



2020-2022
STRATEGIC PLAN AND ANNUAL PRIORITIES
National Association for Court Management
July 2019



Strengthening Court Professionals

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Letter from NACM Leadership/Officers

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Letter from NACM Leadership/Officers

On behalf of the Board of Directors, it is our pleasure to present the National Association for Court Management’s (NACM) Strategic Plan for 2020-2022.

The Strategic Plan has been updated to reflect new strategic focus areas as defined by the Board of Directors. This plan serves as a bold and forward-thinking approach to refining our mission, actualizing our core values, and articulating our vision for the future.

The 2020-2022 Strategic Plan affirms the importance of four (4) priorities upon which NACM will focus: membership, education and resources, advocacy for the profession, and association governance. These priorities build upon NACM’s past successes and demonstrate the willingness to accept new challenges and opportunities that will strengthen the profession of court management for years to come. As we have evolved as an organization, so have our intentions to be more transparent, member-focused, and committed to effective governance. Recognizing emerging trends, this plan seeks to operationalize NACM’s fundamental mission to be a voice for court professionals and an effective resource to the court community at large.

We want to thank the court management professionals across the country who completed a survey or attended a strategic planning session. As we move forward together, the continued interest and engagement of our members and stakeholders are of vital importance. As a Board, we hope that you will examine the Strategic Plan as an actionable roadmap which compels you to remain engaged and invested in NACM’s future as the premier organization for the profession of court management.

2018-2019 Board of Directors

Officers:

- President*
Paul DeLosh
- President Elect*
Will Simmons
- Vice President*
Tracy J. BeMent
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Kathryn Griffin
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2020 – 2022 Strategic Plan

Section 1: Overview

The Board of Directors of the National Association for Court Management (NACM) is pleased to present NACM's updated 2020-2022 Strategic Plan. The Strategic Plan, which was developed with input from many court management professionals from across the country, lays out strategic priorities for NACM for 2020-2022 and is a roadmap for continuing to serve members and lead and advance the court management profession.

Section 2: Mission, Vision, and Core Values

Tagline

Strengthening court professionals

Mission of NACM

NACM is a member organization dedicated to educating court professionals, providing community, sharing information, and advocating on important court and justice system topics.

Vision of NACM

NACM will be a preferred source for education and innovative practices and a leading voice for the court management profession.

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 profession and the Board succeeds by:

Vision – providing strategic focus on the advancement of the field of court administration

Organization – leading the Association in the pursuit of collective goals

Implementation – taking action and following-through on strategic priorities

Communication – engaging the court community and justice partners

Ethics – demonstrating integrity and adhering to the highest ethical standards

Section 3: Strategic Focus Areas (SFAs), Goals, and Strategies

Overview of Trends Analysis. The Board reviewed a variety of relevant internal and external trends. NACM’s internal trends, such as membership and conference attendance, were analyzed. External trends included social, demographic, economic, policy, political, technological and justice system. The Board also reviewed Association benchmarks from a national study.¹

The trends analysis was revealing. Below is a brief summary of the 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.

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

Strategic Focus Areas
(2019)

1. Membership
2. Education and Resources
3. Advocacy for the Profession
4. Association Governance

¹ [Marketing General, Inc., Annual Marketing Benchmarking Report \(2018\).](#)

Strategic Focus Area #1: Membership

Description

NACM is a member organization serving court professionals and the court management profession. To remain a vibrant and leading organization, NACM must attract new members and retain and engage existing members. NACM is committed to strengthening these efforts in the future. Per the 2019 Strategic Planning Survey, suggestions included:

1. Improve membership data/information (e.g., demographics, numbers).
2. Clearly define and communicate the value of membership (e.g., ROI).
3. Reach out to new, diverse, and untapped groups and geographical regions, including rural and municipal courts.
4. Promote and enhance networking opportunities and build community.
5. Increase membership benefits.
6. Identify ways to attract Early Career Professionals.
7. Use a variety of methods to connect and communicate with members.
8. Increase outreach and recruitment to partner associations.
9. Increase communications to membership.

Goals/Targets and Strategies

GOAL 1: Actively recruit and strive for a diverse and representative membership.

Strategies:

- a. Improve and track membership data/information and other metrics.
- b. Define and communicate the value of membership.
- c. Recruit to new, diverse, and untapped groups and geographical regions.
- d. Strengthen practices for welcoming and orienting new members.
- e. Promote the court professional community and career development possibilities.
- f. Enhance networking opportunities.
- g. Implement other innovative recruitment and retention methods and practices.

GOAL 2: Increase opportunities for members to be active and renew their membership.

Strategies:

- a. Communicate and promote opportunities for involvement and professional growth.
- b. Implement other innovative engagement methods and practices.
- c. Assess and respond to the needs and interests of members.
- d. Leverage our national position and professional community to increase value of membership.
- e. Provide a forum for members to share Best Practices.
- f. Identify different ways to communicate regularly to members.
- g. Consider ways to revitalize the mentor program.

Strategic Focus Area #2: Education and Resources

Description

NACM provides an array of educational programs and resources. NACM also produces informational and reference materials that advance the profession and educate others about courts. Examples include educational conferences, webinars, the Court Manager and Court Express, the Core® and related curriculum, the National Agenda, Court Leader's Advantage Podcast, and other publications and guides on best practices.

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, and trends in courts) that will strengthen court and justice system performance and serve the profession. Suggestions provided (responses from the 2019 Strategic Planning Survey) for enhancing educational programming, services, and resources included:

1. Evaluate a NACM professional credentialing program.
2. Expand Core resources.
3. Keep national topics at the forefront.
4. Add new educational programming, services, and resources to meet current and emerging needs.
5. Increase online programming between conferences.
6. Enhance education programming for rural or small courts.
7. Identify and use a variety of speakers in educational programming.
8. Compile information and share best practices.
9. Anticipate and be a thought-leader on hot topics, emerging issues, and promising practices.

Goals/Targets and Strategies:

GOAL 1: Increase involvement and participation in educational programming and resources.

Strategies:

- a. Evaluate and continuously improve educational programming.
- b. Provide educational programming on the Core®, hot topics, innovative practices and emerging issues.
- c. Expand educational resources to meet needs and interests of diverse membership segments.
- d. Promote high-quality diverse faculty.
- e. Be strategic and intentional when selecting conference locations.
- f. Use technology/alternative delivery methods to expand access to or participation in educational programming.
- g. Partner with other organizations and associations to increase participation in educational programming.
- h. Identify ways to manage the cost of educational programming.
- i. Expand educational programming for different types of courts (i.e., rural, federal, municipal, problem solving).
- j. Develop certification programs, tracks or programs for new court leaders.

GOAL 2: Create educational opportunities and resources that reflect the needs of membership and the profession.

Strategies:

- a. Evaluate and improve existing resources and their accessibility.
- b. Develop new resources and informational materials to improve court administration and court/justice system performance.
- c. Be a thought-leader and produce resources/reference materials on hot topics, emerging issues, and promising practices.
- d. Market/communicate/distribute the availability of resources.

Strategic Focus Area #3: Advocacy for the Profession

Description

The court management profession plays a vital role in the administration of justice. Like other judicial and legal organizations committed to building trust and confidence in the judicial branch, NACM is in a singular and prominent position to be the voice for the court management profession and provide a unique perspective on court operations and innovative practices. Dedicated to promoting, advancing, and advocating for the profession, being a voice for the profession includes:

1. Providing education about courts, court and judicial branch issues, and the profession.
2. Being a spokesperson contributing to national policies and the national agenda.
3. Promote public trust in the courts.
4. Promote access and fairness improvements in the courts.
5. Identifying and leading on key issues pertinent to courts and the judicial branch.
6. Collaborating with other organizations and associations committed to promoting justice and building trust and confidence in courts.
7. Strengthening existing and forming new partnerships to promote and advance the profession.

Goals/Targets and Strategies:

GOAL 1: NACM will be an influential and respected voice on behalf of courts and the court management profession.

Strategies:

- a. Pursue and participate in opportunities to educate about, and promote, the profession.
- b. Reach out to policy-makers to educate about the needs and important issues facing courts and the profession.
- c. Take a position and make recommendations on matters of importance.
- d. Develop advocacy resources and reference materials.
- e. Use innovative methods when communicating on behalf of the profession.
- f. Educate and enhance relationships and communication with judges, judge organizations, and judicial/legal communities.
- g. Highlight contributions to improved court/judicial branch performance.

Strategic Focus Area #4: Association Governance

Description

The governance structure of NACM must be responsive and effective to enable the Board to lead and act on behalf of the Association, members, and the profession. The Board is committed to ensuring that NACM's leadership:

1. Is representative and diverse.
2. Is able to respond quickly to needs/demands.
3. Is strategic and intentional in its actions.
4. Is structured and organized to manage the daily business of the Association as well as achieve long-term goals and strategic priorities.
5. Clearly defines, shares, and balances the workload across committees and work groups.
6. Is stable and consistent in its governance activities as individuals in positions of leadership rotate.
7. Has adequate secretariat support services.

Goals/Targets and Strategies

GOAL 1: NACM's governance is representative, responsive, and effective.

Strategies:

- a. Improve the process for recruiting diverse, skilled, and enthusiastic Board and committee members.
- b. Orient, develop, and nurture board and committee members.
- c. Strengthen the cohesiveness and collaboration of the Board.
- d. Evaluate, improve, and align Board processes, procedures and practices with operational and strategic priorities.
- e. Seek partnerships with national, state, and local court associations and identify opportunities to collaborate.

The annual initiatives for each SFA will be developed each year at the fall board meeting.

Section 4: Annual Strategic Projects

Annually during the fall board meeting, the Board determines the association’s strategic projects for the coming year. Using the tables below, the Board will record the strategic projects, targeted outcomes, and measurement standards for each, indicating the committee responsible for project completion.

Strategic Focus Area #1:

Strategic Focus Area #1:		
Membership		
Goal 1: Actively recruit and strive for a diverse and representative membership		
Goal 2: Increase opportunities for members to be active and renew their membership		
2020 Strategic Projects	Targeted Outcomes/ Measure of Success	Lead Committee Responsible
1. Develop ‘Value of Membership’ campaign	<ul style="list-style-type: none"> • Development of infographics and other marketing materials • Update of renewal notifications • Development of schedule and identification of targeted population (untapped market, AOC’s, States w/o State Associations, students, retiring and purged members) 	Membership Committee
2. Advance member engagement strategies	<ul style="list-style-type: none"> • Greater Brand identification (#IamNACM, merchandise, LinkedIn campaign) • Continued development of specific members only resources/information • Increase members in Mentor Program 	Membership Committee
3. 2020 in 2020 Campaign	<ul style="list-style-type: none"> • Increased membership 	Membership Committee

Strategic Focus Area #2:

Strategic Focus Area #2: Education and Resources		
Goal 1: Increase involvement and participation in educational programming and resources.		
Goal 2: Create educational opportunities and resources that reflect the needs of membership and the profession.		
2020 Strategic Projects	Targeted Outcomes/ Measure of Success	Lead Committee Responsible
1. Develop e-Learning initiative	<ul style="list-style-type: none"> • Complete Request for Proposal • Identify Subject Matter Experts (SMEs) • Develop learning “tracks • Complete Core® Champion program details 	Core® subcommittee
2. Review of Core® Curriculum	<ul style="list-style-type: none"> • Curriculum kept relevant through regular schedule of updates 	Core® subcommittee
3. Continue evolution of conference content	<ul style="list-style-type: none"> • Target new and diverse speakers • Target host state marketing CLE offerings 	Conference Development Committee
4. Initiate marketing campaign to highlight member resources (webinars, publications, website content, etc.)	<ul style="list-style-type: none"> • Highlight member benefits • Improved direct access 	<ul style="list-style-type: none"> • Membership Committee • Education Committee • Communications Committee

Strategic Focus Area #3:

Strategic Focus Area #3: Advocacy for the Profession		
Goal 1: NACM will be an influential and respected voice on the behalf of courts and the court management profession.		
2020 Strategic Projects	Targeted Outcomes/ Measure of Success	Lead Committee Responsible
1. Create landing pages for academicians, students and funding authorities	<ul style="list-style-type: none"> Educate and enhance relationships and communication 	<ul style="list-style-type: none"> Communications Committee Board
2. Develop NACM Annual Report	<ul style="list-style-type: none"> Production of report listing goals, accomplishments, SOP executive summary. 	<ul style="list-style-type: none"> Officers Governance Committee
3. Develop topic related 'Voice of the Profession' (VOP) survey for presentations	<ul style="list-style-type: none"> Target new and diverse speakers Target host state marketing CLE offerings 	Governance Committee
4. National Agenda 2021-2025	<ul style="list-style-type: none"> Creation of program priorities in the court management profession. Resolutions and development of best practices as deliverables to local/state associations and jurisdictions 	Governance Committee

Strategic Focus Area #4:

Strategic Focus Area #4: Association Governance		
Goal 1: NACM’s governance is representative, responsive and effective.		
2020 Strategic Projects	Targeted Outcomes/ Measure of Success	Lead Committee Responsible
1. Develop Board recruitment strategies	<ul style="list-style-type: none"> • Improved process for recruiting diverse and skilled board members • Creation of tips, talking points, testimonials • Inclusion in NACM Board Resource Guide and Committee chair responsibilities 	Board
2. Develop State Association partnership strategies	<ul style="list-style-type: none"> • Identification of partner projects • Dual membership agreements • Leadership seminar development 	Membership Committee (State Association subcommittee)
3. Review of Rules re: member/non-member activity on committees	<ul style="list-style-type: none"> • Identification and development of rules regarding non-member engagement 	All Committee Chairs
4. Refinement of New Board Member onboarding process)	<ul style="list-style-type: none"> • Creation of schedule and targeted discussions (Board Resource Guide, NACM Budget, Active engagement, etc.) 	Officers

Appendices

APPENDIX A: Trends Analysis – Future Implications

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.

Court Management Trends

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.

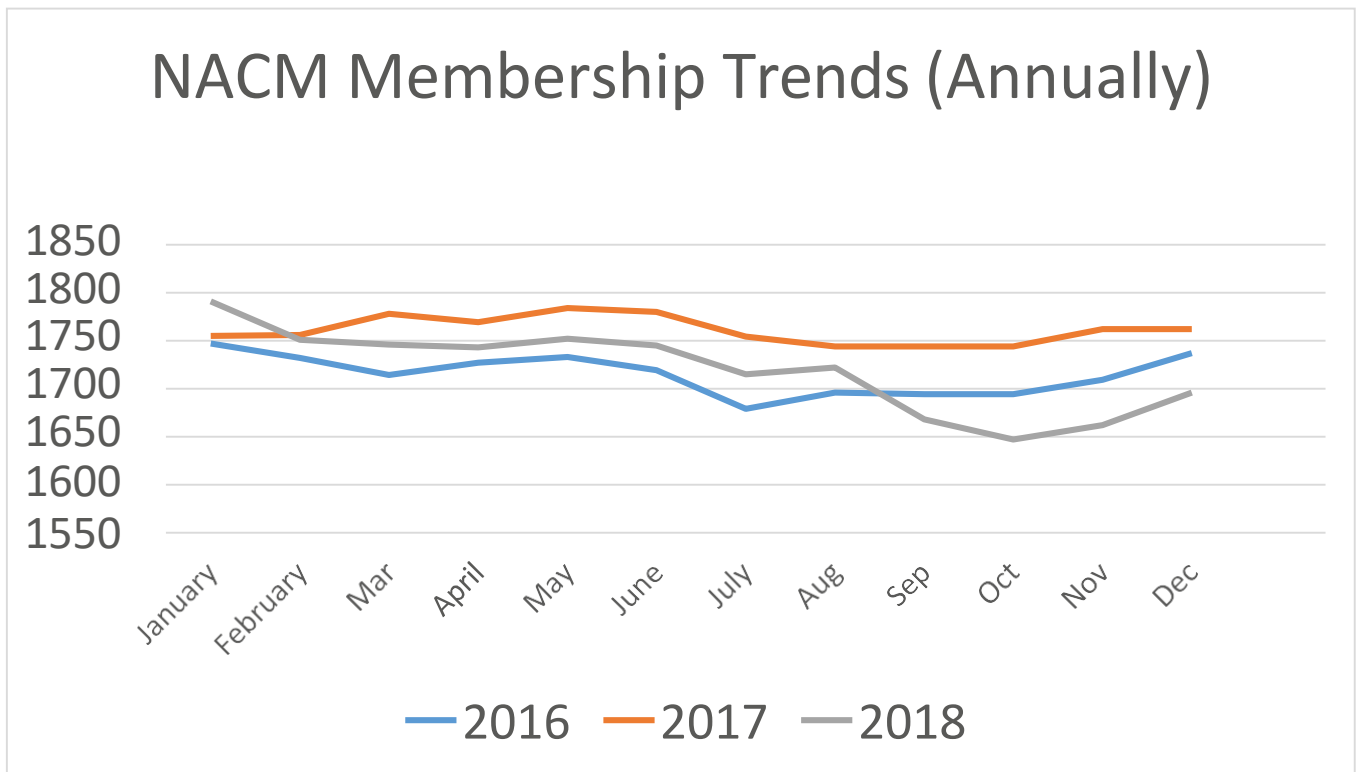
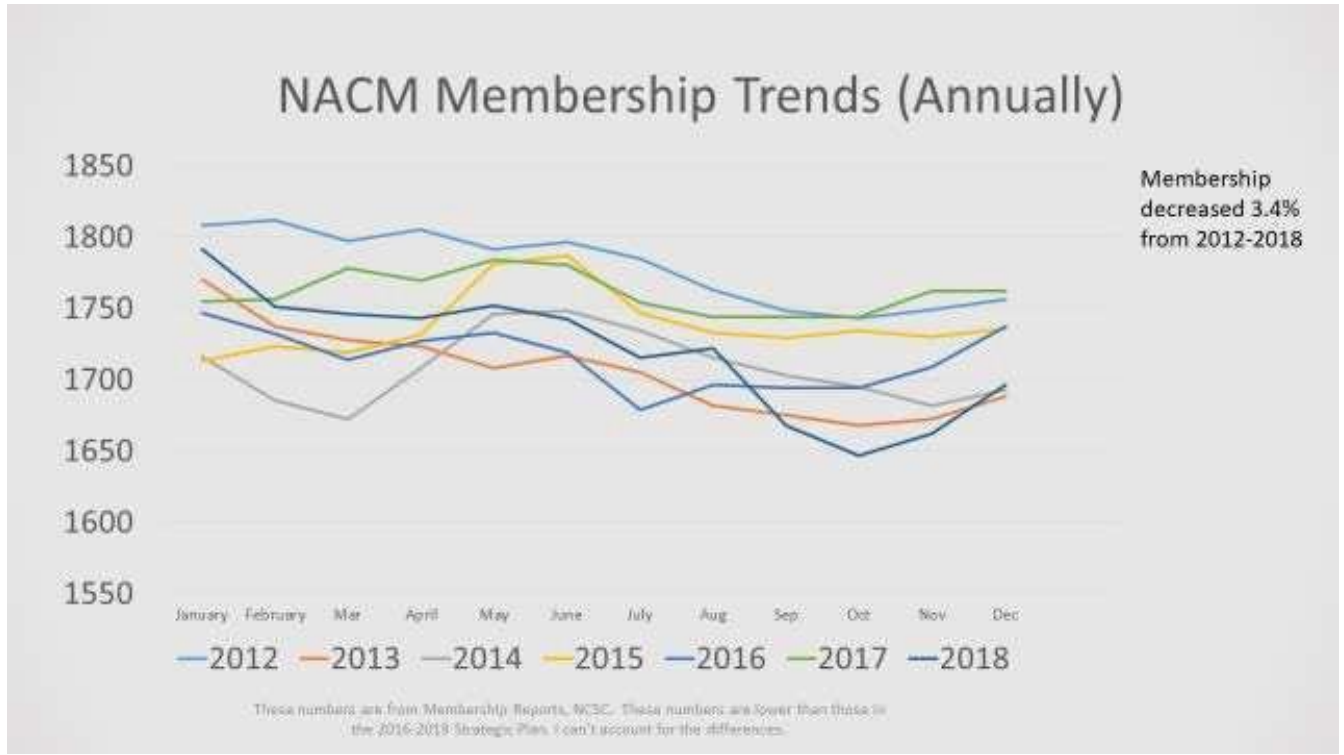
Trends in the court management profession:²

1. Technology – Will IT dictate or augment operations?
2. Record retention and storage – Is it secure, accessible, or inexpensive?
3. Adequate funding for the courts to operate.
4. Complexity of courts including more problem solving courts.
5. Intergovernmental relations and comprehension of what the judiciary does for government, community and society.
6. Community demands on courts will increase.
7. Retirements and loss of institutional knowledge and experience.
8. Explosion in the use of social media and networking as a way to maintain connections, communicate, and do business

²The Court Management trends in this section are from: Future of the Courts: The Next Ten Years by Philip Knox & Peter C. Kiefer

NACM Membership and Conference Attendance

Below are membership and conference attendance trends of NACM – 2012 - 2018.



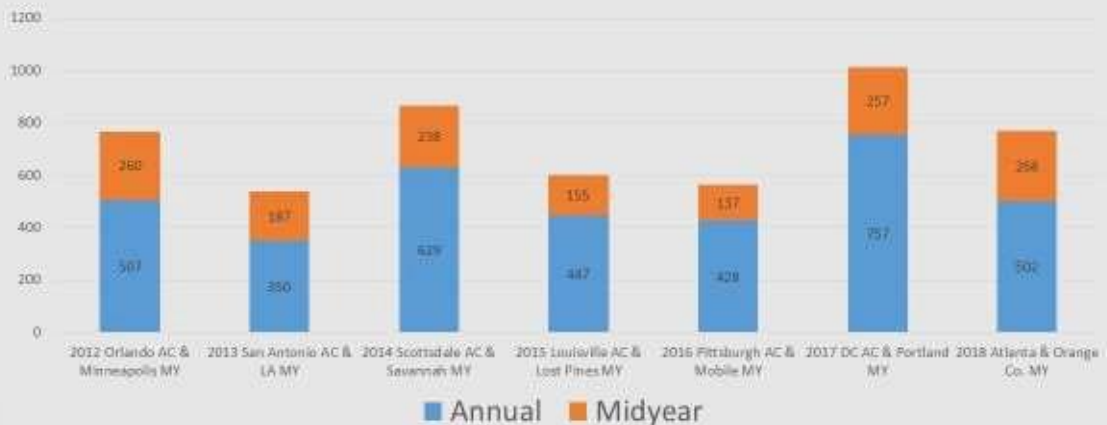
NACM Membership – By Type – Dec 2018

(in percentages; n=1696)



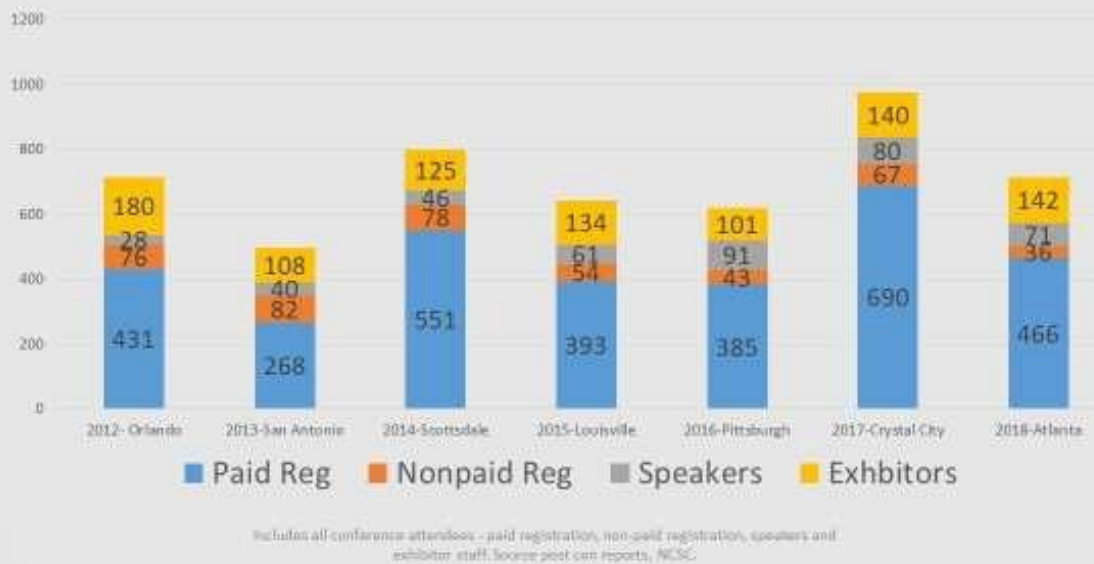
Source: NACM Membership Report, NCS. Percentages may not equal 100% due to rounding.

NACM – Total Conference Attendance – Annual and Mid-Year Conferences Combined 2012-2018

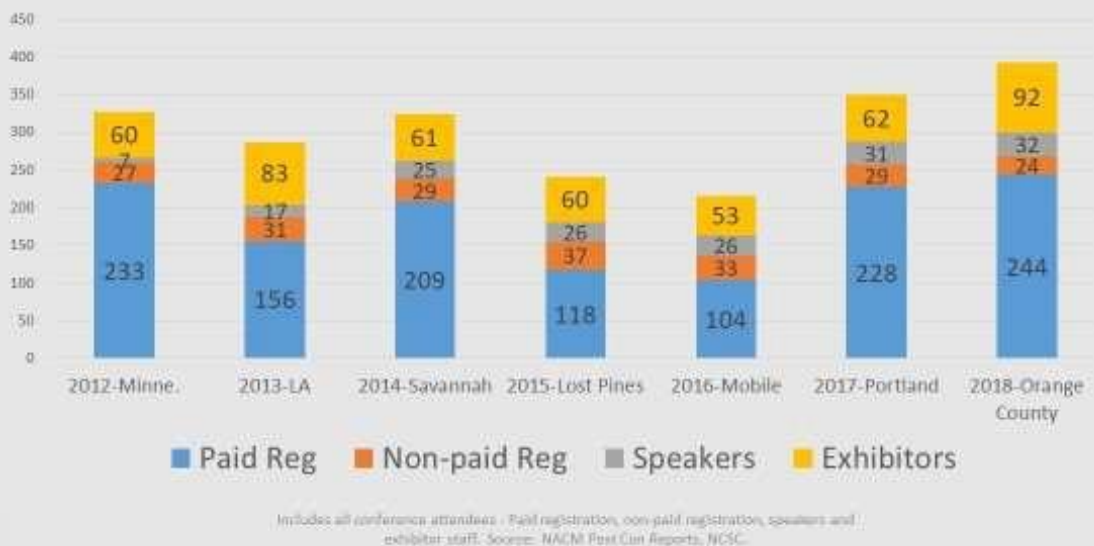


Includes only paid and non-paid registrations. Speakers and Exhibitor Staff are excluded from the counts.
Source: NACM Post Con-Reports, NCS.

NACM-Annual Conference Attendance 2012-2018



NACM – Mid Year Conference Attendees 2012-2018



National Association Trends and Benchmarks

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

Membership trends – Past Year:

1. In 2018, 48% of individual member associations experienced an increase in membership. (26% experienced a decrease in membership and 26% remained the same). In 2017, 46% reported membership growth.
2. The average (mean) percent increase in membership over the past year for individual member associations was 8%. 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, 59% increased membership by 1-5% over the past year; 21% increased membership by 6-10%.

Membership Trends – Past 5 Years:

1. Over the past 5 years, 53% of individual associations reported growth in membership (and 29% reported a decline in membership).

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

Member Acquisition.

1. From 2017-2018, 47% of individual member associations experienced an increase in newly acquired members.
2. The average (mean) increase in newly acquired members was 13%. The median percent increase for newly acquired members was 6%.

Member Renewal/Retention.

1. From 2017-2018, 27% of individual member associations reported an increase in renewal rates/member retention (42% remained the same and 24% reported a decrease).
2. The average (mean) increase in member renewal rates was 8%. The median percent increase in member renewal rates was 4%.

Overall Membership Renewal Rates

1. The average (mean) overall membership renewal rate for individual member associations was 81%. The median overall membership renewal rate was 84%.
2. The average (mean) renewal rate for first year members was 70%. The median renewal rate for first year members was 70%.

² The trends/benchmarks presented in this section are from: (1) Marketing General, Inc. Marketing General, Inc. produces annual Marketing Benchmarking Reports of individual membership, trade, and combination associations for purposes of evaluating marketing strategies and tactics.

Finally, below are the:

- Biggest challenges for growing membership;
- Top Membership Goals;
- Most significant data challenges;
- Marketing Strengths

Biggest Internal Challenges to Growing Membership?

- Difficulty in communicating value or benefits
- Insufficient staff
- Difficulty in providing ROI
- Membership too diverse, difficulty meeting needs of different segments
- Difficulty attracting and/or maintaining younger members

What are your organizations' biggest external challenges to growing membership?

- Competitive association(s) or sources of information
- Perception of the association and/or its culture (i.e., old boy's network, not specialized enough, etc.)
- Economy/cost of membership
- Lack of brand awareness
- Declining member/employer budgets

What are your association's top membership goals?

- Increasing member engagement
- Increasing member retention
- Increasing membership acquisition
- Increasing non-dues revenue from members (attendance at conferences, purchase of services/education, etc.)

What are the most significant data challenges your association faces?

- Lack of marketing results tracking and analysis reporting (51%)
- Inadequate membership dashboards and reporting tools (48%)
- Poor data hygiene and accuracy
- Lack of skilled data professionals to manage and work with our organization's data
- Lack of ability to model and segment members and customers
- Lack of demographic or firmographic data on members/customers

Participant's Comments – What are your organization's marketing strengths?

- A good, sound membership strategy with financial resources (and leadership support) to implement.
- Consistent outreach to members and non-members
- Digital marketing, creative design, integrated campaigns
- Large database of those in the profession
- Our board is very engaged and in touch with the real world
- Our social media voice is targeted, authentic, and on-brand
- Innovative campaigns, engaged volunteers, relevant content
- We are very good at measuring results and ROI

APPENDIX B: Organizational Assessment and Summary of 2019 Strategic Planning Survey

This section presents a summary of the 2019 Strategic Planning Survey. Also presented below is a summary of strengths, weaknesses, and opportunities identified during a Special Interest Group (SIG) held at the 2019 Midyear Conference.

Overview

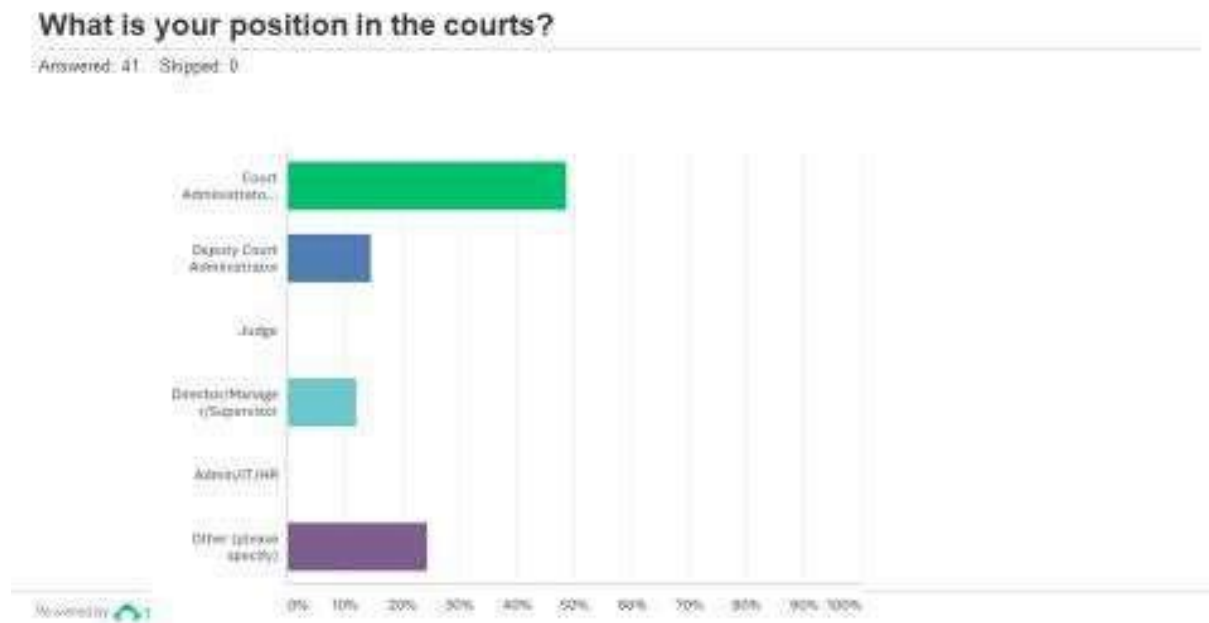
The purpose of the 2019 Strategic Planning Survey was to gather input for use by NACM's Board in updating NACM's Strategic Plan. The survey results were used to help shape the future direction, goals, and strategic priorities of NACM. The survey was administered in January 2019 by Vicky Carlson, NACM Past President. The survey was sent to all of the NACM Committees including: Communications, Membership, Education, State Associations, Governance, Past Presidents, and Early Career Professionals. 49 people completed the survey.

Questions asked on the survey included:

1. What are the three greatest strengths of NACM;
2. What do you feel are NACM's Weaknesses/Areas of Improvement?
3. What should NACM do in the next few years to enhance effectiveness, relevance, and/or overall success (top 2 suggestions);

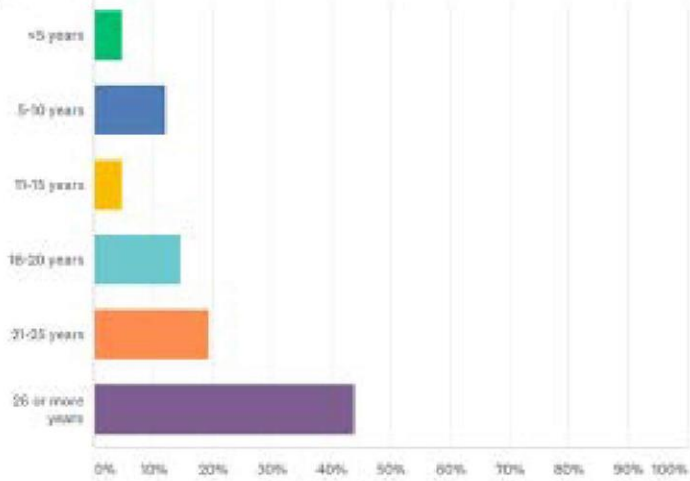
Characteristics of Respondents

The characteristics of respondents are provided in the following charts – by position and by years in the court management profession.



How many years have you worked in the court profession?

Answered: 41 Skipped: 0

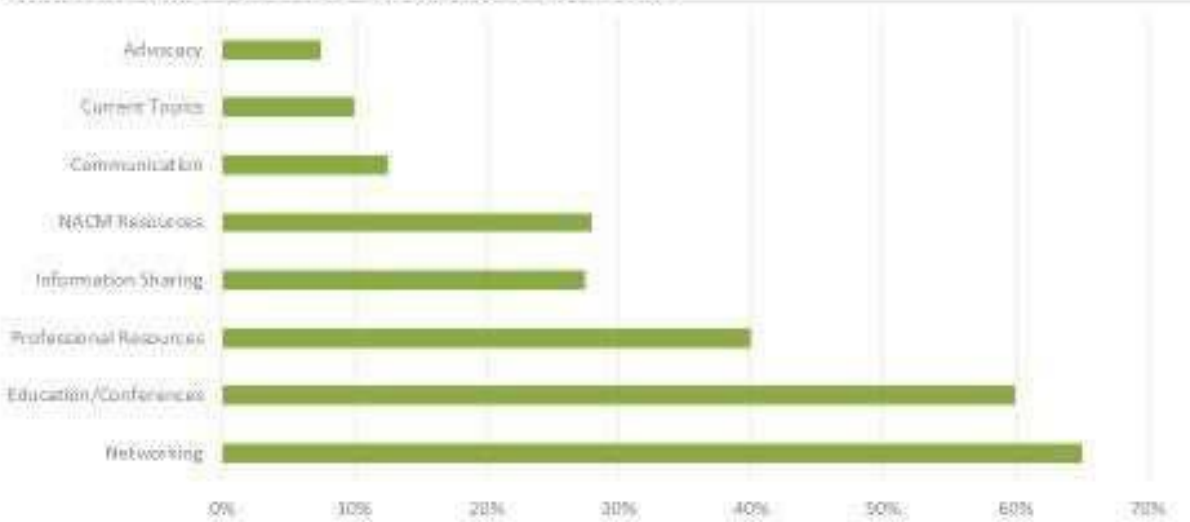


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Summary of Results/Findings:

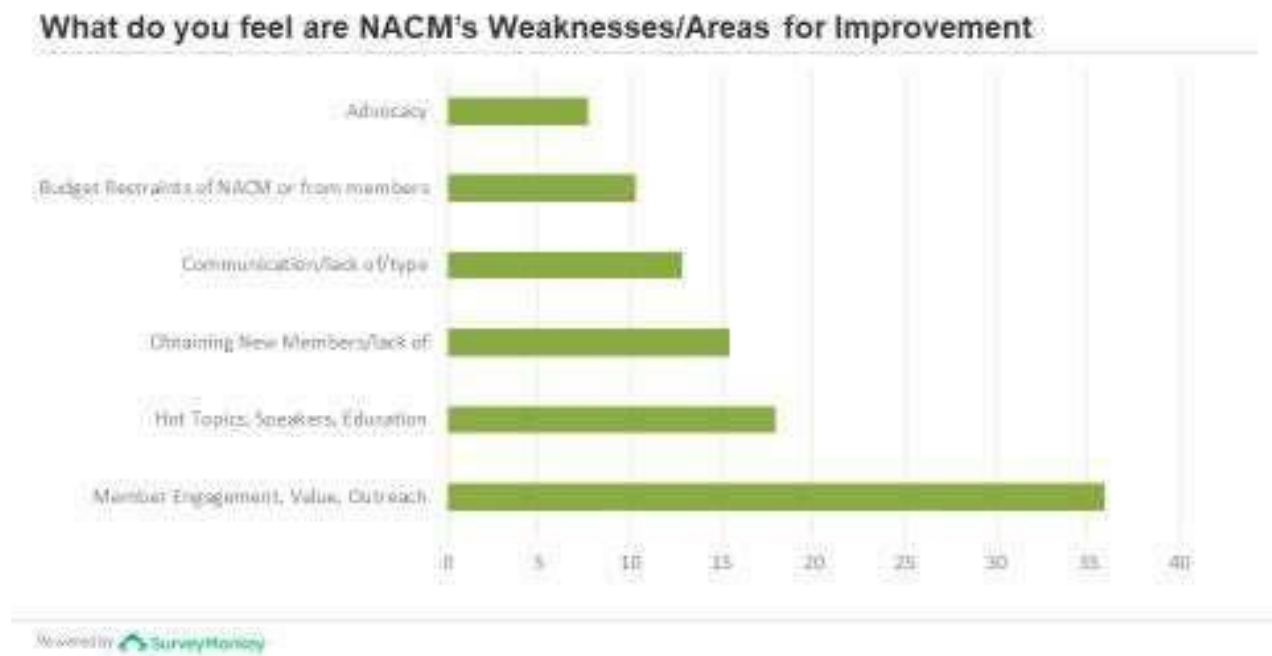
Greatest strengths of NACM

What are three greatest strengths for NACM?



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NACM's Weaknesses/Areas for Improvement?



What should NACM do in the next few years to enhance effectiveness, relevance, and/or overall success? (Top 2 suggestions) – Examples

	Examples of Comments
Education and Resources	Offer training tutorials, modules, CORE, online hot topics, partner with universities, focus on different types of courts including small and rural, keep up with trending topics, reduce conference rates, increase webinars, add a designation program, expand library, future trends, use more ECP to teach
Mentor Program	For new members
Membership	Increase through partnerships, marketing, scholarships; get more judges involved, engage other associations, diversity, be inclusive, have senior NACM members attend state association meetings to speak about the value of NACM membership
Communications	Podcasts, increase number of communications, increase presence on social media
Advocacy	Enhance advocacy efforts
Technology	Assist court, provide best practice standards

Feedback from a 2019 Midyear Strategic Planning SIG Session

Strengths

- Networking
- Education
- Opportunity to talk with peers and learn from them
- Power of collaboration
- Ability to say things collectively as an association
- Video and Livestreaming
- Emerging Trends/Resources
- Ability to encourage others to join because of the free products that NACM offers

Weaknesses/Areas for Improvement

- Mentorship Program
- Take policy positions/Difficult to do but worse to do nothing
- Engage on Connected Community/NACM has no voice
- Have one annual conference and then imbed in education in local or state associations
- Take top conference education sessions and replicate to state and local associations. Bring back education from state associations and hold them at NACM

What Should NACM do to Enhance Relevance?

- Provide a better format for committee conference calls; Perhaps add an education component occasionally
- Include opportunities to present at other association's conferences through the dual partnership agreements
- Establish a better partnership between NACM and NAPCO to get judges to NACM and vice versa
- Threat of certification programs – no reciprocity and caution of developing a niche that members will think is the NACM focus
- Threat of membership fees vs. event and conference costs
- Members unsure how to engage; what are you permitted to go to and what can you attend? Need to do a better job of announcements – Joining a committee, when committee calls are held, etc. Perhaps offer a subscription to what you are interested in and then receive updates