take charge and transcend the new challenges that come with increasing responsibility and growing complexity. Many of her clients are legal organizations, including global law firms, courts, agencies, and academic institutions; her clients include both corporate and non-profit organizations. She has served as an adjunct professor at Vermont Law School in global restorative justice and authored "The Empathy Debate: The Role of Empathy in Law, Mediation, and the New Professionalism" in the Vermont Bar Journal (Fall, 2010).

As a leadership consultant and coach with NextGen, Lee Jay Berman has consulted with courts, Fortune 500 companies, top professional service firms, law firms, nonprofit organizations, government agencies, and celebrities. Prior to founding the American Institute of Mediation, he was Director of Pepperdine Law School's number 1 ranked "Mediating the Litigated Case" program for eight years and lectured at numerous universities on that topic. His executive coaching work leads C-suite executives, board

members, and senior partners in areas of their greatest need, specializing in gathering and delivering feedback as a foundation for action plans in individual leadership, executive presence, relationship building, mentoring and coaching skills, team membership, trust building and conflict management.

9:45 to 10:00 AM

BREAK

CONCURRENT WORKSHOPS: 10:00 to 11:00 AM

- **Workshop 7: Essential Elements of Achieving Empathy-based Leadership.**

MCLE Auditorium

NexGen Five-member, Multi-racial Faculty Leadership Team...

Emily Gould, Lee Jay Berman, Kelly Asato, Fernando Lopez, and Joanne Goubourn

Building on Academy Day and the Leading with Empathy plenary, this workshop will be interactive, experiential, and hands-on to enable participants to understand different ways to lead people in order to strengthen and build relationships, even through conflict and disagreement. Leading in today's world requires a different skillset. Effective leaders must grasp what's going on with colleagues and staff more perceptively, as well as those who are court users, in order to lead more effectively.

Attendees will learn how to listen more astutely. We all know about active listening, but empathetic listening is so much deeper and more satisfying; it builds trust, relationship, and cohesion between people in stronger, more lasting ways.

- **Workshop 8: TBD**

Room TBD

Panel or Faculty: TBD

Selection of this program and faculty is in process.

- **Workshop 9: The Power, Techniques, and Outcomes of Positive Humor as a Leadership Tool**

Room TBD

Hon. Kevin S. Burke (ret.), Former Chief Judge, Fourth Judicial District of Minnesota in Hennepin County

Gordon Griller, Executive Director, NAPCO; Former CEO in Minnesota and Arizona trial courts

As a leader, it's quite easy to get a laugh – your title will virtually guarantee it! The timely and appropriate use of humor is an asset to any leader. Humor and laughter are essential parts of being human. Scientists theorize that laughter evolved as a way to create and maintain social bonds more quickly by encouraging cooperation and strong relationships between members of a group. When used wisely and correctly, it offers numerous benefits for both leaders and those they lead.

Interestingly, there has been substantial research on using humor in the workplace to motivate, reduce stress, build more authentic relationships (trust), and increase performance. You don't have to be charismatic or have a repertoire of ready jokes for different situations. You merely need to know more about how to weave humor into your leadership interactions.

In this workshop, you'll learn how humor can be used effectively in the workplace; the science behind why laughter accelerates feelings of trust, closeness and comfort; and practical tips on ways to use humor as a strategic leadership tool in a court environment. The good news is our lives are full of humor if we know how to look for it.

Room TBD

PLENARY CLOSING PRESENTATION

11:15 AM to 12:30 PM

PLENARY 4: The Signature Counter Experience: An Innovative D, E, and I Trial Court Program

MCLE Auditorium

John Laing, Chief Experience and Diversity Officer, Massachusetts Trial Court

The dignified and timely administration of justice depends upon quality customer service at every point in the judicial process. The Massachusetts Trial Court introduced the "Signature Counter Experience" training program in 2015. It is a two-part customer service curriculum facilitated at all courthouses and mandated for all court staff.

The program helps to identify challenges that staff, particularly on the front lines, face while trying to meet the needs of the public. Court staff, including judges and clerks, participate in the program as a team to examine and better understand the interactions among themselves, as well as their dealings with court customers. This program supports and strengthens the provision of better customer service and includes discussions on how biases of court staff and court users may affect these interactions.

The interactive program stresses that the court customer experience begins when an individual walks through the door and passes through security. The user experience extends through all interactions with judges, court staff, and even encompasses post-adjudication contacts with services that operate under the mantle of the court, such as probation, contract treatment programs, and the like. It involves all user engagement with a trial court system, ensuring litigants, witnesses, lawyers, jurors, and the public have a positive experience throughout the courthouse. Such experiences are critical to promoting public trust and confidence in the courts and an organization-wide commitment to treating all with respect, fairness and understanding.

12:30 PM to 12:45 PM

CONFERENCE ADJOURNMENT AND CLOSING REMARKS

MCLE Auditorium

Hon. Jeffrey A. Locke, NAPCO President; Chief Justice, Massachusetts Trial Court

Thomas G. Ambrosino, NAPCO Vice President; Court Administrator, Massachusetts Trial Court

2024 LEADERSHIP ACADEMY AND COURT LEADERSHIP CONFERENCE • LOCATION TBD

HOST: TBD

PRESIDING JUDGE TBD | COURT EXECUTIVE OFFICER TBD

DATE AND CONFERENCE HOTEL TBD