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Letter from NACM Leadership

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Acknowledgements

- List and thank Board Members
- Thank SP Workgroup – assisted with survey, trends, etc.
- Thank participants of the 2015 Strategic Planning Survey and online focus groups
- Thank NCSC
- Thank Brenda Wagenknecht-Ivey
- Others?
Section 1: Overview

The Board of Directors of the National Association for Court Management (NACM) is pleased to present NACM’s updated, 2016-2018 Strategic Plan. The Strategic Plan, which was developed with input from many court management professionals from across the county, lays out strategic priorities for NACM and a roadmap for continuing to serve members and lead and advance the court management profession. The Board is excited to work on these important priorities and looks forward to sharing progress and accomplishments in the coming years.

NACM began the strategic planning process in the fall of 2015 and completed this Strategic Plan in early 2016. Facilitated by Dr. Brenda Wagenknecht-Ivey of PRAXIS Consulting, Inc., the process included a thoughtful examination of relevant trends, emerging issues, strengths and weaknesses of NACM, and opportunities and threats facing the profession and the Association (see the Appendices for details).

With input from over 200 court management professionals through online focus groups and a strategic planning survey in the fall of 2015, the Board refreshed its mission and vision statements, identified core values, identified 4, key strategic focus areas, and developed comprehensive strategies for making continued changes and improvements. The Strategic Plan includes:

1. Revised mission and vision statements and newly developed core values;
2. Strategic focus areas and improvement strategies; and
3. Annual strategic priorities and initiatives.

The Board also refined its implementation approach as part of the planning process. It includes.... [additional details will be added here after upcoming discussions]
Section 2: Mission, Vision, and Core Values

Mission of NACM

NACM’s primary purpose is as follows.

[Will develop revised mission at the Feb. SP session.]

Vision of NACM

The Board has the following vision for NACM.

[Will develop revised vision statement at the Feb. SP session.]

Core Values of NACM

Core values are fundamental beliefs that guide behavior and action. NACM’s core values encompass basic principles for guiding NACM’s performance as well as its internal and external relationships. NACM is the VOICE of the court administration profession whose Board operates and succeeds through:

- Vision – providing strategic focus on the advancement of the field of court administration
- Organization – leading in the pursuit of collective goals
- Integrity – adherence to ethical principles
- Communication – engaging the court community and justice partners
- Execution – implementing strategic initiatives

Thought/question: Communication and Collaboration???
Section 3: Strategic Focus Areas (SFAs), Goals, and Strategies

Overview of Trends Analysis: The Board, with the assistance of nearly 50 court professionals that participated in the online focus group sessions, reviewed a variety of relevant external and internal trends. External trends included social/demographic, economic, policy/political, technological and justice system. Association benchmarks from a national study also were reviewed. Finally, internal trends of NACM such as membership and conference attendance were analyzed.

The trends analysis was revealing. Below is a brief summary of the short and long-term implications of the trends on NACM. (See Appendix A for complete details). In the future, NACM must:

1. Stay abreast of current, complex, and emerging issues/topics facing courts.
2. Be aware of the changing workforce.
3. Adapt its services and products/resources to meet the changing needs of members/potential members and the court management profession.
4. Continue to develop and better use technology to reach and engage members and deliver products and services.
5. Continue to increase, retain, and engage members.
6. Continue to be a strong leader for the profession.
7. Be nimble and responsive.

Overview of Organizational Assessment. The Board, with the assistance of over 125 active and new NACM members, completed a comprehensive organizational assessment as part of the planning process. It included a 2015 Strategic Planning Survey as well as a critical analysis of strengths, weaknesses, opportunities and threats. This analysis was instrumental in assisting the Board in identifying new strategic focus areas and setting priorities for the coming years. (See Appendix B for a summary of the 2015 Strategic Planning Survey and additional details)

Strategic Focus Areas, Targets, and Strategies. The Board identified the following four strategic focus areas, informed by the data and information mentioned above. Each strategic focus area is fundamentally important to NACM’s short and long-term success. Below are brief descriptions, goals and strategies for making continued improvements.

NACM’s annual strategic projects in each of these areas are presented in Section 4.

<table>
<thead>
<tr>
<th>Strategic Focus Areas (2016)</th>
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<tr>
<td>1. Membership – Recruitment, Retention, and Engagement</td>
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<td>2. Services and Resources Provided by NACM</td>
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<td>3. Advocacy for the Profession</td>
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<td>4. Association Governance and Sustainability</td>
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Strategic Focus Area #1: Membership – Recruitment, Retention, and Engagement

Description: NACM is a membership organization serving court professionals and the court management profession. To remain a vibrant and leading organization, NACM must recruit, retain, and engage members. NACM is committed to strengthening these efforts in the future. Suggestions for doing so according to the 2015 Strategic Planning Survey include:

1. Improve membership data/information (e.g., demographics, numbers)
2. Clearly define and communicate the benefits and value of membership (e.g., ROI)
3. Reach out to new, diverse, and untapped groups and geographical regions
4. Welcome and orient new members more effectively (e.g., strengthen “onboarding program”)
5. Promote and enhance networking opportunities and build community
6. Use a variety of media to connect and communicate with members
7. Proactively involve and engage members in the work of NACM

Goals/Targets and Strategies:

1. **NACM will increase the number of [paying] members.**
   a. Improve, simplify, and track membership data and information (e.g., number of members, number of member categories, demographics, etc.)
   b. Define and communicate benefits and the value of membership
   c. Reach out to new, diverse, and untapped groups and geographical regions
   d. Work with other groups to reach court professionals and educate about NACM
   e. Use innovative recruitment methods and practices

2. **NACM’s members will be satisfied and value their membership in NACM.**
   **OR:** **NACM’s members will feel valued and will be engaged and involved in NACM.**
   **OR:** **NACM will increase retention of its members.**
   a. Strengthen practices for welcoming and orienting new members (e.g., onboarding)
   b. Demonstrate members are valued
   c. Involve members in the work of NACM (e.g., provide more volunteer opportunities)
   d. Expand ways members can participate in NACM
   e. Promote NACM’s community
   f. Enhance networking opportunities
   g. Be responsive to the needs and interests of members
   h. Measure and track satisfaction and retention rates
   i. Use innovative retention methods and practices

Example: Strategic Initiative Ideas from Conf. Call:

1. Develop marketing kit
2. 

Note: Once the goals/targets and strategies are finalized, we then will identify/select “strategic projects” for the upcoming year. The final set of strategic projects will be listed in the next Section.
Strategic Focus Area #2: Services and Resources Provided by NACM

Description: NACM provides a wide array of services and resources to members. NACM also produces materials that advance the profession and educate others about courts. Educational conferences, webinars, the Court Manager Journal, the Core Curriculum, the National Agenda, and other publications and guides on best practices, are a few examples.

Enhancing member benefits and increasing the overall value of belonging to the Association are high priorities for NACM. NACM also is committed to producing resources (e.g., guides, tool kits, core curriculum, best practices, trends in courts) that will benefit and advance the court management profession. Suggestions provided (in the 2015 Strategic Planning Survey) for enhancing services and resources include:

1. Assess the needs and interests of court professionals generally and members specifically
2. Add new services and resources to meet current and emerging needs
3. Evaluate and enhance existing member services and resources
4. Implement changes that will add value for members and potential members
5. Continue to strengthen educational programming
6. Share best practices
7. Anticipate and be a thought-leader on hot topics, emerging issues, and promising practices

Goals/Targets and Strategies:

1. NACM will continue to enhance the quality of, and increase access to and participation in, educational programs.
   OR: NACM will increase access to and participation in educational offerings.
   a. Understand and be in the forefront of emerging needs, topics, and trends in courts and the court management profession
   b. Offer educational content in response to existing and emerging needs and interests of members and the profession
   c. Expand and target educational offerings to meet needs/interests of diverse segments of membership
   d. Partner with other organizations to expand programming and participation in educational events
   e. Use technology/alternative methods to expand access to or involvement in educational programs
   f. Consider and evaluate the benefits of desirable conference locations

2. NACM will enhance existing and produce new resources that will benefit court professionals and increase the value of membership.
   a. Assess the value of and improve existing resources
   b. Develop new resources based on needs, emerging issues, trends, etc.
   c. Market/communicate the availability of resources to members, partners, and court professionals

NOTE: Once the goals/targets and strategies are finalized, we then will identify/select “strategic projects” for the upcoming year. The final set of strategic projects will be listed in the next Section.
Strategic Focus Area #3: Advocacy for the Profession

Description: The court management profession plays a vital role in the administration of justice. The profession continues to evolve in response to contemporary and changing times. While the core of the profession remains the same, it faces and must respond to new challenges and opportunities. It must stay in the forefront of innovative and best practices. NACM is uniquely positioned, along with its partners, to promote, advance, and advocate for the profession. Being a **VOICE** for the profession includes:

1. Educating others about important court issues, the court management profession, etc.
2. Being a spokesperson contributing to national policy and practices
3. Identifying and leading on key issues pertinent to the profession and court issues
4. Collaborating with other organizations and associations interested in promoting justice and building trust and confidence in courts
5. Strengthening existing and forming new partnerships to promote and advance the profession.

Goals/Targets and Strategies:

1. **NACM will proactively educate and advocate on behalf of the court management profession.**
   a. Actively pursue and participate in opportunities to educate about and promote the profession
   b. Develop educational resources (e.g., white or position papers)
   c. Collaborate with partners to enhance impact
   d. Develop a network and use innovative methods for acting on behalf of the profession
   e. Reach out to policy makers to educate about the needs and important issues facing courts and the profession

2. **NACM will be a leading resource and voice on matters pertaining to court innovation, court performance, and the court management profession.**
   a. Develop and present a united front/common voice on important topics
   b. Develop and share resources on court innovations and best/effective practices
   c. Position NACM to be a sought out resource for information
Strategic Focus Area 4: Association Governance and Sustainability

Description: NACM’s Board leads and acts on behalf of the Association and members. This requires a governance structure that is responsive and effective. The Board is committed to ensuring NACM’s leadership is representative of its diverse members. The Board also will work to ensure it:

1. Is able to respond quickly to needs/demands
2. Is organized to manage the daily business of the Association as well as achieve long-term goals
3. Clearly defines, shares, and balances the workload across committees and work groups
4. Is manageable, efficient, and effective
5. Is fiscally sustainable
6. Develops and provides continuity in leadership.

Goals/Targets and Strategies:

1. NACM’s governance structure and leadership/Board practices are responsive and effective.
   a. Strengthen process for identifying and orienting skilled and diverse future leaders
   b. Refine/improve committee structure
   c. Balance the workloads of committees/work groups
   d. Leverage the strengths of Board members when making assignments
   e. Build a healthy/strong, cohesive, energized Board
Section 4: Annual Strategic Projects

This Section presents NACM’s annual strategic initiatives and/or priority projects. It will be updated annually when NACM establishes new strategic priorities.

Strategic Focus Area #1:

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<th>Strategic Focus Area #1:</th>
<th>2016 Strategic Projects</th>
<th>Targeted Outcomes/Measure of success</th>
<th>Lead Person/Committee Responsible</th>
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<td>Membership – Recruitment, Retention, and Engagement</td>
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Strategic Focus Area #2:

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Strategic Focus Area #4:

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Appendices
Many internal and external trends were reviewed and analyzed as part of the strategic planning process. Social/demographic, economic, policy/political, technological, and justice system trends were among those reviewed. Also reviewed were national Association benchmarks and internal trends of NACM such as membership and conference attendance. Finally, the implications of the trends for NACM were identified.

The five, online focus group sessions were instrumental in completing the trends analysis and identifying implications for NACM. Nearly 50 court professionals from across the US participated in the focus group sessions, which were conducted in September 2015.1 Below are:

1. A list of external trends affecting NACM and the projected future implications for NACM;
2. NACM membership and conference attendance trends; and
3. Benchmarks from a national study of membership associations.

**External Trends and Implications for NACM**

The list of trends below is believed to be most relevant to NACM. That is, the list below is NOT exhaustive, but rather represents the trends believed to be most relevant to court managers, the court management profession, and ultimately NACM in the coming years. Following the list of trends is a summary of implications for NACM as identified and discussed during the online focus group sessions and the November Board strategic planning session.

**Social/Demographic Trends:**
1. Aging population and workforce
2. Shifting and mobile population
3. Shortage of workers in some industries
4. Increasing competition for skilled/talented workers
5. Increasing service demands/expectations of the public (e.g., 24/7, over the Internet, faster services, consumers are more informed)
6. Changing work and life style choices (e.g., working virtually, work/life balance, increasing desire for flexible hours)
7. Explosion in the use of social media and networking as a way to maintain connections, communicate, and do business
8. Increasing awareness of environmental issues and push for “going green”

**Economic:**
9. Slow economic recovery
10. Stagnating public sector budgets
11. Declining unemployment rates
12. Growing gap between wealthy and persons living in poverty
13. Increasing cost of education – increasing debt

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1 The five focus groups were with: (1) Past Presidents; (2) committee chairs and vice chairs; (3) committee members; (4) early career professionals; and (5) new NACM members.
Policy/Political:
14. Continued polarization and gridlock among the major political parties
15. Declining or stagnating state and local budgets; depleted reserves
16. Continued scrutiny on how public tax dollars are spent
17. Continuing debate and focus on hot topics/pressing issues – gay marriage, legalization of marijuana, human trafficking, immigration reform, health care reform, etc.
18. Increasing pressure to consolidate and/or regionalize services
19. Increase in legislation for specific crimes and unfunded mandates
20. Growing tension between increasing expectations for government solutions and the call for less government involvement in personal lives

Technological:
21. Continuing wireless revolution and rapidly developing telecommunications/information technology – gadgets galore!
22. Increasing inability to unplug, tune out, or turn off – always connected!
23. Growing divide between “digital natives” (the youngest generation) and everyone else
24. Expectation/demand for 24x7 access and services (e.g., e-everything, easy access from anywhere anytime)
25. More distance learning and virtual/video-conferencing meetings – changing delivery systems and models
26. Continued need for and progress in networking and sharing of appropriate information
27. Increasing/continued threat of cyber attacks
28. Increasing focus on privacy rights – concerns about sensitive data

Court/Justice System:
29. Declining/stagnating funding at state and local levels
30. Changing composition of court users
31. Increasing and changing caseloads/workloads (e.g., increase in some case types, decrease in other case types, increasing need for litigant assistance, more fee waiver requests)
32. Increasing needs of litigants (e.g., self-represented litigants, disabled, language, mental health issues, substance abuse)
33. Increasing need for language access and services (e.g., information in multiple languages, interpreter and translator services)
34. Increasing numbers of specialty courts (e.g., drug, mental health, veterans, etc.)
35. Increasing emphasis on procedural justice/fairness – and increasing the appearance of fairness
36. Declining number of jury trials (in some jurisdictions)
37. Increase in the use of alternative/innovative methods of dispute resolution (e.g., mediation, arbitration, restorative justice)
38. Increasing use of evidence-based/promising practices to achieve more effective outcomes
39. Increasing need/demand for the use of technology to enhance access and enable doing business remotely/electronically
40. Increase in paperless systems/digital records
41. Declining trust and confidence in the justice/judicial system – increasing conflict/divide among races
42. Graying workforce, especially among administrators/managers; lack of “ready-now” successors
43. Difficulty recruiting people who want to make a career of court management and leadership
44. Fewer degree programs educating young people about courts and court management; more programs focusing on criminal justice – probation, law enforcement, etc.
45. Increasing numbers of professional knowledge workers and fewer administrative/clerical workers
46. Growing emphasis on employee engagement and maintaining a satisfying work environment as a way to enhance performance and retain skilled workers
47. Declining court infrastructure (e.g., facilities, technology, equipment, security)
48. Increasing collaboration among justice system partners to address system-wide issues
49. Re-examination of judicial branch governance structures at the state and local levels; changing roles of administrators/judges
50. Continued scrutiny and criticism of the judicial branch generally; growing interest and scrutiny from the press
51. Criminal justice system reform (e.g., pre-trial practices, moving people from prison to jails)

**Implications for NACM**

The trends listed above (and others) will affect courts in many ways. To identify the potential effects for NACM, it is critically important to extend beyond the implications of the trends on courts. Specifically, it is important to consider the effects of the trends on NACM’s members, the profession as a whole, and ultimately on the Association. Doing so will ensure the discussion is focused on what NACM can do to proactively shape, and respond effectively to, the many trends.

Below is a summary of potential implications for NACM as discussed on the online focus groups.

1. **NACM must stay abreast of current, complex, and emerging issues/topics facing courts.** To remain relevant, NACM must remain close to, on top of, and lead around complex issues facing courts. Examples of issues include: increasing public and court user expectations, growing and changing needs of court users, delivering more and better services with existing or declining budgets, changing caseloads, resolving complex legal issues, implementing innovative programs and services; keeping pace with rapidly changing technology, operating in a challenging political climate, recruiting and retaining skilled staff, resolving cases in a fair and timely manner, and building the public’s trust and confidence to name a few. NACM must keep its pulse on and continually provide the court management profession with information, education, and resources to anticipate, respond to, and solve these complex and changing issues.

2. **NACM must be aware of the changing workforce.** The composition of the workforce is changing. For the first time in history, five generations are (or will be) working side by side, adding complexities to managing and leading effectively. Additionally, the workforce is aging. Many court managers are eligible to retire now or soon. Courts will be vulnerable unless they are developing the next generation of court managers and proactively preparing for succession. Developing future leaders and managers and being aware of and responsive to the contemporary workforce are critically important.

3. **NACM must adapt its services and products/resources to meet the changing needs of members/potential members and the court management profession.** To remain relevant and viable, NACM must adapt its services and products in response to changing times and emerging needs. NACM must continuously improve, expand, and modify services to meet the needs of the court management profession, members, and potential members. For example, it is important for NACM to: provide educational programs, resource materials, and publications on the core and hot topics; share best practices; track trends; etc. NACM will need to clearly define itself and
establish priorities so it is able to: (1) retain and grow membership by meeting identified needs and interests and/or (2) target products and services to NACM’s diverse and changing membership (e.g., from various states and countries, different size courts, different ages, races, and ethnicities, etc.)

4. **NACM must continue to develop and better use technology to reach and engage new members and deliver products and services.** A technological revolution is underway; it will continue in the future. Changes and advances are occurring at breakneck speed. NACM must develop and better use technology (e.g., webinars, live streaming, the website, electronic communication, social media, etc.) to enhance services and engage members. NACM’s products and services can be more accessible – real time, electronic formats, 24X7 access – to members and potential members by fully using and integrating technology into the fabric of NACM. Forming and expanding partnerships and pursuing new strategies are needed.

5. **NACM must continue to grow and retain membership.** As a professional association serving members and the court management profession, NACM’s lifeline is in growing and retaining its members. It will need to critically assess and explore ways to increase and retain members. Specifically, NACM will need effective and innovative marketing strategies to attract new members. It also will need effective and innovating retention strategies. This includes ensuring membership is affordable, providing and demonstrating value (i.e., return on investment), developing effective and compelling messages, using multiple media, and forming and/or leveraging partnerships. Finally, NACM will need to improve data collection and analysis. It will need to be able to capture and extract relevant data to establish a baseline, measure progress on initiatives, evaluate membership trends, etc.

6. **NACM must continue to be a strong leader for the profession.** NACM is positioned to be a strong leader – voice of and advocate for – the court management profession. By leveraging its relationships, partnerships, and collaborative values, NACM can fill a leadership void and be a unifier of voices for members, the profession, and important issues facing courts (e.g., budget/funding issues, purpose of courts, building public trust and confidence, etc.). It also can educate others on topics important to the profession and courts.

7. **NACM must be nimble and responsive.** The Association must be able to respond quickly to changing times and emerging issues. NACM’s governance structure (e.g., Board, committees, etc.) and policy making and business practices must promote agility and responsiveness in order to effectively lead and advocate for the profession, courts, and members. The Board must continue to recruit and train effective, innovative leaders who have a passion for and are committed to improving the profession and the Association.
NACM Membership and Conference Attendance Trends

Below are membership and conference attendance trends of NACM – 2009 - 2015.

[Diagram showing membership trends from 2009 to 2015]

Source: NACM Membership Reports, NCSC. NOTE: 2009 counts are from Oct; 2010 and 2011 counts are from September; 2012, 2013, 2014, and 2015 are from July.
NACM Membership – By Type of Membership
July 2015 (in percentages; n=1747)

- Regular (n=1249), 72%
- E-Limited (n=143), 8%
- Dual (n=107), 6%
- Associate (n=83), 5%
- Comp/Honorary (n=96), 6%
- Other (n=69), 4%

Source: NACM Membership Reports, NCSC. Percentages may not equal 100% due to rounding.

NACM Membership – By Gender
October 2015 (in percentages; n=1734)

- Females (n=1082), 62%
- Males (n=633), 37%
- Unreported/NA (n=19), 1%

Source: NACM Membership Reports, NCSC. Percentages may not equal 100% due to rounding.
NACM – Total Conference Attendance - Annual and Mid-Year Conferences Combined - 2009 – 2015<sup>1</sup> (in numbers)

1 Includes only paid and non-paid registrations. Speakers and exhibitor staff are excluded from the counts. Source: NACM Membership Reports, NCSC.

NACM – Annual Conference Attendance<sup>1</sup>

2009 – 2015 (in numbers)

1 Includes all conference attendees – paid registrations, non-paid registrations, speakers, and exhibitor staff. Source: NACM Membership Reports, NCSC.
National Association Trends and Benchmarks

Below are association trends and/or benchmarks from national studies.²

Membership trends – Past Year:

1. In 2015, 47% of individual member associations experienced an increase in membership. (26% experienced a decrease in membership and 25% remained the same). In 2014, 53% reported membership growth.

2. The average (mean) percent increase in membership over the past year for individual member associations was 7%. The median percent increase was 5% over the past year. (Note: median represents the midpoint where half are above and half are below).

3. Of the individual member associations that increased membership, 64% increased membership by 1-5% over the past year; 22% increased membership by 6-10%.

² The trends/benchmarks presented in this section are from two leading sources: (1) Marketing General, Inc. and (2) American Society of Association Executives (ASAE). Marketing General, Inc. produces annual Marketing Benchmarking Reports of individual membership, trade, and combination associations for purposes of evaluating marketing strategies and tactics.
Membership Trends – Past 5 Years:

4. Over the past 5 years, 50% of individual associations reported growth in membership (and 31% reported a decline in membership).
5. The average (mean) increase in membership for individual member associations over the past 5 years was 24%. The median percent increase was 15%.

Two Primary Components of Membership Growth – Membership Acquisition and Member Renewal

Member Acquisition.

6. From 2014-2015, 44% of individual member associations experienced an increase in newly acquired members.
7. The average (mean) increase in newly acquired members was 11%. The median percent increase for newly acquired members was 6%.

Member Renewal/Retention.

8. From 2014-2015, only 21% of individual member associations reported an increase in renewal rates/member retention (45% remained the same and 24% reported a decrease).
9. The average (mean) increase in member renewal rates was 7%. The median percent increase in member renewal rates was 3%.

Overall Membership Renewal Rates

10. The average (mean) overall membership renewal rate for individual member associations was 79%. The median overall membership renewal rate was 82%.
11. The average (mean) renewal rate for first year members was 64%. The median renewal rate for first year members was 65%.
12. According to the American Society of Association Executives (ASAE), the average retention rate of professional associations is 82-90%.

Finally, below are:

• Biggest challenges for growing membership;
• Strategies for creating brand awareness;
• Recruitment strategies that yield the most, new members;
• Reasons why people join associations and why they fail to renew;
• How associations use social media; and
• Biggest concerns of associations.
Biggest Challenges for Growing Membership

(in order of priority)

1. Difficulty in communicating value
2. Difficulty attracting and/or maintaining younger members
3. Competitive Associations/sources of information
4. Declining member/employer budgets
5. Tie: Insufficient staff, membership too diverse, economy/cost of membership

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<th>2015: Annual Dues</th>
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<tr>
<td>Average $320</td>
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<td>Median $193</td>
</tr>
<tr>
<td>Most $100-$149</td>
</tr>
</tbody>
</table>

1 Marketing General, Inc., 2015 Membership Marketing Benchmarking Report. Statistics reported are for individual member associations.

Creating Brand Awareness and Effective Recruitment/Marketing Channels

(in order of priority)

**Top Ways for Creating Brand Awareness:**

1. Email
2. Association Website
3. Word of mouth recommendations
4. Direct Mail
5. Association sponsored social networking sites (e.g., Facebook, LinkedIn, etc.)

**Recruitment Strategies that Yield Most New Members:**

1. Word of mouth recommendations
2. Email
3. Direct Mail
4. Association Website
5. Cross-sell to non-members who attend conferences, etc.

2 Email and direct mail are the top marketing strategies for renewals and are most effective for reinstating lapsed members.
**Reasons for Joining Associations and Failure to Renew** (in order of priority)

**Reasons for Joining:**
1. Networking
2. Continuing Education
3. Access to specialized/current information
4. Advocacy

**Reasons for Failing to Renew:**
1. Employer won’t pay/stopped paying dues
2. Left profession
3. Lack of engagement with organization
4. Perceived value: could not justify membership cost with ROI

---

**Social Media**

- **Social Media Used:**
  - 91% use Facebook
  - 87% - Twitter
  - 60% - LinkedIn
  - 56% - YouTube.

- **Purpose:**
  - Provide association news
  - Promote association events

---

1 Marketing General, Inc., 2015 Membership Marketing Benchmarking Report. Information reported is for individual member associations.
Biggest Concerns:\(^1\)
(not in priority order)

- Attracting and retaining members
- Challenges to revenue sources
- Creating new ways to add value to membership
- Lack of data/stats
- Developing an effective membership development strategy
- Remaining relevant
- Aging membership

\(^1\) Marketing General, Inc., 2015 Membership Marketing Benchmarking Report.
APPENDIX B: Organizational Assessment and Summary of 2015 Strategic Planning Survey

This section presents a summary of the 2015 Strategic Planning Survey. Also presented below is a summary of strengths, weaknesses, opportunities, and threats identified by the Board at the November (2015) strategic planning session.

Overview

The purpose of the 2015 Strategic Planning Survey was to gather input for use by NACM’s Board in updating NACM’s Strategic Plan. The survey results were used to help shape the future direction, goals, and strategic priorities of NACM. The survey was administered in August 2015 by Dr. Brenda J. Wagenknecht, CEO of PRAXIS Consulting, Inc. The survey was sent to 280 people including Board members, committee members, past presidents, early career professionals, state association leaders, and other court leaders. 125 people completed the survey (a 45 percent response rate).

Questions asked on the survey included:

1. Identify the two biggest challenges or emerging issues facing Court/Justice Systems in the next 3-5 years;
2. Identify the two biggest challenges or emerging issues facing the Court Management Profession in the next 3-5 years;
3. List the 3 greatest strengths of NACM;
4. Provide top 2 suggestions for what NACM should do in the next few years to enhance effectiveness, relevance, and/or overall success; and
5. Additional comments/suggestions.

Characteristics of Respondents

The characteristics of respondents are provided in the following charts – by survey group, by position, and by years in the Court Management Profession.
Respondent Demographics – By Survey Groups
(in percentages; n=125)

- Committee Members (n=55), 44%
- Early Career Professionals (n=18), 14%
- Past Presidents (n=17), 14%
- State Association Leaders (n=13), 12%
- Other Court Leaders (n=7), 6%
- Board Members (n=13), 10%

Percentages may not equal 100% due to rounding.

Respondent Demographics – By Position
(in percentages; n=125)

- Court Admin./Clerk (n=57), 46%
- Dir/Mgr/Sup. (n=26), 21%
- Judge (n=2), 2%
- Deputy Ct. Admin. (n=10), 10%
- Other (n=24), 19%
- Admin/IT (n=8), 2%

Percentages may not equal 100% due to rounding.
Respondent Demographics – By Years in Court Management Profession (in percentages; n=125)

- Did not answer (n=6), 5%
- <5 years (n=8), 6%
- 5-10 years (n=21), 17%
- 11-15 years (n=21), 17%
- 16-20 years (n=17), 14%
- 21-25 years (n=13), 10%
- 26 or more years (n=19), 31%

Percentages may not equal 100% due to rounding.
Summary of Results/Findings:

Q1: Biggest challenges/emerging issues facing Court/Justice Systems.

**Biggest Challenges/Emerging Issues facing Court/Justice Systems in the next 3-5 Years (rank order by most frequently mentioned)**

<table>
<thead>
<tr>
<th>Categories</th>
<th>In Rank Order (n=279)</th>
<th>% of Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Keeping Pace with/Using Technology; Cyber Security</td>
<td>1</td>
<td>21%</td>
</tr>
<tr>
<td>Having Adequate Funding/Resources</td>
<td>2</td>
<td>18%</td>
</tr>
<tr>
<td>Improving Access/Meeting Changing and Increasing Service Needs</td>
<td>3</td>
<td>12%</td>
</tr>
<tr>
<td>Declining Public Perception/Declining Trust and Confidence in the Courts</td>
<td>4 (tie)</td>
<td>9%</td>
</tr>
<tr>
<td>Keeping Abreast of and Responding to Trends and Changing Public Expectations</td>
<td>4 (tie)</td>
<td>9%</td>
</tr>
</tbody>
</table>

1 Examples of comments in each of these categories are provided on the next slide.

Note: this was a multiple response question. Percentages are computed based on the number of responses, not respondents (n=279).

“**Biggest Challenges/Emerging Issues**” facing Court/Justice Systems in the next 3-5 Years – Examples

<table>
<thead>
<tr>
<th>Categories</th>
<th>Examples of Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Keeping Pace with &amp; Using Technology/Cyber Security</td>
<td>• Affording and using existing and new technologies; need effective case mgmt. systems; system integration; sharing data; keeping up with technological innovations; securing data/information.</td>
</tr>
<tr>
<td>Having Adequate Funding/Resources</td>
<td>• Inadequate or stagnant funding; budget cuts; lack of resources; lack funding to meet growing and changing service needs.</td>
</tr>
<tr>
<td>Improving Access/Meeting Changing and Increasing Service Needs</td>
<td>• Providing equal access to all; meeting needs of court users (e.g., self represented, elderly, non-English speaking, etc.); increasing online access/ability to do business remotely.</td>
</tr>
<tr>
<td>Declining Public Perception/ Erosion of Trust and Confidence in the Courts</td>
<td>• Declining image of the courts/justice system; the effect of high profile cases on courts nationally; disconnect between law enf. and courts; public lacks knowledge/doesn’t understand the courts.</td>
</tr>
<tr>
<td>Keeping Abreast of/ Responding to Trends &amp; Changing Public Expectations</td>
<td>• Difficult to stay abreast of and respond to trends (e.g., aging population, social media, technology); inability to keep pace with changing public expectations (e.g., online access, e-business, 24x7 services).</td>
</tr>
<tr>
<td>Miscellaneous/Other</td>
<td>• Judicial Branch independence; non-partisan judges; specialty Courts; providing needed treatment; implementing evidence-based practices; leadership/governance; demonstrating outcomes; communication/collaboration with external partners; criminal justice system reform; jail overcrowding; legislation.</td>
</tr>
</tbody>
</table>
Q2: Biggest challenges/emerging issues facing the Court Management Profession in the next 3-5 years.

### Biggest Challenges/Emerging Issues facing the Court Mgt. Profession in the next 3-5 Years (rank order by most frequently mentioned)

<table>
<thead>
<tr>
<th>Categories</th>
<th>In Rank Order</th>
<th>% of Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staffing/Workforce Issues</td>
<td>1</td>
<td>41%</td>
</tr>
<tr>
<td>Keeping Pace With/Using Technology and Cyber Security</td>
<td>2</td>
<td>13%</td>
</tr>
<tr>
<td>Having Adequate Funding/Resources</td>
<td>3 (tie)</td>
<td>11%</td>
</tr>
<tr>
<td>Diminishing Importance of/Threats to the Profession</td>
<td>3 (tie)</td>
<td>11%</td>
</tr>
<tr>
<td>Timely Resolution/Effective Caseflow Management/Changing Caseloads</td>
<td>5</td>
<td>4%</td>
</tr>
</tbody>
</table>

1 Examples of comments in each of these categories are provided on the next slide.

Note: this was a multiple response question. Percentages are computed based on the number of responses, not respondents (n=255).

### Biggest Challenges/Emerging Issues facing the Court Mgt. Profession – Examples

<table>
<thead>
<tr>
<th>Categories</th>
<th>Examples of Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staffing/Workforce Issues</td>
<td>• Ensuring quality judges/staff; ability to recruit/retain skilled staff;</td>
</tr>
<tr>
<td></td>
<td>inflexible/antiquated work policies; need for more training and dev.; need</td>
</tr>
<tr>
<td></td>
<td>to manage a multi-generational workforce; developing next generation of</td>
</tr>
<tr>
<td></td>
<td>leaders/succession planning in response to impending retirements; pay/compensation</td>
</tr>
<tr>
<td></td>
<td>issues; change management; lack of mentoring.</td>
</tr>
<tr>
<td>Keeping Pace With/Using Technology and Cyber Security</td>
<td>• Inability to implement existing/new technologies to support court</td>
</tr>
<tr>
<td></td>
<td>functions/increase efficiency; how to improve virtual access; insufficient</td>
</tr>
<tr>
<td></td>
<td>security.</td>
</tr>
<tr>
<td>Having Adequate Funding/Resources</td>
<td>• Inadequate budgets; lack funding to provide/expand services to meet growing needs;</td>
</tr>
<tr>
<td></td>
<td>insufficient funds to provide adequate infrastructure (technology, facilities, security); low staffing levels.</td>
</tr>
<tr>
<td>Diminishing Importance of/Threats to the Profession</td>
<td>• Lack of knowledge of ct. admin. as a profession; lack of respect for the prof. role of court admin.; conflicting/overlapping roles/respons. between judges and court admin.; educating judges on role and value of prof. ct. administrators.</td>
</tr>
<tr>
<td>Timely Resolution/Changing Caseloads</td>
<td>• Need to refocus on timely resolution/effective caseflow mgmt. practices; need</td>
</tr>
<tr>
<td></td>
<td>to be able to respond to and manage changing caseloads</td>
</tr>
<tr>
<td>Miscellaneous/Other</td>
<td>• Increasing access; meeting service needs; declining public perception/trust and</td>
</tr>
<tr>
<td></td>
<td>confidence in the courts; leadership/governance; changing public expectations;</td>
</tr>
<tr>
<td></td>
<td>responding to trends; judicial branch independence.</td>
</tr>
</tbody>
</table>
Q3: Greatest strengths of NACM.

### Greatest Strengths of NACM
(rank order by most frequently mentioned)

<table>
<thead>
<tr>
<th>Categories</th>
<th>In Rank Order (n=347)</th>
<th>% of Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conferences/Education/Training/Professional Development</td>
<td>1</td>
<td>26%</td>
</tr>
<tr>
<td>Networking Opportunities</td>
<td>2</td>
<td>18%</td>
</tr>
<tr>
<td>Resources and Products</td>
<td>3 (tie)</td>
<td>12%</td>
</tr>
<tr>
<td>Forum for Information Exchange/Discussion</td>
<td>3 (tie)</td>
<td>12%</td>
</tr>
<tr>
<td>Board/Strong and Inclusive Leadership</td>
<td>5 (tie)</td>
<td>7%</td>
</tr>
<tr>
<td>A Voice/Advocate for the Profession</td>
<td>5 (tie)</td>
<td>7%</td>
</tr>
</tbody>
</table>

1 Examples of comments in each of these categories are provided on the next slide.

Note: this was a multiple response question. Percentages are computed based on the number of responses, not respondents (n=347).

### Examples of Comments

| Conferences/Education/Training/Professional Dev. | Great forum for collaborating/connecting with peers; networking with other professionals; great opportunities for networking. | Great confs./education; valuable content; professional dev. on relevant topics; annual and mid-year confs.; excellent training. |
| Networking Opportunities                         | Core competencies; National Agenda; guides; information on best practices; information/resources on website. | Information sharing; forum to share/discuss best practices, trends, emerging issues, etc. with peers; forum to discuss national issues/discover better approaches to ct. administration. |
| Resources and Products                           | Active, committed, innovative, forward-thinking, inspirational Board leadership; very inclusive; encourages new participation. | |
| Forum for Information Exchange/Discussion        | NACM grows/sustains/promotes the profession; encourages professional development; promotes changes in the profession; speaks on behalf of trial courts; helps court professionals; represents court mgt. at national level; voice for the profession. | |
| Board/Strong and Inclusive Leadership            |                                       | |
| A Voice/Advocate for the Profession              |                                       | |
| Miscellaneous/Other                              |                                       | Publications; quality reputation; a unifier; brings groups together; provides leadership opportunities; partners and reaches out to others; facilitates communication. |
Q4: Suggested changes/improvements to remain relevant, effective, and successful.

### Suggested Changes and Improvements
*(rank order by most frequently mentioned)*

<table>
<thead>
<tr>
<th>Categories¹</th>
<th>In Rank Order (n=233)</th>
<th>% of Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide New and Different Services/Options</td>
<td>1</td>
<td>10%</td>
</tr>
<tr>
<td>Use Technology/Website to Deliver Education/Services</td>
<td>2 (tie)</td>
<td>13%</td>
</tr>
<tr>
<td>Increase/Retain/Target Membership</td>
<td>2 (tie)</td>
<td>13%</td>
</tr>
<tr>
<td>Engage/Involve/Communicate with Members</td>
<td>4</td>
<td>12%</td>
</tr>
<tr>
<td>More Products/Resources</td>
<td>5</td>
<td>10%</td>
</tr>
</tbody>
</table>

¹ Examples of comments in each of these categories are provided on the next slide.

Note: this was a multiple response question. Percentages are computed based on the number of responses, not respondents (n=233).

### Suggested Changes and Improvements
*(rank order by most frequently mentioned)*

<table>
<thead>
<tr>
<th>Examples of Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide New and Different Services/Options</td>
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<tr>
<td>Use Technology/Website to Deliver Educ./Services</td>
</tr>
<tr>
<td>Increase/Retain/Target Membership</td>
</tr>
<tr>
<td>Engage/Involve/Communicate with Members</td>
</tr>
<tr>
<td>More Products/Resources</td>
</tr>
<tr>
<td>Miscellaneous/Other</td>
</tr>
</tbody>
</table>
Summary of Strengths, Weaknesses, Opportunities, and Threats

THIS SECTION NEEDS TO BE REFINED. CURRENTLY IT INCLUDES THE RAW NOTES FROM THE NOV. BOARD MEETING. I SUGGEST EDITING, SUMMARIZING AND PRESENTING THE SUMMARY DIFFERENTLY IN THE END PRODUCT. I THOUGHT IT WAS IMPORTANT TO LEAVE IN THE RAW NOTES IN THIS FIRST DRAFT.

In addition to the survey findings, Board members added the following from a discussion at the November 2015 strategic planning session: strengths and weaknesses/areas for improvement in key organizational categories, opportunities, and threats.

<table>
<thead>
<tr>
<th>1. Governance, Policy Making, and Committee Structure</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strengths</strong></td>
<td><strong>Weaknesses/Areas for Improvement</strong></td>
<td></td>
</tr>
<tr>
<td>1. Dedicated and Open-Minded Board of Directors</td>
<td>1. Difficult recruiting Board Members</td>
<td></td>
</tr>
<tr>
<td>2. Well-defined structure – Board member seats, committees</td>
<td>2. Division of workload among committees</td>
<td></td>
</tr>
<tr>
<td>3. Representative Board</td>
<td>3. Meaningful work on committees</td>
<td></td>
</tr>
<tr>
<td>4. Disciplined in establishing agendas, making decisions, etc.</td>
<td>4. Overlapping/out of date committee charges</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2. Infrastructure/Use of Financial Resources</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strengths</strong></td>
<td><strong>Weaknesses/Areas for Improvement</strong></td>
<td></td>
</tr>
<tr>
<td>1. Secretariat services of/access to NCSC</td>
<td>1. Useful data/information – financials, membership, etc.</td>
<td></td>
</tr>
<tr>
<td>2. Board is fiscally prudent/responsible</td>
<td>2. Reliance on grants</td>
<td></td>
</tr>
<tr>
<td>3. Reserves</td>
<td>3. Costs are increasing</td>
<td></td>
</tr>
<tr>
<td>4. Use of a Financial Planner</td>
<td>4. Reliance on grants</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5. No long-term financial plans/goals</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3. Use of Technology</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strengths</strong></td>
<td><strong>Weaknesses/Areas for Improvement</strong></td>
<td></td>
</tr>
<tr>
<td>1. Focus on going/being “green”</td>
<td>1. Difficult to stay up with/ahead of technology – apps</td>
<td></td>
</tr>
<tr>
<td>2. Live streaming of conf. presentations</td>
<td>2. Website is out of date; need more resources on website</td>
<td></td>
</tr>
<tr>
<td>3. On social media</td>
<td>3. Need to strengthen social media presence/activities – tweeting, Instagram</td>
<td></td>
</tr>
<tr>
<td>4. Use of webinars</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Resources/publications available electronically</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>4. Quantity and Quality of Services/Programs</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strengths</strong></td>
<td><strong>Weaknesses/Areas for Improvement</strong></td>
<td></td>
</tr>
<tr>
<td>1. Educational programs</td>
<td>1. Mentor program</td>
<td></td>
</tr>
<tr>
<td>2. Publications, Guides, Resources – Journal, guides, etc.</td>
<td>2. Services outside of conferences</td>
<td></td>
</tr>
<tr>
<td>4. Core curriculum</td>
<td>4. Resources on Website</td>
<td></td>
</tr>
<tr>
<td>5. National Agenda</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
5. **Member Engagement**

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses/Areas for Improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Networking/Involvement through conferences</td>
<td>1. Committee meeting format</td>
</tr>
<tr>
<td>2. Mentor program</td>
<td>2. Lack of data</td>
</tr>
<tr>
<td>3. Opportunities to be engaged on Committees</td>
<td>3. Strengthen mentor program</td>
</tr>
<tr>
<td>4. Programming for/engagement of early career professionals</td>
<td></td>
</tr>
<tr>
<td>5. Engagement through social media</td>
<td></td>
</tr>
</tbody>
</table>

6. **Leader/Advocate for Profession and External Relations**

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses/Areas for Improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Board passes resolutions</td>
<td>1. Lack definition – voice/advocacy for profession, audience</td>
</tr>
<tr>
<td>2. NACM is a unifier/collaborator in the profession</td>
<td>2. NACM is risk averse and worry about offending</td>
</tr>
<tr>
<td>3. Develop partnerships</td>
<td>3. Partner with competition; haven’t expanded to non-traditional partners (e.g., private business)</td>
</tr>
<tr>
<td>4. NACM’s opinion/input is solicited and valued</td>
<td></td>
</tr>
</tbody>
</table>

Finally, Board members identified the following opportunities and threats facing NACM in the future.

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Increase membership</td>
<td>1. Changing demographics/needs of court workforce</td>
</tr>
<tr>
<td>2. Reach untapped markets/conduct targeted marketing (younger professionals, specific states/regions)</td>
<td>2. Aging membership/inability to recruit and retain new and/or younger members</td>
</tr>
<tr>
<td>3. Increase membership engagement – tap new potential, expand role of different groups (ECP, Past Presidents, etc.)</td>
<td>3. Lack of meaningful engagement of members</td>
</tr>
<tr>
<td>4. Reinvent NACM – structure, image, brand, reputation</td>
<td>4. Budget constraints/lack of funding/increased competition for limited resources</td>
</tr>
<tr>
<td>5. Expand/enhance products</td>
<td>5. Inability to communicate/demonstrate return on investment</td>
</tr>
<tr>
<td>6. Greater use of technology</td>
<td>6. Slow or unwillingness to change/being stuck in tradition</td>
</tr>
<tr>
<td>7. Increase collaboration(expand partnerships</td>
<td>7. Burnout of NACM Leadership</td>
</tr>
<tr>
<td>8. Educate court leaders</td>
<td>8. De-valuing the court management profession</td>
</tr>
<tr>
<td></td>
<td>9. Diminishing understanding of 3 branches of government</td>
</tr>
<tr>
<td></td>
<td>10. Declining trust and confidence in courts</td>
</tr>
<tr>
<td></td>
<td>11. Emergence of competing organizations/partners</td>
</tr>
</tbody>
</table>