2013 Annual Conference
Monday Business Meeting
Committee Reports
### Financial Summary Report

**Nat. Assoc for Crt Manag.**

**Fiscal Year: 2013**  **Period: 5**

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| Report: e:\report set\projects\apps\REVSUM for Associations.imr | All ODC's | Page 1 of 2 | Date: 6/24/2013 Time: 11:19AM |
### Financial Summary Report

**Nat. Assoc for Crt Manag.**

Fiscal Year: 2013  Period: 5

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**Total for Nat. Assoc for Crt Manag.**

|              | 513,616.89 | 361,591.95 | 152,024.94 | 1,227,025.00 | 1,261,850.05 | (34,825.05) | 713,408.11 | 900,258.10 |
I. Project Updates

(A) Project Title: Recommend and Appoint 2013 Nominations Committee
Results: As required by the NACM Operations Manual, the Immediate Past President recommended four members for appointment by the President. Due to questions raised by a NACM member regarding committee diversity, special attention was given to ensure the committee reflected our membership, including geographic, gender, and racial/ethnic diversity. Following the 2013 Midyear Conference, President Harris appointed the following committee members: Yolande Williams, WA; Jose Guillen, CA; Past President Suzanne Stinson, LA; Mark Van Bever, FL.

(B) Project Title: Preparation of 2013 Election Materials and Soliciting Candidates
Results: Following the appointment of the Nominations Committee, the committee responsibilities outlined in the Operations Manual were carefully reviewed and the Declaration of Candidacy form was updated to reflect changes approved by the Board of Directors. Subsequently, the Declaration form was posted on the NACM website and additional notices were printed in the Court Manager and Court Express, along with blast emails to NACM members encouraging them to declare their candidacy for office. In addition, several personal contacts were made by Committee members and Board members to encourage participation in the 2013 election.

(C) Project Title: Presenting Nominations for Officers and Directors of the Association
Results: Open positions for the 2013-2014 Board of Directors include President Elect, Vice President, Secretary/Treasurer, Clerk of Court Director, Rural Director, Urban Director, and Limited Jurisdiction Director. Several candidates have declared their interest in these open positions and the Committee will conduct interviews on Sunday, July 14th in San Antonio, TX. A slate of candidates will be presented at the Annual Business Meeting on Monday, July 15th. Elections for the 2013-2014 Board of Directors will be held at the conclusion of the Business Meeting on Thursday, July 18, 2013.

II. Progress on Strategic Plan Goals and Action Items:

The Nominations Committee Chair participated with the ad hoc Board Development Committee to review and update the nominations procedures outlined in the NACM Responsibilities, Operations and Procedures Manual. Revisions were completed and approved by the Board of Directors.

III. Additional Comments and/or Suggestions:

None

Chairperson's Signature

Date Report Submitted

6-10-13
1. **Project Title:** Core Competency Revision Project  
   **Chairperson:** Stephanie Hess, Raymond Billotte

**Results:** Working with our project managers, Elaine Borakove of JMI and Caroline Cooper of AU, the project made substantive progress during this year. In September, a survey was developed to solicit information from NACM members and strategic court
management partners on the utility of the existing competencies and identify areas that require further development and/or inclusion. Subsequently, the project managers conducted a three level review; structural, content, and field perspective.

As a result, the project managers brought forth a series of recommendations at the October board meeting. A short strategic planning and revision session was conducted, resulting in a clear direction for the project. A three-tiered, evolutionary approach was approved providing a foundation of basic knowledge to necessary skills, culminating with abilities of successful leaders. Attached to this report are detailed summaries of the three tiers. [Attachments A-C]

Work then focused on identifying and securing subject matter experts and lead developers to conduct the substantive work of revising existing competencies and vetting those newly identified. This process began in late April and continues as of this report. It is anticipated the work of all review teams will be completed by the fall of 2013.

While much work has been completed, it is recommended the Board begin consideration on marketing the revised competencies to the membership and future use of the competencies.

2. **Project Title:** National Agenda Subcommittee  
   **Chairperson:** Scott Griffith

   **Results:** During the period the National Agenda Subcommittee identified its strategic priorities for the year. The primary focus during the period has been the review of the National Agenda priorities to ensure they remain current, relevant and actionable. This work has involved aligning the priorities with scholarship in the field, the strategic priorities of CCJ and COSCA, and other relevant sources, such as the priorities of major funders.

   Subcommittee members have also actively participated in State Association Committee calls, and materials are being developed to support a presentation on using the National Agenda as a strategic planning tool at the NACM Leadership Retreat at the 2013 Annual Conference.

   Action items to be addressed include a review of National Agenda promotional materials, developing content for publication dealing with the implementation of National Agenda priorities, incorporating an international perspective into the National Agenda, and ongoing engagement of COSCA regarding the manner in which the National Agenda can feature in that group’s work.

3. **Project Title:** Strategic Planning Implementation  
   **Chairperson:** Vicky Carlson

   **Results:** During the period the Planning Committee identified its strategic priorities for the year. These include a review of the Operations Manual and revisions to its
provisions relating to conflicts of interest, nominations and the board members and office candidate interview process. Pursuant to the strategic plan, the committee also provided active support of the National Agenda Subcommittee, actively participated in the activities of the State Association Committee, and oversaw the work of the committee involved in the review and update of the NACM Core Competencies for Courts project. In an effort to promote NACM member involvement in the committee, the agenda and minutes of Planning Committee meetings are now posted on a dedicated Planning Committee page on the NACM website.

Additionally, an implementation committee was created in December to monitor the work of individual committees, provide a central clearinghouse for implementation status, and coordinate activities should overlapping action items exist. As of this report, all NACM committees have submitted priority action items and a detailed report of activities will be presented at the board meeting in July, 2013.

4. **Project Title:** Core Competencies for Courts  
**Chairperson:** Kelly Steele, Renee Kimball

**Results:** At the request of NACM President Pam Harris, this committee was created in September to develop Core Competencies for which courts should aspire. The identified performance areas include: Access to Justice, Expedition & Timeliness, Equality, Fairness & Integrity, Independence & Accountability, and Public Trust & Confidence. During this reporting period, it was determined that an environmental scan of existing best practices would be needed to build the foundation for future development. TNG researchers for the Montgomery Circuit County Court in Maryland volunteered to assist in this work. This resulted in a comprehensive literature review and environmental scan. Additionally, the committee determined to divide the project into six competency areas: (1) Role of the Judiciary, (2) Administration of Justice, (3) Community and the Courts, (4) Case Management, (5) Media and the Courts, and (6) Court Security. The committee also suggested the researchers develop one competency fully for review and discussion at the July, 2013 board meeting. The researchers will be presenting to the Board in July. Attached to this report, please find an executive summary of the project. [Attachment D]

5. **Project Title:** Conference Scholarship Committee  
**Chairperson:** Mark Weinberg

**Results:** The scholarship committee consisted of Mark Weinberg (Chair), Ray Billotte, T.J. BeMent, Vicky Carlson and Pam DeVault.

The deadline for filing conference scholarships applications was April 15, 2013. Thirty-nine (39) applications were received. The committee met on April 24th and ultimately decided to offer scholarships to thirty (30) applicants. A detailed recipient/non-recipient report is attached. [Attachment E]
The committee suggested revisions to the application form for next year to include the number of years the applicant has been a NACM member and whether the applicant has received a conference scholarship in the past (and if so, when?).

6. **Project Title:** NACM Operations Manual Revisions  
**Chairperson:** Ray Billotte, Scott Griffith

**Results:** Subsequent to the Board meeting in Los Angeles, the Planning Committee was charged with revising the Nominations Committee procedures, section 6.3.1.2, to provide a more inclusive process for our membership. Additionally, a Conflict of Interest policy was drafted and a newly created Appendix I—Interview and Nominations Procedures; was adopted by the Board. [Attachment F-G]

Additional changes to the Operations Manual will be presented to the Board at the July, 2013 meeting regarding changes in various committee structure and responsibility.

8. **Additional Comments / Projects**

The chair and vice chair would like to take this opportunity to thank all the Planning Committee members for their valued input and contributions during this past year. I would also like to especially point out the tremendous work of the subcommittee chairs; Stephanie Hess, Vicky Carlson, Kelly Steele, Renee Kimball and Mark Weinberg for their willingness to step up and take charge of their projects. NACM thanks you.

Respectfully submitted,

Raymond L. Billotte

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NACM Planning Committee  
Annual Report 2012-2013  
Page 4 of 4
I. Project Updates

(A) Project Title: 2014 Midyear Conference Planning

**Results:** Commencing January 2013, committee members, through a transparent and open process, had the ability to participate in the selection of the 2014 midyear conference theme and brainstorm ideas for the conference concept. The Conference theme selected is Embracing the Courts of the Future, A View From 10,000 Feet. A Subcommittee was formed to vet language for conference concept/call for proposals; a fillable form was created for applicants to submit proposals. Deadline for submissions is June 28; Conference Development Committee will review and rate proposals following the 2013 Annual Conference in San Antonio.

II. Progress on Strategic Plan Goals and Action Items:

Goal 5, Sub 3, Choose topics that are interesting, timely and relevant, and periodically review and update, the model for planning the 2014 Midyear solicited feedback from the Conference Development Committee members on the theme and proposals for sessions.

III. Additional Comments and/or Suggestions:
I. Project Updates

(A) **Project Title: Membership Opportunity Webinar**
**Results:** The webinar was held November 1, 2012 and focused attention on membership services available through the NACM website. 40 people attended the webinar. It has been requested that NACM commit to a webinar schedule at the beginning of the year so that people can plan to attend them in advance.

(B) **Project Title: eLimitedMembership**
**Results:** This membership category has been a great success. In the six months that it has officially been available, we have seen roughly 100 people take advantage of this membership category. The committee will discuss the future of this membership classification on the 6/19 conference call.

(C) **Project Title: ECP Subcommittee**
**Results:** The subcommittee has worked diligently over this year to plan new and exciting events for our ECP members at our conferences. There will be an ECP Challenge at the Annual Conference which will emphasize teamwork, designated meeting areas during the plenary sessions and sponsored activities at the social event.

(D) **Project Title: Mentoring Subcommittee**
**Results:** There are currently 6 matched mentor/mentee partnerships. There will be an article in the Court Express promoting the program.

(E) **Project Title: International Membership Rate**
**Results:** The committee has been vetting the idea of a flat $25 membership rate for International members with the International Committee. The International Committee will be making an official proposal to the Board.

II. Progress on Strategic Plan Goals and Action Items:

The Membership Services committee has addressed several Strategic Plan goals and action items throughout the year. The committee has worked to encourage other partners to share expertise by having cross coordinated membership with the International and State Associations subcommittees. The committee has also worked to provide opportunities to members to serve as mentors or mentees through the mentoring subcommittee and also worked to market this opportunity with the membership. The committee worked with the NACM COSCA liaison to encourage COSCA membership and notify COSCA of the new eLimitedMembership opportunity.
for their employees. The eLimitedMembership category and conference ECP activities were also avenues through which the membership services committee actively recruited members of courts.

III. Additional Comments and/or Suggestions:

_________________________________  ____________________
Chairperson's Signature                     Date Report Submitted
Committee: Communications Committee (Revised Report)

Committee Chair: Phillip Knox
Date Submitted: June 1, 2013

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
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<tbody>
<tr>
<td>Appoint members, establish goals, objectives, and tasks</td>
<td>September 1, 2012</td>
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<tr>
<td>Fall Progress Report</td>
<td>October 15, 2012</td>
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<tr>
<td>Midyear Progress Report</td>
<td>January 15, 2013</td>
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<tr>
<td>Progress Report</td>
<td>April 1, 2013</td>
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<tr>
<td>Annual Report (use the special conference notebook form)</td>
<td>June 1, 2013</td>
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COMMITTEE NAME: Communications Committee

Committee Leadership: Phil Knox, Chair
Yolanda Lewis, Vice Chair
Kelly Steele, Website/Social Media
Lorie Gomez, NCSC, Publications Manager

Board Members: Pam Harris, President
Kevin Bowling, Past President
Vicky Carlson, Director
Stephanie Hess, Secretary/Treasurer
Michelle Oken, Vice President
Karl Thoennes, Director

Committee Members: BeMent, Tracy, GA
Bleuenstein, Christopher, AZ
Bradley, Thomas, TN
Coolsen, Peter Co-Editor, Ct Express
Cornell, Janet, AZ
Fazari, Giuseppe, NJ
Fowler, Cydney, Co-Editor, Ct Express
Griffith, Scott, LA
Johnson, Shannon, MT
Kallman, Ken, CA
Motyka, Andra, Editor, Ct Manager
Tucker, Jeanine, CA
Webber, Don, CA
Zastany, Robert, IL

Committee Structure:

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Communications Committee

Website
Publications
Social Media
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**Purpose of Communications Committee:** The Communications Committee (CC) is responsible for promoting and maintaining effective communication with NACM members and partners. The CC promotes NACM’s activities through its website content and publications. The Committee is chaired by a NACM Board member and assisted by a Website Coordinator, Publications Coordinator and a Social Media Coordinator. The CC is a comprehensive message sharing committee that communicates NACM matters in a strategic coordinated collaboration of its website, publications, and social media aimed at reaching the membership audience.

**Project Updates**

**Project Title:** Strategic Plan  
**Results:** Several committee conference calls included the NACM Strategic Plan as an agenda item. Membership agreed that there are a number of goals and strategies that are addressed by current activities. These will be noted and other ideas were shared. Communications Chairperson is on the Strategic Planning Sub-committee and will be a link between this group and Communications.

**Project Title:** The Court Manager  
**Results:** There were four (4) volumes released during this past year (Summer 2012; Fall 2012; Winter 2012-2013 and Spring 2013). This sub-committee continues to encourage NACM members and others to produce high-level and relevant articles. Outreach was made to ICM and MSU program graduates to submit papers in a format that conforms to Court Manager requirements. Several of these have been completed and are to be published.

**Project Title:** Court Express  
**Results:** A multi-part series on the National Agenda concluded during this period. Work is underway to move to an e-newsletter. The committee discussed benefits of an electronic newsletter vs. PDF (reduction in costs, ability to add length to articles, increased use of artwork and more easy to reach on mobile devices). A sub-committee will continue to meet and explore best options.

**Project Title:** Mini Guide: Re-engineering  

**Project Title:** Mini Guide: IT Project Development  
**Results:** Technology Planning for Managers – Surviving IT Projects. Work is underway to produce this next mini-guide by Summer 2013. This is a court-private sector partnership to look at a manager’s role in preparing, planning, controlling and implementing IT developments.

**Project Title:** Mini Guide: Elder Issues  
**Results:** Not yet titled, the 2013-2014 guide project is underway. A number of volunteers have agreed to take part in this next guide. Expected release Winter/Spring 2013-2014.
**Project Title:** Website

**Results:** The NACM homepage has been redesigned and streamlined allowing for interactive and consistently updated information. Conference videos have been added to the NACM website as well as YouTube. The Social Media policy has been updated to include additional formats. International Outreach and State Associations webpages have been created and other pages updated. Finally, a new format for the conference mobile site has been implemented.

**ADDITIONAL COMMENTS AND/OR SUGGESTIONS:**

There have been two Communications Committee Conference calls since the last report on April 1, 2013. These were held on April 11, 2013 and May 9, 2013.

The Social Media Subcommittee coordinated with the Website Committee to update the NACM Social Media Plan. The Social Media Subcommittee Report and Recommendations have been released for review.

Many thanks to all who have taken their valuable time to author, contribute ideas and provide their collegiality in these endeavors. The Communications Committee is indebted deeply to Linda Perkins, who was always so responsive to the many calls and requests on website changes; and to Lorie Gomez for her tireless work to assure a high-level of professionalism in the Court Express and Court Manager.
I. Project Updates

(A) Project Title: Ethics Educational Video Modules

Results: The Ethics Committee completed production and posting on NACM’s Website of six video educational modules. Each module covers an ethics related scenario commonly experienced in courts. The modules are designed to be used on an individual basis or in a group training environment. The first, entitled “The Big Bounce” focuses on customer service and the ramifications and potential pitfalls of court employees providing legal advice to citizens. This module explains in detail why ethics codes are important to court professionals. This module also analyzes how ethics codes directly apply to customer service and gives important insights and advice to court employees regarding the dangers of dispensing legal advice to the public. This module provides viewers with a detailed questions and answers section along with appropriate code cites from NACM’s Model Code of Conduct for Court Professionals on how to properly assist litigants.

The second module, entitled “Gifts, Gifts, Gifts” focuses on court employees decisions to accept gifts from lawyers, co-workers and/or litigants during holidays or even in the normal course of business. This module further explores the different forms gifts may take and advises court employees to avoid accepting any type of gratitude from anyone regardless as to whether or not the particular court has a policy on point or not.
Modules three, four and five are respectively entitled “I Found That on Facebook”, “Defending Mr. King” and “The Conscience Clause”. Each module discusses and vividly illustrates different aspects of court employees using social media and the unanticipated dangers inherent in such decisions.

The sixth video, entitled “On the Thirtieth” discusses appropriate and inappropriate vendor behaviors. Each video module is approximately 20 to 30 minutes in length and is easily accessible on the Members Only section of NACM’s website. All video modules were superbly produced by Ethics Committee member Peter Kiefer with the assistance and authorization of the Maricopa County Court.

(B) Project Title: Ethics Webpage Improvements

Results: NACM members experienced some difficulty in finding the Ethics Committee webpage from the general NACM Homepage. Upon inquiry Ethics Committee members learned that the link to the Ethics webpage had been moved to the Committee Corner webpage which was accessible via the Main Navigation menu. Ethics Committee members unanimously felt that the Ethics webpage should have its own link on the NACM Homepage instead of being buried in other WebPages because of the importance of the availability of ethics information for everyone to view. The Committee felt that visitors who are not regular members would not know to look at the Committee Corner webpage for ethics information. It was also noted that the Members Only page did not include the same information as the Ethics Webpage found through the Committee Corner. The Ethics Committee ultimately requested that the Ethics Webpage appear as a separate listing on the NACM website and have the same Ethics links listed on both the public and private pages. After studying the request the NACM Website Committee determined that another link on the NACM Home page resulted in unnecessary clutter. The compromise solution of placing an “Ethics” link prominently on the Committee Corner webpage was successfully implemented in early February 2013.

The Ethics Committee Webpage now contains a brief description and link to every NACM Ethics Column published in “The Court Manager” from the Winter issue of 1993 - 1994 through the Winter issue of 2012 – 2013; NACM’s Model Code of Conduct for Court Professionals with commentary; the six educational modules and the Ethics Hotline.

II. Additional Comments and/or Suggestions:

As Chair of the Ethics Committee I want to express my sincere thanks to each of the members of the Ethics Committee for their many contributions, suggestions, patience and unwavering support for NACM.

Respectfully Submitted
Duane B. Delaney
Duane B. Delaney
Chairperson's Signature
June 13, 2013
Date Report Submitted
“This standing committee serves as an advisor to the Board and President of the organization. They meet on an as needed basis to study referrals from the Board President and Board of Directors.”

During the past year, the PP Committee met on a quarterly basis (October, January, April, June), with nearly 45% of the Past Presidents participating in each call. The first call began with a detailed review of President Harris’s Goals for the 2012-2013 program year. As a result of this review, several Past Presidents chose to become involved in projects, including the Core Competency Revision Project, National Agenda, Strategic Plan, conference development, international court administration, publications, etc. On occasion, the PP Committee also responded to specific inquiries, for instance, to provide feedback on fundraising initiatives being considered by the Finance Committee.

I. Project Updates

(A) Project Title: NACM Oral History Project
   Results: PP and Historian Jude Del Preore created a project plan and Checklist for volunteers who are assisting with the capture of oral histories. Plans are being considered to video tape some histories during the 2013 Annual Conference in San Antonio

(B) Project Title: Strategic Plan Implementation
   Results: PP Chelle Uecker provided the PP Committee with regular updates regarding the strategic planning updates and implementation process. Individual PP provided comments during the revision process and the full Committee discussed the implementation strategies for each goal. Specifically, the Goal 3 Strategy tasked the PP Committee with considering ways to improve organizational diversity. To pursue this strategy, the PP Committee reviewed the work of the Board Development Committee, providing historical perspective on how NACM has addressed this issue in the past and offering suggestions for initiatives to further improve diversity in the governance structure.

(C) Project Title: Profiling Presidential Accomplishments
   Results: PP and Historian Jude Del Preore began collecting information from PP regarding major accomplishments achieved during each presidency. This will be an ongoing project, however, several of the summaries Jude has already completed have been provided to NCSC staff for posting on the NACM website.
II. Progress on Strategic Plan Goals and Action Items:

See Section I. (B)

III. Additional Comments and/or Suggestions:

In addition to the quarterly PP Committee conference calls, it is recommended the tradition of the PP Committee meeting during the Annual Conference be continued. If feasible, the approved NACM budget should include funds to provide a hosted lunch for this annual Committee meeting and the current NACM President and President Elect are encouraged to participate in the lunch meeting.

/s/ Kevin J. Bowling

Chairperson's Signature

June 24, 2013

Date Report Submitted
I. Project Updates

(A)  Project Title:  Foundation  
Results:  President Harris charged the committee with researching the possibility of establishing a NACM Foundation. The Committee did extensive research, met on three occasions and had lengthy discussions. The final recommendation of the Committee was not to move forward with a Foundation but to proceed with fund raising efforts, initially to raise money for conference scholarships. The first NACM fund raiser was be held at the Midyear Conference in Los Angeles (Bus Tour through Beverly Hills and Hollywood).

(B)  Project Title:  Year-end gift giving campaign  
Results:  Letter sent on behalf of the NACM Board from President Harris to the Membership soliciting year-end donations which resulted in limited donation activity.

(C)  Project Title:  SJI Grant Funding  
Results:  Kelly Steele, Grants Chair, submitted an application to SJI on behalf of NACM for 2013 conferences. Grant funding was requested and granted for topics that align with SJI priorities for plenary and workshop sessions.

(D)  Project Title:  Fundraiser – 2013 Midyear Conference, Los Angeles, California  
Results:  Hollywood Bus Tour Sponsored by Tyler Technologies; net profit of $5,500 which will be utilized for future conference scholarships.

(E)  Project Title:  Endowment Fund  
Results:  President Harris charged the committee with assessing the possibility of establishing an Endowment Fund. Discussion was held with NASJE Endowment Fund chair about their Fund which was recently instituted. The committee agreed that the complexities and maintenance of such Fund should be further investigated. Contact was then made with NCSC Administration to inquire if other associations managed by them have endowment funds to obtain additional input and information. Information gathered will be shared with the committee on the final conference call in June, and a recommendation will be made to the Board in July.

II. Progress on Strategic Plan Goals and Action Items:  Goal 1, Strategy 1, to effectively sustain excellence in difficult budget times, SJI grant funding was applied for and granted for 2013 conferences. Grants chair, Kelly Steele, continues to actively research additional grant funding.
III. Additional Comments and/or Suggestions: Committee recommends the following: updating the Financial Plan drafted in 2010, continuing to explore the possibility of creating an endowment fund, continuing fundraising efforts by way of conference fundraisers and year-end gift giving campaign, and expand the search for additional grant funding.

June 3, 2013

Chairperson's Signature

Date Report Submitted
Committee: International Committee
Committee Chair: Pamela Harris, President
Date Submitted: July 10, 2013

Annual Report: June 1, 2013

Committee Members:

Jeffrey A. Apperson, Vice-President, NCSC
Kevin J. Bowling, Court Administrator
Paul J. Burke, Court Administrator
Janet G. Cornell, Court Consultant
Pamela Q. Harris, Court Administrator
Collins E. Ijoma, Trial Court Administrator
Norman H. Meyer, Jr., Clerk of Court
Michele Oken, Administrator
Marcus W. Reinkensmeyer, Court Services Director

Project Update:

The International Committee was created this past July and is dedicated to assist and to learn from foreign countries in creating or sustaining an efficient, impartial, knowledgeable, accessible and transparent system of justice. Its efforts support systematic, sustainable mechanisms that ensure access to justice, promote judicial independence, and foster accountability throughout the judicial sector. Responsibilities and Roles include:

1) assisting colleagues in other countries in improving the capacity of their legal institutions;

2) developing partnerships with other organizations involved in rule of law initiatives and to promote effective court management initiatives;

3) assisting our membership interested in developing international relationships with courts abroad in developing sister-court organizations;

4) developing and maintaining a list of guidelines/information regarding working in the international arena;

5) participating in other international association activities to promote NACM;
6) promoting the establishment and continued development of like associations in other countries;

7) acting as an advisory and consultant group, available to judiciaries in other countries interested in the administration of justice;

8) attending speaking engagements or participate in international conferences related to the administration of justice;

9) participating on the International Association for Court Administration's International Associations Committee and other associations when requested;

10) increasing international membership in NACM.

Project Title: Develop Webpage for International Committee
Results: A page on the current NACM Website was developed offering information how NACM members interested in international development and hosting foreign delegations can be accomplished. The Webpage also offers information on how other countries can take NACM’s experience and build associations dedicated to court administration and links to associated partnerships involved in international endeavors.

Project Title: Develop Brochure
Results: A brochure was developed indicating ways in which members can get involved, provided FAQS and contact information, examples of products and the goals and objectives of activities

Project Title: Develop Dual Partnership with the International Association for Court Administration
Results: A Dual Partnership Agreement was drafted and we awaiting IACA Webmaster instructions for implementation

Project Title: Develop International Hosting Guidelines
Results: a document delineating helpful tips in hosting foreign delegations was developed and posted as well as related FAQs.

/s/ Pamela Harris  
Chairperson's Signature  
July 10, 2013  
Date Report Submitted
In an effort to review and improve upon NACM’s current nominations and election process, the Board Development Committee was formed in July 2012 (Attachment 1). NACM President, Pamela Harris, posed 16 questions to guide this process and determine whether current Board practices meet the needs of NACM’s membership. In accordance with the proposed timeline, this Committee report was prepared and submitted to the Board of Directors at the NACM Midyear Board meeting on February 9, 2013. By publishing a summary of this review, the subsequent recommendations, and related Board decisions, the NACM leadership is able to demonstrate transparency and provide an historical perspective of the decision making process. President Harris appointed Duane B. Delaney as Chairman of the Board Development Committee (2012-2013 Board of Directors). Additional members include: Kevin J. Bowling (Immediate Past President, current Chairman of the Nominations Committee); Paul Burke (Past President); David Slayton (President Elect); Kelly Steele (2012-2013 Board of Directors); Vicky Carlson (2012-2013 Board of Directors); and Karl Thoennes (2012-2013 Board of Directors).

Part I – Nomination and Election Process

The Board Development Committee discussed each of the 16 questions contained in the original charge to the Committee (Attachment 1) during a series of conference calls from September 2012 through January 2013. Committee comments and recommendations are detailed below. Immediately following the Committee comments and recommendations are excerpts from the NACM Board of Directors February 9, 2013 Executive Session Minutes, detailing the related Board decisions.

1) Should a document that outlines the nomination and election process be developed for our membership? If yes, what should be included? Who should participate in the development process?

NACM’s Responsibilities, Operations, and Procedures Manual (Procedures Manual), effectively articulates the nomination and election process and includes a clear description of the responsibilities of the Nominations Committee (Section 6.3.1.2). The eight distinct steps of the process include:

- Members of the Nominations Committee should engage in preliminary correspondence to develop awareness and interest for a preliminary slate and should consider all active members as likely candidates for office and should encourage any and all qualified candidates to complete a “Declaration of Candidacy” form;

- The Declaration of Candidacy form shall be available on NACM’s website along with a notice explaining Board meeting attendance requirements;

- The criteria considered by the Nominations Committee should also be noted including the candidate’s interest, years employed in a position as a court leader, years as a member of
NACM, how active on committees, other activities and projects while a member of NACM, specific criteria based on the position they have applied for on the Board, i.e., Rural Director, At Large Director, etc;

- At least one but preferably two announcements in the Court Manager and Court Express and on NACM’s website announcing the specific openings on the Board, open Officer positions and the criteria (above) that the Nominations Committee will be using to select the slate;

- Candidates must complete the “Declaration of Candidacy” form and submit it along with a resume by the required date (Nominations Committee members should be assigned to contact prospective nominees to encourage their candidacy);

- The full slate of nominees shall be formally presented at the first business session at the annual conference by the chairperson of the Nominations Committee and a written announcement is to be posted and available for the membership to view. Should the Nominations Committee be unable to complete their responsibility of presenting a full slate of candidates, members should be advised during the first business session that nominations may be made from the floor in accordance with Roberts’ Rules of Order;

- The nominations slate shall automatically contain the name of the President Elect as recommended for President;

- Additional nominations may be made from the floor.

To increase the availability of information contained in the Procedures Manual, the Committee recommends the following improvements:

- Amend the Procedures Manual to describe the interview process for candidates. While the “Declaration of Candidacy” form details this process (e.g. a five-person panel scores individual responses to a set of pre-determined questions; candidates must be available for interviews on the Sunday afternoon prior to the opening of the Annual Conference), the Procedures Manual does not.

- The Nominations Committee section of the Procedures Manual should refer readers to Section 4.0, which details the responsibilities of each Board member position. This will ensure members fully understand the extensive duties and time commitments of Board membership prior to seeking candidacy.

- Revise Section 6.3.1.2, #6 (see above) to clarify that individual members may nominate candidates from the floor during the business meeting regardless of the completion status of the slate.

*Board Action: David Slayton moved to update the Responsibilities, Operations, and Procedures Manual with the following information:*

1. Candidates will be interviewed by the Nominations Committee;
2. Section 6.3.1.2 of the Manual should be reworded to make it clear that nominations will be accepted from the floor during the first business meeting. Following Roberts Rules of Order, nominations may be reopened at the second business meeting with a motion and a majority vote to do so at that time.

*Karl Thoennes seconded the motion and the action carried unanimously.

2) Should applicants be provided contact information of current board members so they may inquire about Board service and expectations?
NACM’s website and Declaration of Candidacy form should be revised to expressly encourage potential candidates to communicate directly with individual Board members to inquire about the expectations of Board membership.

**Board Action:** Ray Billotte moved that the candidate application form should include a statement that makes it clear that candidates are encouraged to contact current Board members to ascertain the work level and time commitment expected from Board members. Discussion followed; Immediate Past President Kevin Bowling agreed to draft language for inclusion on the application form. Grant Brantley seconded the motion and the action carried unanimously.

3) **Should we revise the current application form, i.e., are we gathering all relevant information needed by the Nominations Committee?**

The Committee does not recommend any revisions to the current form; however, the nominations and election process may be improved upon by expanding distribution efforts. Such efforts may include: 1) posting the application form on the NACM website year-round; and 2) sending multiple emails to NACM’s full membership announcing Board openings and circulating the application form after the formal annual conference announcement is distributed.

**Board Action:** Grant Brantley moved to permanently post the candidate application form on the NACM website; Vicki Carlson seconded the motion. Discussion followed regarding the confusion that a continuous posting may cause and the logistics of accepting applications throughout the year. David Slayton offered a friendly amendment which called for the posting on the NACM website no later than the midyear board meeting each year, as well as an announcement in Court Express, via email blast to the membership, and via all social media sites actively used by NACM. The friendly amendment carried unanimously.

4) **Should we post all applications electronically when received and by paper at the conference facility? If so, what policy and process of disclosure should be developed?**

The Committee approves of posting Board applications by paper at the conference facility, provided candidates are advised of this procedure prior to filing an application. However, posting applications electronically may be perceived as intimidating and in turn, discourage potential candidates from applying. For these reasons, the Committee opposes this practice.

**Board Action:** Grant Brantley moved that all candidates’ applications should be posted on the bulletin board at the beginning of the conference and each candidate should be notified of such posting on the application form. Vicki Carlson seconded the motion and the action carried with David Slayton opposing.

5) **Should we have an earlier deadline for nominations to allow for timely posting on the website?**

Currently, announcements for open Board positions are advertised in March, allowing candidates at least 60 days to submit an application. The Committee agrees this schedule is sufficient.

**Board Action:** The Committee did not recommend any revisions to the current timing of the submissions and as such, recommended to leave the process as is. David Slayton moved to approve the recommendation, Michele Oken seconded the motion and the action was approved unanimously.

6) **Should the Nominations Committee interview process be open to general membership and if so, should the process be for informational purposes only or participatory in nature?**
The Committee is divided on the issue of opening the interview process to the general membership. The Committee is in agreement, however, that the interview process should not be participatory with anyone being able to ask any question of any candidate. In an effort to make this process as transparent as possible, most Committee members agreed with the idea of having officer candidates participate in a moderated open forum whereby members would be allowed to attend the interviews for Officer positions only. The members attending the interviews would merely be observers and could not speak during the interviews. They would, however, be invited to provide questions for the candidates to the moderator—much like a presidential debate. It was the consensus of Committee members that since Officer candidates are often current members of NACM’s Board, they have had at least three years experience speaking in public before audiences of different sizes. Public speaking is expected in an Officer position but it is not necessarily expected in a Director position. Under this proposal the Officer candidates would be subject to two interviews— one with the Nominations Committee and one with the moderated public forum. The Committee believes new candidates to the Board should not be subject to the second interview in a public forum as it may discourage new Board candidates.

**Board Action:** The Board discussed a couple of items related to this recommendation: (1) How would a moderated session be formatted?, and (2) Would interview questions be posted for context? After discussions, David Slayton moved to maintain the current interview process for Board member positions and add a moderated forum for Officer positions; the moderated forum would take place on Monday after the nominations had been closed. Scott Griffith seconded the motion and the action carried with Vicki Carlson, Kelly Steele, and Karl Thoennes opposing and Ray Billotte, Grant Brantley, Stephanie Hess, and Michele Oken abstaining from the vote.

7) **Voting – who votes and when? If consideration is given to full membership voting, should issues of state membership size be an issue?**

The Committee supports the idea of having all members in attendance at the annual conference vote on candidates for Directors and Officers. It was noted that full membership voting would likely result in campaigning by candidates. The Committee feels that active campaigning by candidates distracts from the educational purposes of NACM’s annual conferences. It was also felt that members could be swayed by geographic strongholds without knowing anything about the candidates. Committee members felt that membership voting opens the election process to distasteful, time-consuming and potentially expensive campaigning for votes.

**Board Action:** The Committee did not recommend any revisions to the current voting process and as such, recommended to leave the process as is. Grant Brantley moved to accept the Committee’s recommendation, Vicki Carlson seconded the motion and the action carried with Ray Billotte, Stephanie Hess, Michele Oken, and Kelly Steele abstaining from the vote.

8) **Should the membership continue to select the officers by vote or should the officers be selected by vote of the Board of Directors?**

The Committee agreed the Nominations Committee should continue to propose a slate of Directors and Officers for NACM’s Board of Directors. The Committee felt the Nominations Committee process has served NACM well over its 28 year history and should continue.

**Board Action:** The Committee did not recommend any revisions to the current process for submitting a slate of Officers to the membership for their consideration and as such, recommended to leave the process as is. David Slayton moved to accept the Committee’s recommendation, Vicki Carlson seconded the motion and the action carried with Ray Billotte and Stephanie Hess abstaining from the vote.
9) Is the selection of the Nominations Committee by the Past President and approval by the President acceptable or should there be changes to that process?

The Committee believes that the present process of having the Nominations Committee chaired by the Immediate Past President of NACM should continue. Committee members noted that the Immediate Past President is aware of the contributions, habits and work ethic of the individual Board members and is in an ideal position to advise the Nominations Committee members of the attributes of each Officer candidate. The Committee likewise agrees that NACM’s current President should retain authority to appoint members of the Nominations Committee.

Board Action: The Committee did not recommend any revisions to the makeup of the Nominations Committee and as such, recommended to leave the process as is. Grant Brantley moved to accept the Committee’s recommendation, Vicki Carlson seconded the motion and the action carried with Ray Billotte abstaining from the vote.

10) Should the Nominations Committee be free to seek counsel from Officers, Board members or members regarding an applicant’s qualifications?

The Committee believes that the members of the Nominations Committee should be free to seek counsel from Officers, Directors and NACM members regarding an applicant’s qualifications. The Committee feels the Nominations Committee is not always privy to a candidate’s qualifications and the ability to seek counsel strengthens the process and helps Nominations Committee members better discern the qualifications of each applicant.

Board Action: The Committee recommended allowing the Nominations Committee to seek counsel from Officers, Board members, and NACM members regarding a Board applicant’s qualifications. Grant Brantley moved to accept the Committee’s recommendation, Scott Griffith seconded the motion and the action carried with Yolanda Lewis opposing the vote and Ray Billotte abstaining from the vote.

11) What process changes, if any, may be harmful to future Board/Officer applicants?

Some Committee members believe that opening the nomination process for Director positions to any members who want to observe the candidate interviews would be intimidating and may cause some Board applicants to withdraw. Publicizing the process may indirectly provide other candidates with an advantage, as they could observe interviews and prepare answers or receive information about interview questions from members of the audience. In addition to the sensitivity applicants may feel regarding the highly public nature of their candidacy and outcome of the process, logistical obstacles (e.g. room size, seating, length of sessions, etc.) further complicate the issue.

In an effort to preserve the integrity of the voting process, the Committee opposes electronic voting, as it encourages distasteful campaigning. The Committee feels that members should only be allowed to vote if they attend the annual conference and actual voting should take place only if nominations are made from the floor at the voting meeting.

Board Action: The Committee considered a couple of changes to the nominations and election process: (1) Allowing NACM members to observe the interviews, and (2) Electronic voting. After discussions, the Committee did not recommend any revisions to the current nominations or election process. No action was taken by the Board.

12) Should the Nominations Committee members recuse themselves from voting and/or interview participation if a candidate is from their jurisdiction?
After significant discussion, the Committee concluded that Nominations Committee members do not need to recuse themselves from participation solely based on a candidate’s jurisdiction. Many jurisdictions (California, Texas, New York, etc.) are very large, thereby invalidating the assumption that individuals from the same jurisdiction know each other or work closely together. The issue of recusal should be decided by individual members of the Nominations Committee on a case by case basis. Each Nominations Committee member is aware of his or her duty to avoid the appearance of impropriety and should a legitimate conflict arise during the interview process, committee members should refrain from voting. While employment in the same state or jurisdiction of a candidate in itself is not sufficient grounds for a conflict, the Committee agreed that automatic recusal is the proper procedure in the event a Nominations Committee member and candidate are familiar enough to cause others to question the fairness of the process.

**Board Action:** The Board considered a number of topics during discussion of this recommendation: (1) Should an automatic recusal be required any time a Nominations Committee member and an applicant are from the same court?, (2) Should the burden of recusal be placed on the Nominations Committee member?, and (3) Should the Board provide instructions to the Nominations Committee and make those instructions public to the membership?

David Slayton moved that the Planning Committee should draft language for addition to the Responsibilities, Operations, and Procedures Manual which would outline the handling of any real or perceived bias or conflict of interest of a Nominations Committee member. Vicky Carlson seconded the motion and the action carried with Ray Billotte abstaining from the vote.

**13) Should the Nominations Committee maintain official notes which are available to all NACM members?**

The notes of Nominations Committee members constitute their individual thoughts, opinions, and insights, created during their voluntary commitment to NACM. As such, they should be considered the property of each individual Nominations Committee member and should remain confidential. Notes taken during this process allow Nominations Committee members to effectively make difficult decisions. Additionally, if made public, such notes may be potentially damaging to applicants by displaying perceived deficiencies.

**Board Action:** The Committee recommended that the Nominations Committee not be required to maintain official notes. Grant Brantley moved to accept the Committee’s recommendation, Vicky Carlson seconded the motion and the action carried with Phil Knox opposing and Ray Billotte abstaining from the vote.

**14) Should diversity (geographical, ethnicity, size of court, AOC, Trial Court, etc) be given more weight in the nomination process than the applicant’s demonstrated work on behalf of NACM?**

The Committee unanimously agreed that an applicant’s demonstrated work on behalf of NACM should be the prevailing factor in the Nominations Committee’s decision making process. Neither geographical diversity, ethnicity, size of court, AOC status, etc., should be given more weight than an applicant’s contributions to NACM.

**Board Action:** The Committee recommended that an applicant’s demonstrated work on behalf of NACM should be the prevailing factor in the Nomination Committee’s deliberation over the applicants’ qualifications; furthermore, it indicated that geographical diversity, ethnicity, size of court, AOC status, etc., should not be given more weight than the applicant’s contributions to NACM.

Grant Brantley moved to accept the Committee’s recommendation, Phil Knox seconded the motion and the action carried with Ray Billotte abstaining from the vote.
15) Should the Director Position titles (Small, Large, Urban, Rural, etc) be changed or redefined? If yes, should membership be divided into national districts? Or should the membership be divided into districts with each district electing their own director with a few at-large director slots available?

The Committee determined that current Director position titles (Small, Large, Urban, Rural, etc) should not be redefined, nor should membership be divided into national districts.

Board Action: The Committee did not recommend any revisions to the Director position titles and did not support the idea of dividing the membership into districts and as such, recommended to leave the process as is. David Slayton moved to accept the recommendation of the Committee, Scott Griffith seconded the motion and the action carried with Ray Billotte abstaining from the vote.

16) Should the voting process be handled electronically and if so, when and at what cost?

The Committee discussed this question at length and determined there are several significant issues with handling a voting process electronically. For example:

- Ensuring the identity of on-line voters vs. voters who attend the annual conference. NACM would have to devise a fraud proof methodology, perhaps by using each member’s individual NACM identification number. However, the cost of designing, developing and implementing such a system is unknown;
- Electronic voting could encourage active campaigning among candidates through blast emails and/or postal mailings to all members, highlighting their individual qualifications and requesting votes. Most Committee members found this scenario to be distasteful in a professional organization and, therefore, opposed the idea. Undoubtedly, some members would vote randomly without reviewing any background information while others may vote based upon state affiliation, school affiliation or even the personal appearance of the candidate.

One of the benefits of general membership is the ability to vote and NACM literature does not inform members that voting is limited to annual conference attendees. An electronic voting option may provide more opportunity for members to participate in NACM. However, attendance at the annual conference allows members to meet candidates and provides a host of other education and networking opportunities, options that would not be available through electronic voting. Additional obstacles arise when nominations are made from the floor during the annual conference. After reviewing the pros and cons of an electronic voting process the Committee determined the current election process, as implemented by the Nominations Committee, is the most appropriate method for selecting NACM’s leaders.

Board Action: The Committee did not recommend any revisions to the current nomination and election process and as such, recommended to leave the process as is. Grant Brantley moved to accept the Committee’s recommendation, Nina Thomas seconded the motion and the action carried with Ray Billotte abstaining from the vote.

Part II – Diversity of Leadership (Member Concern)

In addition to responding to each of the 16 Questions provided by President Harris, the Board Development Committee assumed the responsibility to review a concern raised by a former NACM Board member regarding the racial composition of past and current Boards of Directors. This concern was contained in an email (Attachment 2) to NACM Immediate Past President, Kevin Bowling and expressed an opinion regarding “the lack of real diversity in the leadership of the Association”. In pertinent part, the email stated:
“Yes, the Board will have diversity. Yet diversity has not found a place among the Officers. Diversity empowerment makes an organization effective by capitalizing on all the strengths of each of the members. Simply stated, our failure to accept diversity in our officer selection process will impede us and make it difficult, if not impossible to accomplish the organizational goals. Our leadership must promote and develop ways to reap the benefits of diverse perspectives in the Association. If we do not truly take on this challenge, we will soon become extinct or left far behind other organizations that embrace diversity in leadership. I believe that as an organization, we have an obligation to strive to become the best, and in order to be the best, we must include all people: black, white, yellow, red and brown. We are a multicultural country, and we must acknowledge that cultural, racial and ethnic issues, aside, each cultural group brings a certain skill set to the table that is critical for moving the Association to higher level.”

In light of President Harris’ broad mandate for the Board Development Committee to provide written recommendations to the Board regarding the current NACM governance structure, the Committee reviewed this concern and provides the following observations and recommendations.

NACM has a proud history of diversity among its Board of Directors. In an effort to visually display NACM’s leadership diversity the Board Development Committee produced a single-page graphic outlining the most recent 20 year history of the composition of the NACM Executive Committee and 10 year history of the Nominations Committee (Attachment 3).

Statistics reveal that over the past 20 years NACM has had 20 Presidents, including:
- Nine (9) women and eleven (11) men
- Five minority members have served as President
- NACM’s Presidents have come from a variety of states: three (3) from Maryland; two (2) from Arizona, California, Georgia and New Jersey; one (1) from Colorado, Illinois, Louisiana, Massachusetts, Michigan, Minnesota, Missouri, Texas and Virginia.

During this 20 year period, twenty-two (22) members served as Officers of NACM:
- Eleven (11) women and eleven (11) men--- five (5) of whom were minorities
- Officers have come from a total of 14 different states

The members of NACM’s Nominations Committees over the years have also been diverse:
- Seventeen (17) women and twenty-six (26) men
- Sixteen (16) past presidents have served one year terms on the Nominations Committee

On the surface these statistics demonstrate a strong organizational commitment to diversity in leadership; however, the email cited above more specifically targets a perceived lack of diversity among NACM Officers in recent years.

In an effort to fully analyze this concern, the Committee reviewed NACM’s progressive election process for Officers. Traditionally, NACM elects its Officers exclusively from the ranks of its Directors, of which there are ten positions, each serving three year terms. NACM’s Officers (President, President-Elect, Vice President, Secretary-Treasurer and Immediate Past President) serve one year terms. Collectively, the five Officers and ten Directors comprise NACM’s Board of Directors. Each year the position of Secretary-Treasurer is generally the one contested election since it is the starting position for the Officer track. Other NACM Officer positions are typically advanced by acclimation of the membership, i.e., President-Elect becomes President; Vice President becomes President-elect; etc. On the rare occasions in NACM’s history when an Officer resigned from his or her position, the remaining Officers move up two positions, depending upon the rank of the resigning Officer. The transition of President to Immediate Past President is the only Officer movement which does not require a
vote of the membership. Pursuant to Procedure Manual 6.3.1.2, the Immediate Past President also serves as chair of the Nominations Committee. Though Officers are not required to be elected from the pool of Directors, historically each elected Officer served a term as a Director. Throughout NACM’s 28 year history, members have rarely applied for Officer positions without first serving as a Director.

The Committee believes it is important to highlight the extraordinary commitment of members who join the Officer track. As indicated above, each Officer must serve one year in each of the five Officer positions, resulting in an eight-year commitment to NACM. The labor requirements in these positions are intensive and extremely time-consuming; the travel and time away from one’s home and “real” job is often extensive and there is no remuneration. Members who decide to take this arduous journey and endure the sacrifices inherent in these positions do so for no other reason than to serve NACM. The Committee firmly believes their service should be appreciated and applauded by all NACM members. Appropriately, the Immediate Past President serves as the chair of the Nominations Committee because he or she has demonstrated a deep commitment to the organization through extensive service to NACM in a leadership capacity (at least seven years). The Committee believes that NACM is best served when an experienced leader engages in the difficult process of selecting new leaders.

Regarding the email claim of lack of diversity in NACM’s Officer track, currently there are no minorities among NACM’s Officers. An historical review of NACM’s Officers for the past ten years reveals the last minority Officer was Suzanne Stinson (Asian American), serving as Immediate Past President in 2010-2011 and elected as Secretary/Treasurer in 2006. Also serving as an Officer during this time period was Collins Ijoma (African American) who was elected in 2002 as Vice President (skipping the role of Secretary Treasurer to fill an unexpired term of office) and concluded his four years in the Officer track as Immediate Past President in 2006. During the past ten years several minority members were elected to serve as members of the Board of Directors. In addition to Suzanne Stinson and Collins Ijoma who were subsequently elected as Officers, three other Board members applied for the Secretary-Treasurer position but were not elected (Sarah Brown-Clark in 2004; Ronald Truss in 2006; and William Simmons in 2012).

The Committee further investigated the nomination process when these three minority candidates sought the position of Secretary/Treasurer in 2004, 2006 and 2012. The Committee believes if minority members are represented on the Nominations Committee, the likelihood of a minority candidate not being nominated because of race is greatly reduced. The 2004 Nominations Committee interviews were conducted on Sunday, July 11, 2004 at the Gaylord Texan Resort and Convention Center in Grapevine, Texas. The Nominations Committee was chaired by Immediate Past president Joi Sorensen. The other members of the Nominations Committee were: Frank Broccolina, Duane Delaney and Nadine Sanchez (the fifth member of the Nominations Committee was unable to appear). Duane and Nadine are both minority members. Therefore half of 2004 Nominations Committee members were minorities when Sarah Brown-Clark was interviewed for the position of Secretary-Treasurer. In 2006 the Nominations Committee interviews were conducted on Sunday, July 9, 2006 at the Marriott Harbor Beach Resort Hotel in Fort Lauderdale, Florida. The committee chairman was Collins Ijoma. The other members of the committee were: Alan Slater, Roy Wynn, Mike Planet and Celina Rios. Collins, Roy and Celina are all minority members. Therefore three of the five members of the Nominations Committee were minority members when Ronald Truss was interviewed for the position of Secretary-Treasurer. The 2012 Nominations Committee was chaired by Immediate Past President Jude Del Preore and the Committee interviews were held on Sunday, July 15, 2012 at the Hilton Orlando Bonnet Creek Hotel in Orlando, Florida. The other members of the committee were all former Presidents of NACM: Janet Cornell, Collins Ijoma, Norman Meyer and Marcus Reinkensmeyer. Collins was the only minority member of this panel. The fact that minorities were represented on all three panels gives credibility to the view that the Nominations Committee did not base its recommendation of a slate of candidates on racial grounds. Instead, on each occasion they recommended the best qualified candidate for the vacant Secretary-Treasurer position.
Part III – Nomination Protocol (Board Member Concern)

In addition to the Member concern addressed above, the Committee addressed a concern raised by a current Board Member regarding the process of the announcement of candidates by the Nominations Committee at the Orlando Conference in July 2012. A letter dated October 27, 2012 (Attachment 4) was hand delivered to all Board members at the Fall Board Meeting expressing dissatisfaction with the process. In part, the letter stated:

“I understand that a protocol had been established for some 18 to 20 years where nominations from the floor, if any, were done at the Thursday business meeting and the vote taken then. For some reason that protocol was abandoned without notice to the membership or the board for that matter, and done earlier in the week. There is a perception among some of our members including but not limited to our minority, that this unannounced change was purposely designed to avoid a nomination of a minority member from the floor for an officer position in the Association.”

The Committee’s interpretation of this concern is that the slate of Nominations Committee candidates were formally announced at the Monday business meeting and nominations from the floor were invited at that time. The letter suggested some NACM members expressed the view that the unannounced change was purposeful by the Board and Officers to avoid a floor nomination of a minority member and “the unannounced change had the effect of disenfranchising the membership”. According to NACM’s Procedures Manual (Section 6.3.1.2, #6):

“The full slate of nominees shall be formally presented at the first business session at the annual conference by the Nominations Committee chairperson. In addition to the formal announcement from the podium, a written announcement will be posted and available for the membership. Should the Nominations Committee be unable to complete their responsibility of presenting a ‘full’ slate of candidates, the membership should be so notified at the first business session at the annual conference and nominations may be made from the floor, in accordance with Roberts’ Rules of Order.”

Section 6.3.1.2, #8 adds “Additional nominations may be made from the floor, in accordance with Robert’s Rules of Order”.

The Committee’s review suggests the process as required in the Procedure Manual was, in fact, followed during the 2012 Orlando Conference. The annual Business Meeting Luncheon was held on the Monday, July 16, 2012 from 11:45 a.m. until 1:30 p.m. During that meeting the agenda covered a variety of committee reports, including the Nominations Committee, where the Nominations Committee Chairman Jude Del Preore, announced the slate of candidates and offered an opportunity for members to make nominations from the floor. Even when the agenda was concluded, the meeting was not adjourned but continued to Thursday, July 19, 2012 from 12:00 noon until 1:15 pm. The NACM Business Meeting Luncheon and Induction of New Officers was held as scheduled on Thursday where the agenda included a re-reading of the proposed slate of candidates, an announcement requesting any nominations from the floor, and voting. Between the Monday and Thursday sessions of the same business meeting, the Declaration of Candidacy forms were posted so members could review and consider the candidates more thoroughly. President Kevin Bowling, anticipating the possibility of nominations from the floor, had ballots prepared and ballot tellers standing by to handle a contested election during the Thursday session. However, no nominations from the floor were made at either Business Meeting session. The Committee therefore concludes that there was no change in procedure to avoid the floor nomination of a minority candidate at the Orlando Annual Conference.

In conducting this analysis the Committee was seeking to determine if there was any evidence of personal racism or systemic racism that would help to explain why some, but not all minority applicants for the Officer track have been elected. We found absolutely no evidence of any personal racism or systemic racism in the selection of NACM’s Officers.
The Committee is concerned by the fact that few minorities have been elected to a NACM Officer position in recent years. The mere appearance of this phenomenon is disturbing in an organization as diverse as we profess ours to be. The Committee is likewise bothered by the fact that no minority members applied for an Officer position in 2005 and 2007 through 2011. Please note the Committee did not limit discussion of minorities to African-Americans, but noted the lack of representation in NACM Officer’s track of Asian-American, Hispanic/Latino Americans, Native Americans, Disabled Americans, GLBT Americans, etc. In the view of the Committee true diversity not only means allowing inclusion but it also means fostering a climate that does not just tolerate differences but treasures them and provides rich opportunities for learning from those differences. The Committee concludes there are no inherent governance structures that have prohibited diversity in our Officer ranks. The Committee does, however, think NACM needs to make a firm commitment to diversity within our organization (Attachment 5). The Committee fully recognizes and understands the extraordinary commitment that a NACM member must make to become an Officer in our organization, but refuses to believe that only Caucasian members are willing and able to make the necessary commitment. The mere fact that so few minority members even apply for Officer positions suggests our organization has not been as open and welcoming as we would prefer to believe. The Committee believes that NACM’s leadership must find constructive and creative ways to encourage and attract minority members to take an active role in our organization. Such an assignment is beyond the scope of this Committee’s mandate, however, it is suggested that NACM’s Board strongly consider establishment of a Membership subcommittee whose purpose is to significantly improve diversity within our organization by helping NACM become more welcoming and inclusive. The Committee is convinced of the truth in this statement from the Member email:

“The Association should continue to view leadership that is effective, informed, forward-thinking, innovative and inclusive, and to do so, the Association must embrace diversity in words and actions. In summary, we must expand our pool of talent by increasing the diversity in leadership.”

The Board Development Committee believes that NACM is ready, willing and able to accept this difficult challenge.

Respectfully Submitted by the NACM Board Development Committee:
Duane B. Delaney, chair           Kevin Bowling
Paul Burke                        David Slayton
Kelly Steele                      Vicky Carlson
Karl Thoennes

Attachments

1. Pamela Harris letter establishing Board Development Committee (8.1.12)
2. Ron Truss email to Kevin Bowling (3.20.12)
   ➢ Kevin Bowling email response (4.18.12)
   ➢ Ron Truss email response (10.4.12)
   ➢ Kevin Bowling email response (10.9.12)
3. NACM Fact Sheet
4. Grant Brantley letter re: NACM’s election process (10.27.12)
5. NACM Resolution on Diversity and Inclusion (7.8.09)