

FY 2000 ICJE PRODUCT ACTIVITY

		Hours/Attendees/Total
July - September, 1999		
July 18-22	Superior Court Judges Summer Seminar, St. Simons Island, King & Prince	19/169/3211
July 21-23	Lanlord/Tenant Specialty Course for Magistrate Court Judges, Mableton, Timber Ridge	20/51/1020
Aug 4-6	20 Hour Recertification Course for Magistrate Court Judges, Savannah, Hyatt Regency	20/149/2980
Aug 4-6	Judicial Ethics/Professionalism for Magistrate Court Judges, Savannah, Hyatt Regency	20/24/480
Aug 11-12	Probate Court Judges Traffic Seminar, Savannah, Hyatt Regency	10.5/51/535.5
Aug 11-12	Recertification and Update for Municipal Court Judges, Savannah Hyatt Regency	14/71/994
Aug 12-13	Recertification and Update for Municipal Court Judges, Savannah Hyatt Regency	14/84/1176
Aug 25-27	20 Hour Recertification for Magistrate Court Judges, Marietta, Wyndham Garden	20/48/960
Sep 8-10	20 Hour Certification for Municipal Court Judges, Athens, Georgia Center	20/39/780
Sep 16-17	Judicial Use of Computers for Municipal Judges, Athens, Georgia Center	12/14/168
Sep 17-23	40 Hour Certification for Magistrate Court Judges, Athens, Georgia Center	40/52/2080
Sep 22-24	Probate Court Clerks Fall, Macon, Crowne Plaza	12/45/540
Sep 22-24	Law Clerks Seminar, Athens, Georgia Center	21/32/672
Sub-Totals		
Programs-	13	
Instruction Hours-	242.5	
Participants-	829	
Total Hours-	15,596.5	

FY 2000 ICJE PRODUCT ACTIVITY

Hours/Attendees/Total

October - December, 1999

Oct 13-15	Juvenile Court Probation Officers Fall, St. Simons Island, Sea Palms	12/115/1380
Oct 13-15	State Court Judges Fall Seminar, Hiawassee, Brasstown Valley	16/76/1216
Oct 21-22	Administrative Law Judges Seminar, Mableton, Timber Ridge Conference Center	14/76/1064
Oct 27-29	Domestic Violence Specialty Course for Magistrates, St. Simons Island, Sea Palms	20/40/800
Oct 28-29	Death Penalty Seminar, Mableton, Timber Ridge	18/25/450
Nov 4-5	Municipal Court Clerks Seminar, Forsyth, Holiday Inn	11/88/968
Nov 1-3	Juvenile Court Judges Fall, Lake Lanier Island, Hilton	12/95/1140
Nov 16-18	Superior Court Clerks Fall Seminar, Savannah, Hyatt Regency	15/115/1725
Nov 16-18	Probate Court Judges Fall, Savannah, Marriott	12/76/912
Dec 8-10	Probate Court Clerks, Savannah, Hyatt Regency	12/53/636

Sub-Totals

Programs-	10	
Instruction Hours-	142	
Participants-	759	
Total Hours-	10,291	

January – March, 2000

Jan 18-21	Superior Court Judges Winter Seminar, Athens, Georgia Center	27/162/4374
Feb 6-11	40 Hour Certification for Magistrates, Athens, Georgia Center	40/38/1520

FY 2000 ICJE PRODUCT ACTIVITY

		Hours/Attendees/Total
Feb 7-9	20 Hour Certification for Municipal Court Judges, Athens, Georgia Center	20/22/440
Feb 14-16	Trial Judge Secretaries, Savannah, Hyatt Regency	12/118/1416
Mar 8-10	Probate Court Clerks, St. Simons Island, Sea Palms	12/43/516
Mar 20-22	Administrative Law Judges Workers' Comp, Jekyll Island, Beachview	12/22/264
Mar 20-22	Superior Court Clerks Spring Seminar, St. Simons Island, Sea Palms	15/142/2130
Mar 22-24	Chief Magistrates Specialty Course, Young Harris, Brasstown Valley	20/29/580
Mar 27-29	Juvenile Court Judges Spring Seminar, St. Simons Island, King & Prince	12/121/1452

Sub-Totals

Programs-	9
Instruction Hours-	170
Participants-	697
Total Hours-	12,692

April – June, 2000

Apr 12-14	Probate Court Judges Spring Seminar, Athens, Georgia Center	12/164/1968
Apr 13-14	Judging and Humanities Seminar, Athens, Georgia Center	20/22/440
Apr 13-14	Judging and Humanities Specialty Course, Athens, Georgia Center	20/11/220
May 3-5	Juvenile Court Clerks, Jekyll Island, Beachview Club	12/87/1044
May 4-5	Highway Safety Course for Municipal Court Judges, Carrollton, Holiday Inn	14/13/182
May 10-12	State Court Judges Spring, Jekyll Island, Jekyll Island Club	16/75/1200

FY 2000 ICJE PRODUCT ACTIVITY

		Hours/Attendees/Total
May 18-19	Highway Safety Course for Municipal Court Judges, Madison, Holiday Inn	14/17/238
May 19	Conduct of Judicial Elections, Macon, Macon State University	4/22/88
May 24-26	Juvenile Court Probation Officers Spring, Augusta, Radisson Riverfront	12/74/888
June 14-16	Judicial Use of Computers for Magistrates, Athens, Georgia Center	20/10/200
June 21-23	Fact Finding and Decision Making, St. Simons Island, Sea Palms	14/39/546
June 28-30	Landlord/Tenant Specialty Course for Magistrates, Mableton, Timber Ridge Conference Center	20/37/740

Sub-Totals

Programs-	12
Instruction Hours-	178
Participants-	571
Total Hours-	7,754

FY 2000 Totals

Programs-	44
Instruction Hours-	732.5
Participants-	2,856
Total Hours-	46,333.5

Policy Making Board Meetings FY 2000

Hours/Attendees/Total

Jul 18	Superior Court Judges MCJE Committee, St. Simons, King & Prince	2/8/16
Aug 11	Municipal Curt Judges Training Council, Savannah, Hyatt	2/7/14
Aug 12	Probate Court Clerks Planning Committee, Savannah, Hyatt	1/3/3
Oct 1	Municipal Court Judges Training Council, Smarr, Training Center	3/7/21
Oct 13	Juvenile Court Probation Officers Executive Board, St. Simons, Sea Palms	2/8/16
Oct 31	Juvenile Court Judges Education/Certification Committee, Lake Lanier Island, Hilton	1/12/12
Nov 12	ICJE Trustees, Young Harris, Brasstown Valley	1/7/7
Nov 16	Probate Court Judges Training Council, Savannah, Marriott	1/10/10
Dec 14	GAIJC Fundamental Skills Conference Call	.5/4/2
Jan 14	GAIJC Executive Board Meeting, Athens, Dean Rusk Hall	2/20/40
Jan 18	Superior Court Judges MCJE Committee Athens, Georgia Center	2/6/12
Jan 21	ICJE Trustees, Athens, Georgia Center	1.5/13/19.5
Jan 27	Superior Court Clerks Training Council, Athens, Georgia Center	3/12/36
Mar 24	ICJE Trustees, Macon, Crowne Plaza	1.25/12/15
Mar 26	Juvenile Court Judges Education/Certification Committee, St. Simons, King & Prince	1/14/14
Mar 26	Superior Court Clerks Training Council, St Simons Island, Sea Palms	1/12/12
Apr 12	Probate Court Judges Training Council, Athens, Georgia Center	1/10/10
May 2	Juvenile Court Clerks Training Committee, Jekyll Island, Beachview	1/5/5
May 9	State Court Judges Education Committee, Jekyll Island, Jekyll Island Club Hotel	2/7/14

Policy Making Board Meetings FY 2000 (Continued)

		Hours/Attendees/Total
Jun 9	Magistrate Court Judges Training Council, Perry, Holiday Inn	2/10/20
Jun 15	ICJE Trustees, Savannah, Westin Resort	2.25/14/31.50
Sub-Totals		
Meetings-	21	
Hours-	330.5	
Attendees-	201	
Total Hours-	330	

Staff Training FY 2000

		Hours/Attendees/Total
Sherry Carson		
Sep 27-30	Peopleware Software Computer	24/1/24
Feb 9	Word Perfect	3/1/3
Feb 22	Microsoft Word	3/1/3
Feb 24	Microsoft Word	3/1/3
Becky Elkins		
Sept 14	Word for Word Perfect users	3/1/3
Sept 15	Word 97 for Windows: Level I	6/1/6
Oct 28	Word 97 for Windows: Level II	6/1/6
Nov 10	Retirement Preparation	10/1/10
Dec 14	IMS for UGA Purchasing/Campus Entry System	3/1/3
Feb 10	UGA Procedures: Expenditure Control	3/1/3
Feb 24	UGA Procedures: Purchasing at UGA: Managing the Red Tape	3/1/3
May 2	Word 97 for Windows: Merge and Macros	3/1/3
May 3	Word 97 for Windows: Styles and Templates	3/1/3
May 3	Word 97 Newsletter and Brochures	3/1/3
Kathy Mitchem		
Sep 27-30	Peopleware Software Computer	24/1/2
Feb 22	Word for Windows: Level I	6/1/6
Mar 14	Assertiveness: Success from Within	5/1/5
Mar 23	Simple Steps to Take with Difficult People	6/1/6
Mar 27	Mid-Career Retirement Planning	6/1/6

1999 - 2000 ICJE Annual Report

Narrative Report of the Executive Director

Institutional Background

The Institute of Continuing Judicial Education of Georgia (ICJE) is a public service and outreach commitment of the University of Georgia School of Law. Its governing Board of Trustees is representative of the State's four ABA accredited law schools, the State Bar, and the judicial branch constituents served. The Institute is a creation of the Supreme Court and the Judicial Council of Georgia. The ICJE bears primary responsibility for initial training and continuing education of elected officials and court support personnel of the Georgia judiciary. Conferences, seminars and workshops signify the products traditionally identified with the ICJE by constituents. However, program support materials, monographs and exercises, videotapes as well as other self-study resources are also embraced by the Institute's efforts. The ICJE provides semiannual or annual programs for judges of superior, state, juvenile, probate, magistrate and municipal courts, together with training sessions for clerks of superior, state, juvenile, probate and magistrate courts, as well as courses for secretaries of both trial court judges and magistrates, along with instructional activities for juvenile court probation officers, court administrators, and administrative law judges of Georgia executive branch agencies and the workers comp board.

Major Highlights

During the summer of 1999, at the Annual Meeting of the American Bar Association conducted in Atlanta, the ICJE of Georgia received the ABA Judicial Division's nationally-renown Judicial Education Award, sponsored by the National Conference of Special Court

Judges. This prestigious recognition was won by the ICJE of Georgia in 1989, but had not been sought since.

During the 1999 - 2000 product year, FY'00, the Institute successfully delivered its customary calendar of activities. Record-setting participation was achieved in several of the ICJE's regular events, including: the annual seminar for administrative law judges (76), the fall seminar for state court judges (76), the juvenile court judges fall seminar (95), the municipal court clerks annual seminar (88), and the winter seminar for superior court judges (169) . For the twelfth consecutive year, more than 2,500 attendees (actually 2,856) took part in Institute programming. Attendee contact hours for the year totaled 46,333.5.

This year's major new product effort involved refining design of a Death Penalty Specialty Course for superior court judges, targeted for execution during their first semi-annual seminar for FY 2000. Sufficient judge-faculty were recruited during FY'99, and with the assistance of an outside consultant, Prof. Penny White (former Circuit Court Judge and Supreme Court Justice from Tennessee), a 20 hour instructional and reference tool curriculum was devised. The course, designed for small group participation and limited to twenty-five attendees, was delivered in July (St. Simons Island), October (Mableton) and January (Athens). Other specialty courses delivered during this program year included those targeting Landlord-Tenant Adjudication, Domestic Violence, Judicial Ethics, Duties and Powers of Chief Magistrates, and Conduct of Judicial Election Campaigns. A Highway Safety Specialty Course for non-jury traffic court judges was delivered in connection with a grant from the Governor's Office of Highway Safety; and the American Academy of Judicial Education again delivered its Fact Finding and Decision Making Course for Georgia magistrates.

A major policy-oriented initiative accomplished by this year's Board of Trustees was adoption of a new four-year, long range, product and institutional development plan for the Institute, which is the second in the history of the ICJE. It targets: (1) maintaining current services and infrastructure; (2) implementing new programs, products and services; (3) procuring new equipment and furnishings; (4) employing new personnel.

The year's various Judging and Humanities study efforts centered around the Pulitzer Prize winning Summer for the Gods by Ed Larson, The Leo Frank Case by Leonard Dinnerstein, Civil Action by Jonathon Harr, and Billy Budd by Herman Melville. Also used in connection with this type of CJE were the play "A Jury of Her Peers" along with the corresponding short story entitled Trifles, and the contemporary non-fiction, journalistic, account of Atlanta's Sara Tokars murder entitled, Secrets Never Lie. These sessions were facilitated both by regular teaching faculty from the UGA School of Law, together with several Georgia court personnel.

Connection with UGA Strategic Plan

Reflecting the Institute's tie to the UGA Law School, the following ICJE efforts of the FY'00 product year meshed with the six strategic planning goals of the University of Georgia.

(1) Fostering Cultural Diversity & Equality in the Courts

In the orientation courses for new judges of magistrate, municipal and state court, as well as in the judicial ethics specialty course, specifically treated subject matters were: (a) the Canon 3B(5) and 3B(6) judicial obligations to avoid behaviors of bias and prejudice based upon race, ethnicity, gender, or religion, as well as (b) not to tolerate them among others within the supervision of the court. Furthermore, production of a videotape targeting the work of court bailiffs and to promote its effective and non-biased delivery by these court personnel continued during FY'00. The specialty course on family violence incorporated use of the new judges

benchbook published by the Family Violence Prevention Fund that is entitled Cultural Considerations in Domestic Violence Cases.

Plans were laid with the National Judicial Education Project to Promote Equality for Women and Men in the Courts to utilize in March, 2001, its model curriculum entitled “When Bias Compunds: Insuring Justice for Women of Color in the Courts”. This topic was identified in the State’s study of gender bias in the courts as one in need of addressing.

Handling domestic violence cases received special emphasis in recertification and specialty courses for state, probate, municipal and magistrate court judges. The topic is a recurring one in the criminal procedure training for state and superior court judges.

(2) Strengthening Support and Funding

Once again, the overall funding for the State’s general program of judicial education was brokered from resources initially earmarked for the ICJE, as well as directed toward magistrate court judges, municipal court judges, superior court judges, and certified court reporters. The Georgia Governor’s Office of Highway Safety sponsored a series of intensive short courses for non-jury traffic court judges that focused on handling the alcohol-impaired driver. The State’s Criminal Justice Coordinating Council, through a grant, funded creation of a set of one hundred-one problems targeting the topic of evidence law for future delivery in an interactive, computer-based, learning format. The Supreme Court’s Equality Commission continued to collaborate in funding the bailiff’s training video.

(3) Curricula & Methods Responding to Mission

Full-time UGA faculty and staff shared their expertise in a number of program leadership roles. These instructors included the Law School’s Ron Carlson, Tom Eaton, Ed Larson, Gene Wilkes, Sarajane Love, Ray Phillips, Rich Reaves and Kathy Wharton, the College of

Pharmacy's Randall Tackett, and the Institute of Government's John Jeffreys. Paul Milich and Mary Radford of the GSU Law School also served as CJE contributing faculty members.

(4) Broadening International Perspective

The ICJE's Executive Director instructed on the topics of judicial independence and rule of law, as well as judicial education, while hosting delegations of visiting judges from Brazil and the Czech Republic as well as prosecutors from Egypt. The ICJE Director also consulted with staff members from the Supreme Court of Guatemala's judicial education institute.

(5) Strengthening Commitment to Environmental Stewardship

Environmental torts were indirectly addressed by incorporating treatment of the book Civil Action by Jonathon Harr in the Institute's Judging and Humanities Seminars.

Traditionally, the issues and cases in this area relate primarily to federal court litigation and rarely surface in state courts. But, this reality is beginning to change nationwide, including Georgia. Many Atlanta-metropolitan area municipal courts are proceeding to set up divisions or case calendars labeled environmental courts, which exclusively handle local ordinance violations connected with preserving environmental quality. Indeed, the growing vigor of public health and safety code enforcement by local governments is beginning to present a new arena of subject matters for the training of municipal and magistrate court judges.

(6) Utilizing New Technologies

Training of judges and court support personnel on utilization of computer applications continued. The traditional focus on legal research employing Michie's Georgia Law On Disc shifted toward more comprehensive internet-based legal research. Magistrate, municipal, probate, juvenile, state and superior court judges were the principal audiences of these efforts, which will continue during the upcoming year (FY 2001). Continued use was made of the video

production capabilities of the Dean Rusk Hall courtroom during the orientation of newly selected state court judges, by conducting mock hearings and critiquing the communications effectiveness of new judges in supervising these proceedings. Upgrading the push-panel equipment control capabilities for this technical facility was completed during the first quarter of FY 2000. Creation of a set of one hundred-one problems targeting the topic of evidence law was completed for future delivery in an interactive, computer-based, learning format.

Assessment of ICJE Effectiveness Measures

The 1999 - 2000 program year included the following achievements.

- o Total participant attendance in ICJE seminar and conference activities, annually recurring as well as special events, again exceeded 2,500 (actually 2,856).
- o Mentor-based new judge orientation received a programmatic boost when the magistrate's mandatory training law that requires all new magistrates to receive mentor coaching during their first year of service was aided by a major training emphasis on how to be a good mentor. All classes of court, moreover, continue to experiment with some form of this type of new judge orientation.
- o Court automation efforts for constituents were modestly advanced through regionally-based instruction on basic judiciary computer applications such as: (1) internet avenues for conducting legal research, (2) Georgia Law on Disc, and (3) multi-tasking judicial uses of computers.
- o Following the lead of Georgia's Magistrate Courts Training Council, which annually updates its bench book, the Municipal Courts Training Council completed a fourth edition (third update) of the Municipal Judges Benchbook, which was disseminated in the fall of 1999, and the judges' annual recertification training also included use of these materials.

- o Collaboration in CJE product design and delivery growing from the work of the Gender Equality Committee and the Race Ethnic Bias Study Commission, was continued and manifested through various instructional units specifically targeting domestic violence, as well as race, gender, ethnic, status fairness and equality. Work progressed on a video to coach bailiffs to exhibit no bias or prejudice in the conduct of their duties on behalf of courts.

- o Funds appropriated by the legislature to the ICJE for programming and product development, not administrative infrastructure, for the upcoming program year (FY 2001), increased serendipitously by nearly 19%.

Unit Health Overall

Judicial educational funding brokered for use in FY'00 increased slightly over the level of the two previous years, with appropriated funds, tuition payments, grants and service fees combining to furnish slightly more than 1.35 million dollars (\$1,354,568). Sources of these funds included the: Board of Court Reporting, Institute of Continuing Judicial Education, local county and municipal governing authorities, Magistrate Courts Training Council, Municipal Courts Training Council, and Superior Courts of Georgia. About \$4,500 in additional funding was accrued to pay for the training activity that targeted a visiting judicial delegation from the State of Pernambuco, Brazil. During the year, as well, ever-improving administrative routines were brought to bear in the processing of appropriations funding as well as contracts and grants, operational expenses, program registrations, statistical measurement data, financial aid requests, and annual report information.

Jun 30, 2000

Institute Of Continuing Judicial Education
UGA - Agency - Fee Account Combined Inc/Exp

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	Current Period	Year To Date	Budgeted Amount	Budget Balance
Income				
Income-Registration Fee (COAG)	\$850.00	\$850.00	\$.00	(\$850.00)
Income-Registration Fee (CHJG)	\$129,081.75	\$129,081.75	\$.00	(\$129,081.75)
Agency-Income-Main (Other)	(\$366.00)	(\$366.00)	\$.00	\$366.00
Income-Regis.Refund (NJO)	(\$1,020.00)	(\$1,020.00)	\$.00	\$1,020.00
Income-Other (CordlessResp_)	\$296.00	\$296.00	\$.00	(\$296.00)
Total Income	\$128,841.75	\$128,841.75	\$.00	(\$128,841.75)
Expenditures:				
Printing & Publications				
Printing & Publications	\$619.31	\$619.31	\$.00	(\$619.31)
Printing & Publications	\$458.02	\$458.02	\$.00	(\$458.02)
Printing & Publications	\$108.56	\$108.56	\$.00	(\$108.56)
Printing & Publications	\$955.20	\$955.20	\$.00	(\$955.20)
Printing & Pub. Subtotal	\$2,141.09	\$2,141.09	\$.00	(\$2,141.09)
Supplies And Materials				
Office Supplies	\$25,857.41	\$25,857.41	\$.00	(\$25,857.41)
Supplies & Materials Subtotal	\$25,857.41	\$25,857.41	\$.00	(\$25,857.41)
Equipment >\$100 & <\$1000				
Equipment >\$100&<\$1000 Subtot	\$.00	\$.00	\$.00	\$.00
Other Operating Expenses				
Other Operating Expenses	\$55,618.72	\$55,618.72	\$.00	(\$55,618.72)
Other Operating Exp. Subtotal	\$55,618.72	\$55,618.72	\$.00	(\$55,618.72)
Per Diem & Fees				
Per Diem & Fees - Reimbursable	\$1,614.00	\$1,614.00	\$.00	(\$1,614.00)
Per Diem & Fees - Reimbursable	\$192.24	\$192.24	\$.00	(\$192.24)

Jun 30, 2000

Institute Of Continuing Judicial Education
UGA - Agency - Fee Account Combined Inc/Exp

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	Current Period	Year To Date	Budgeted Amount	Budget Balance
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Per Diem & Fees (Continued)				
Per Diem & Fees - Reimbursable	\$238.17	\$238.17	\$.00	(\$238.17)
Per Diem & Fees - Reimbursable	\$311.90	\$311.90	\$.00	(\$311.90)
Per Diem & Fees Subtotal	\$2,356.31	\$2,356.31	\$.00	(\$2,356.31)
Third Party Expense				
Third Party Expense	(\$139.50)	(\$139.50)	\$.00	\$139.50
Third Party Expense SubTotal	(\$139.50)	(\$139.50)	\$.00	\$139.50
MCLE Credit Expense				
MCLE Credit Expense	\$2,925.00	\$2,925.00	\$.00	(\$2,925.00)
MCLE Credit Expense	\$225.00	\$225.00	\$.00	(\$225.00)
MCLE Credit Expense	\$3,967.80	\$3,967.80	\$.00	(\$3,967.80)
MCLE Credit Expense	\$705.00	\$705.00	\$.00	(\$705.00)
MCLE Credit Expense	\$56.27	\$56.27	\$.00	(\$56.27)
MCLE Credit Expense	\$283.80	\$283.80	\$.00	(\$283.80)
MCLE Credit Expense	\$2,031.90	\$2,031.90	\$.00	(\$2,031.90)
MCLE Credit Expense	\$54.00	\$54.00	\$.00	(\$54.00)
MCLE Credit Expense	\$8,733.30	\$8,733.30	\$.00	(\$8,733.30)
MCLE Credit Expense	\$6,276.30	\$6,276.30	\$.00	(\$6,276.30)
MCLE Credit Expense Subtotal	\$25,258.37	\$25,258.37	\$.00	(\$25,258.37)
Total UGA Agency Fee Expenses	\$111,092.40	\$111,092.40	\$.00	\$111,092.40
Budget Residual	\$17,749.35	\$17,749.35	\$.00	(\$17,749.35)

Jun 30, 2000

Institute Of Continuing Judicial Education

UGA - Agency - Fee Account

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	Current Period	Year To Date	Budgeted Amount	Budget Balance
UGA - Agency - Fee Account				
ALJ - Executive Agency	(\$180.00)	(\$180.00)	\$.00	\$180.00
ALJ - Workers Compensation	(\$80.00)	(\$80.00)	\$.00	\$80.00
COAG	\$.00	\$.00	\$.00	\$.00
Chief Judges/CA Publications	(\$3,000.00)	(\$3,000.00)	\$.00	\$3,000.00
Cordless Responder	(\$1,237.00)	(\$1,237.00)	\$.00	\$1,237.00
County Law Librarians	\$.00	\$.00	\$.00	\$.00
Court Administrators	\$.00	\$.00	\$.00	\$.00
Humanaties Enrichment	\$.00	\$.00	\$.00	\$.00
ICJE Administration 533	\$1,948.31	\$1,948.31	\$.00	(\$1,948.31)
ICJE - Video Library 534	(\$3,331.00)	(\$3,331.00)	\$.00	\$3,331.00
Judicial Clinic	\$.00	\$.00	\$.00	\$.00
Juvenile Court Clerks (540)	(\$10.00)	(\$10.00)	\$.00	\$10.00
Juvenile Court Judges (550)	(\$5,098.20)	(\$5,098.20)	\$.00	\$5,098.20
Juvenile Court Prob. Off (560)	\$.00	\$.00	\$.00	\$.00
Law Clerks	\$2,663.82	\$2,663.82	\$.00	(\$2,663.82)
Mentor Orientation - Mtls. Prn	(\$3,000.00)	(\$3,000.00)	\$.00	\$3,000.00
New Judge Orientation	\$.00	\$.00	\$.00	\$.00
New Judge Publications 570	(\$1,040.05)	(\$1,040.05)	\$.00	\$1,040.05
Probate Crt. Clerks (580)	(\$5,217.26)	(\$5,217.26)	\$.00	\$5,217.26
Probate Court Judges (600)	(\$1,611.36)	(\$1,611.36)	\$.00	\$1,611.36
Sp. Masters Disc. Hrngs. (615)	\$.00	\$.00	\$.00	\$.00
Specialty Course / NJO	\$.00	\$.00	\$.00	\$.00
State Court Judges (630)	(\$33.23)	(\$33.23)	\$.00	\$33.23
Superior Court Clerks (640)	\$.00	\$.00	\$.00	\$.00
Superior Court Judges (650)	\$52.02	\$52.02	\$.00	(\$52.02)
Trial Judge Secretaries	\$.00	\$.00	\$.00	\$.00
Magistrate CLE	\$1,650.00	\$1,650.00	\$.00	(\$1,650.00)
Municipal CLE	(\$1,650.50)	(\$1,650.50)	\$.00	\$1,650.50
Other Programs	\$1,425.10	\$1,425.10	\$.00	(\$1,425.10)
Total UGA Agency Fee Account	(\$17,749.35)	(\$17,749.35)	\$.00	\$17,749.35

June 30, 2000

Institute Of Continuing Judicial Education

ICJE Administrative - Expense Statement

	Current Period	Year To Date	Budgeted Amount	Budget Balance
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Administrative Expenses				
Salaried	\$300,738.32	\$300,738.32	\$289,518.00	(\$11,220.32)
Bi-Weekly Hourly	\$9,090.89	\$9,090.89	\$7,110.00	(\$1,980.89)
Hourly Students	\$945.40	\$945.40	\$3,600.00	\$2,654.60
Staff Benefits	\$75,336.49	\$75,336.49	\$82,938.00	\$7,601.51
Administrative Salaries Subto	\$386,111.10	\$386,111.10	\$383,166.00	(\$2,945.10)
Staff Travel	\$15,931.61	\$15,931.61	\$15,720.00	(\$211.61)
Board Travel	\$1,144.13	\$1,144.13	\$7,779.96	\$6,635.83
Telecommunications	\$4,116.28	\$4,116.28	\$6,499.92	\$2,383.64
Supplies	\$13,448.64	\$13,448.64	\$3,999.96	(\$9,448.68)
Postage	\$7,552.47	\$7,552.47	\$6,499.92	(\$1,052.55)
Printing	\$392.85	\$392.85	\$3,000.00	\$2,607.15
Registrations	\$1,175.00	\$1,175.00	\$3,799.92	\$2,624.92
Equipment Maintenance	\$3,545.38	\$3,545.38	\$4,260.96	\$715.58
Admin. Operations Subtotal	\$47,306.36	\$47,306.36	\$51,560.64	\$4,254.28
Equipment >\$1000	\$.00	\$.00	\$.00	\$.00
Equipment >\$1000 Subtotal	\$.00	\$.00	\$.00	\$.00
Total ICJE Administrative Exp	\$433,417.46	\$433,417.46	\$434,726.64	\$1,309.18
Budget Residual	(\$433,417.46)	(\$433,417.46)	(\$434,726.64)	(\$1,309.18)

Jun 30, 2000

Institute Of Continuing Judicial Education

1

In-State Seminars ICJE

	Current Period	Year To Date	Budgeted Amount	Budget Balance
IN-STATE SEMINARS:				
ALJ \ OSAH (005)	\$7,615.43	\$7,615.43	\$7,720.92	\$105.49
ALJ - Workers Comp.	\$5,685.70	\$5,685.70	\$7,068.00	\$1,382.30
Advanced Computers	\$.00	\$.00	\$4,641.00	\$4,641.00
Court Administrators	\$12,799.00	\$12,799.00	\$12,054.00	(\$745.00)
Juvenile Court Clerks	\$6,084.29	\$6,084.29	\$6,690.00	\$605.71
Juvenile Court Judges Fall	\$21,141.92	\$21,141.92	\$14,835.00	(\$6,306.92)
Juvenile Court Judges Spring	\$38,717.67	\$38,717.67	\$55,201.92	\$16,484.25
Juvenile Court Pro. Off. Fall	\$21,385.04	\$21,385.04	\$16,342.92	(\$5,042.12)

Juvenile Court Pro. Off. Spr.	\$14,727.26	\$14,727.26	\$18,637.92	\$3,910.66
Mentor Judges/NJO 85	\$1,377.42	\$1,377.42	\$7,927.92	\$6,550.50
Nationally Based Training	\$18,400.00	\$18,400.00	\$24,999.96	\$6,599.96
Probate Court Judges Fall	\$13,373.01	\$13,373.01	\$16,855.92	\$3,482.91
Probate Court Judges Spring	\$10,179.28	\$10,179.28	\$20,025.96	\$9,846.68
Specialty Course / Corr. Tour	\$7,657.65	\$7,657.65	\$4,800.00	(\$2,857.65)
State Court Judges Fall	\$17,500.60	\$17,500.60	\$16,497.00	(\$1,003.60)
State Court Judges Spring	\$18,753.47	\$18,753.47	\$20,529.96	\$1,776.49
Superior Court Clerks Fall	\$2,519.14	\$2,519.14	\$4,857.00	\$2,337.86
Superior Court Clerks Spring	\$1,078.17	\$1,078.17	\$4,899.96	\$3,821.79
Superior Court Judges Summer	\$51,464.62	\$51,464.62	\$57,267.96	\$5,803.34
Superior Court Judges Winter	\$32,277.01	\$32,277.01	\$39,552.00	\$7,274.99
Trial Judge Secretaries	\$20,364.35	\$20,364.35	\$19,501.92	(\$862.43)
ICJE - Administrative	\$6,210.21	\$6,210.21	\$3,000.00	(\$3,210.21)
Other Programs	\$56,307.40	\$56,307.40	\$.00	(\$56,307.40)
 Total In-State Seminars	 \$385,618.64	 \$385,618.64	 \$383,907.24	 (\$1,711.40)

Jun 30, 2000

Institute of Continuing Judicial Education
Magistrate Court State Approp. Activities 205-215

	Current Period	Year To Date	Budgeted Amount	Budget Balance
Magistrate St. Ap. 205-215				
MG 20Hr Recert Course	\$64,464.37	\$64,464.37	\$52,962.96	(\$11,501.41)
MG 40Hr Basic (Crim-Winter)	\$10,862.52	\$10,862.52	\$18,199.92	\$7,337.40
MG 40Hr Basic Crs (Civil-Fall)	\$18,925.74	\$18,925.74	\$17,019.96	(\$1,905.78)
Total Magistrate Court 205-215	\$94,252.63	\$94,252.63	\$88,182.84	(\$6,069.79)

Jun 30, 2000

Institute Of Continuing Judicial Education
Magistrate Court Judges Fee Activities (220-315)

1

	Current Period	Year To Date	Budgeted Amount	Budget Balance
Magistrate Courts Act. 220-315				
MG Secretaries/Clerk Tng	\$639.12	\$639.12	\$21,999.96	\$21,360.84
MG Faculty Tng & Crs Develop.	\$4,455.33	\$4,455.33	\$9,999.96	\$5,544.63
MG Magistrates Benchbook	\$7,136.19	\$7,136.19	\$19,999.92	\$12,863.73
MG Magistrates Newsletter	\$2,896.79	\$2,896.79	\$9,999.96	\$7,103.17
Mg Computer Training	\$155.67	\$155.67	\$12,000.00	\$11,844.33
Mg Mentor Trng. & Crs. Develop	\$4,825.98	\$4,825.98	\$25,999.92	\$21,173.94
MG First Appr. Video MenNJO	\$.00	\$.00	\$18,499.92	\$18,499.92
MG Evidence Video (270)	\$.00	\$.00	\$18,499.92	\$18,499.92
MG Bench Skills NJC K	\$.00	\$.00	\$19,999.92	\$19,999.92
MG Decision Making NJC K	\$7,500.00	\$7,500.00	\$19,999.92	\$12,499.92
MG Financial Aid - Nat. Based	\$1,015.00	\$1,015.00	\$19,999.92	\$18,984.92
MG Administrative Ser. UGA K	\$.00	\$.00	\$7,500.00	\$7,500.00
MG Routine MCTC Meetings	\$4,322.30	\$4,322.30	\$3,000.00	(\$1,322.30)
MG Hold-Back	\$.00	\$.00	\$.00	\$.00
MG Other Programs	\$.00	\$.00	\$.00	\$.00
Total Magistrate Court 220-315	\$32,946.38	\$32,946.38	\$207,499.32	\$174,552.94

Fund source Activity: MCTC-Mag Tuition Fees Account FY 2000, 7/1/99 - 6/30/00

CASH ON HAND:				
ICJE Beginning Balance	\$	178,123.81		
(SunTrust Bank) 7/1/99				
ICJE Deposits (SunTrust Bank) FY 2000		74,545.00		
CD (SunTrust Bank)		75,204.76		
CD (Interest Earned) SunTrust Bank		3,517.62		
CD (SunTrust Bank)		50,000.00		
Interest Earned (SunTrust Bank) FY 2000		<u>5,334.14</u>	\$	<u>386,725.33</u>
EXPENSES:				
Fee Budgeted Program Expenses (check to be written)	\$	11,572.60		
Checks Written to AOC(FY'99 \$75,350.75)(FY'00 \$21,373.78)		96,724.53		
Refund Check Written (SunTrust Bank) FY 2000		775.00		
CD Purchase (SunTrust)		50,000.00		
Check Purchases (SunTrust Bank) FY 2000		<u>0.00</u>	\$	<u>159,072.13</u>
Balance as of June 30, 2000			\$	<u>227,653.20</u>
Less overdraft in State Appropriations			\$	6,069.79
			\$	=====
			\$	221,583.41

Jun 30, 2000

Institute Of Continuing Judicial Education

1

Municipal Courts Activities

Current Period	Year To Date	Budgeted Amount	Budget Balance
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Municipal Courts Activities				
MU/ 12 Hr Recert. Cse.	\$26,661.63	\$26,661.63	\$39,339.96	\$12,678.33
MU/ 20 Hr Basic Crs.	\$16,141.65	\$16,141.65	\$24,909.96	\$8,768.31
MU/ Faculty Development	\$.00	\$.00	\$9,999.96	\$9,999.96
MU/ Municipal Judges Bnchbk	\$7,351.64	\$7,351.64	\$9,999.96	\$2,648.32
MU/ Video Tape Prod. TBA	\$.00	\$.00	\$.00	\$.00
MU/ Routine MCTC	\$2,945.99	\$2,945.99	\$999.96	(\$1,946.03)
MU Admin. Services (UGA K)	\$.00	\$.00	\$.00	\$.00
MU/ Hold-Back	\$.00	\$.00	\$999.96	\$999.96
MU/ Other Programs	\$132.51	\$132.51	\$.00	(\$132.51)
Total Municipal Courts Act.	\$53,233.42	\$53,233.42	\$86,249.76	\$33,016.34

Fund Source Activity: MCTC-MU Tutiion Fees Account FY'99, 7/1/99 - 6/30/00

CASH ON HAND				
ICJE Beginning Balance	\$ 126,658.06			
(SunTrust Bank) 7/1/99				
ICJE Deposits (SunTrust Bank) FY 2000	61,975.00			
CD (SunTrust)	50,000.00			
Interest Earned (SunTrust Bank) FY2000	2,043.92	\$	<u>240,676.98</u>	
EXPENSES				
Fee Budgeted Program Expenses	7,006.59			
(Check to be written)				
Checks Written to AOC (FY'99 \$47,583.62),	93,810.45			
(FY'00 \$46,226.83)				
Refund Checks Written (SunTrust Bank)FY2000	0.00			
CD Purchase (SunTrust)	50,000.00			
Check Purchases (SunTrust Bank(FY 2000	<u>0.00</u>	\$	<u>150,817.04</u>	
Balance as of June 30, 2000		\$	<u>89,859.94</u>	
			=====	

SECOND
FOUR YEAR, LONG RANGE, PLAN
FOR DEVELOPMENT OF
THE ICJE'S
PRODUCTS AND RESOURCES
(Draft #2)

Including:

- Maintaining current services and infrastructure;
- Implementing new programs, products and services;
- Employing new personnel;
- Procuring necessary equipment and furnishings.

Prepared by
Atty. Richard D. Reaves
Executive Director

June, 1999

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Introduction

To guide the ICJE to more accomplished levels of performance on behalf of its constituents, the governing Board of Trustees again endorses development and implementation of a four year long range plan. For every year in the plan, the Institute's Executive Director will indicate goals for each of the following organizational activities:

- I. maintaining current services and infrastructure;
- II. implementing new programs, products and services;
- III. employing new personnel;
- IV. procuring necessary equipment and furnishings.

After adoption by the Trustees, this plan will become the basis for ongoing development of the ICJE's overall service delivery capacity. Using this template, the Board will endorse the seeking of financial and in-kind resources, from both inside and outside of Georgia government, to support the Institute's products and services as well as its personnel and other administrative infrastructure.

This second four year plan in the life of the ICJE will encompass fiscal years 2000, 2001, 2002 and 2003. The ICJE's products and services, funding levels, personnel structure, equipment and space configurations for the 1999 fiscal year constitute the comparative floor against which success in fulfilling this long range plan will be advanced and evaluated.

The long range plan will be subject to modification by the ICJE Board of Trustees at any time. Yet, it furnishes the Trustees an opportunity to target new products and services with a clearer vision as to the impact of such goals on the resources needed by the Institute to achieve the Board's aspirations.

Presentation of this four year plan in the following pages utilizes two formats. One, exhibits all four years of the plan within a categorical discussion of the four specific domains of organizational activity listed above; and the second, gives a year-by-year depiction.

Richard D. Reaves
Executive Director

ICJE FOUR YEAR LONG RANGE PLAN:

GOALS ACCORDING TO ORGANIZATIONAL ACTIVITY (PART ONE)

I. MAINTAINING CURRENT SERVICES AND INFRASTRUCTURE

A. RESOURCE FOUNDATION - Fiscal Year 1998 - 1999 provides a norm for initial, year-to-year, comparison and evaluation of the resources that undergird the product delivery and administrative services furnished by the ICJE. These include:

1. FY 1998-1999 = \$1,149,316; yearly resources to undergird products and services . . .

a. Administrative expenses = \$414,521, including: printing, postage, supplies, telephone, equipment maintenance and purchase, board travel, staff travel, together with personnel, salaries and fringe benefits, at: (1) 0.25 EFT student hourly worker, (2) 0.50 EFT record keeping clerk, (3) 1.0 EFT Administrative Secretary, (4) 3.0 EFT Conference Facilitators, (5) 1.0 EFT Educational Specialist / Technical Services Coordinator, (6) 1.0 EFT Administrative Director / Staff Executive & Attorney.

b. Program and product expenses = \$629,795, including: SUP-JUD \$96,481; JUV-JUD \$35,038; STA-JUD \$36,027; PRO-JUD \$35,884; JUD-SEC \$19,002; SUP-CLK \$8,756; CRT-ADM \$12,554; OSAH-ALJ \$7,221; WKC-ALJ \$6,568; JUV-PRO \$33,981; JUV-CLK \$7,190; NEW-JUD \$7,428; SPC-CRS \$5,800; ADV-COM \$4,641; MAG-JUD \$221,075; MAG-SEC/CLK \$20,899; MUN-JUD \$71,250.

c. Nationally-based financial aid expenses = \$105,000, including: ICJE \$25,000; MCTC-MAG \$20,000; SUP-JUD \$60,000.

2. FY 1999-2000 = \$1,214,816; yearly resources to undergird products and services . . .

a. Administrative expenses = \$437,320, including: printing, postage, supplies, telephone, equipment maintenance and purchase, board travel, staff travel, together with personnel, salaries and fringe benefits, at: (1) 0.25 EFT student hourly worker, (2) 0.50 EFT record keeping clerk, (3) 1.0 EFT Administrative Secretary, (4) 3.0 EFT Conference Facilitators, (5) 1.0 EFT Educational Specialist / Technical Services Coordinator, (6) 1.0 EFT Administrative Director / Staff Executive & Attorney.

b. Program and product expenses = \$672,496, including: SUP-JUD \$96,481; JUV-JUD \$70,038; STA-JUD \$36,027; PRO-JUD \$35,884; JUD-SEC \$19,002; SUP-CLK \$9,756; CRT-

ADM \$13,554; OSAH-ALJ \$8,221; WKC-ALJ \$7,568; JUV-PRO \$33,981; JUV-CLK \$7,190; NEW-JUD \$7,129; SPC-CRS \$6,800; WWW-COM \$4,641; MAG-JUD \$223,075; MAG-SEC/CLK \$20,899; MUN-JUD \$72,250.

c. Nationally-based financial aid expenses = \$105,000, including: ICJE \$25,000; MCTC-MAG \$20,000; SUP-JUD \$60,000.

3. FY 2000-2001 = \$1,823,968; yearly resources to undergird products and services . . .

a. Administrative expenses = \$461,373, including: printing, postage, supplies, telephone, equipment maintenance and purchase, board travel, staff travel, together with personnel, salaries and fringe benefits, at: (1) 0.25 EFT student hourly worker, (2) 0.50 EFT record keeping clerk, (3) 1.0 EFT Administrative Secretary, (4) 3.0 EFT Conference Facilitators, (5) 1.0 EFT Educational Specialist / Technical Services Coordinator, (6) 1.0 EFT Administrative Director / Staff Executive & Attorney.

b. Program and product expenses = \$1,252,595, including: SUP-JUD \$172,550; JUV-JUD \$92,800; STA-JUD \$84,720; PRO-JUD \$129,160; JUD-SEC \$60,540; SUP-CLK \$129,160; CRT-ADM \$29,675; OSAH-ALJ \$38,320; WKC-ALJ \$16,100; JUV-PRO \$76,640; JUV-CLK \$16,100; NEW-JUD \$12,194; SPC-CRS \$11,700; WWW-COM \$6,962; MAG-JUD \$223,075; MAG-SEC/CLK \$20,899; MUN-JUD \$132,000.

c. Nationally-based financial aid expenses = \$110,000, including: ICJE \$30,000; MCTC-MAG \$20,000; SUP-JUD \$60,000.

4. FY 2001-2002 = \$1,904,448; yearly resources to undergird products and services . . .

a. Administrative expenses = \$486,749, including: printing, postage, supplies, telephone, equipment maintenance and purchase, board travel, staff travel, together with personnel, salaries and fringe benefits, at: (1) 0.25 EFT student hourly worker, (2) 0.50 EFT record keeping clerk, (3) 1.0 EFT Administrative Secretary, (4) 3.0 EFT Conference Facilitators, (5) 1.0 EFT Educational Specialist / Technical Services Coordinator, (6) 1.0 EFT Administrative Director / Staff Executive & Attorney.

b. Program and product expenses = \$1,302,699, including: SUP-JUD \$179,452; JUV-JUD \$96,512; STA-JUD \$88,109; PRO-JUD \$134,776; JUD-SEC \$62,962; SUP-CLK \$134,776; CRT-ADM \$30,862; OSAH-ALJ \$39,853; WKC-ALJ \$16,744; JUV-PRO \$79,796; JUV-CLK \$16,744; NEW-JUD \$12,682; SPC-CRS \$12,168; WWW-COM \$7,240; MAG-JUD \$231,998; MAG-SEC/CLK \$21,735; MUN-JUD \$137,280.

c. Nationally-based financial aid expenses = \$115,000, including: ICJE \$35,000; MCTC-MAG \$20,000; SUP-JUD \$60,000.

5. FY 2002-2003 = \$1,988,327; yearly resources to undergird products and services . . .

a. *Administrative expenses = \$513,520, including: printing, postage, supplies, telephone, equipment maintenance and purchase, board travel, staff travel, together with personnel, salaries and fringe benefits, at: (1) 0.25 EFT student hourly worker, (2) 0.50 EFT record keeping clerk, (3) 1.0 EFT Administrative Secretary, (4) 3.0 EFT Conference Facilitators, (5) 1.0 EFT Educational Specialist / Technical Services Coordinator, (6) 1.0 EFT Administrative Director / Staff Executive & Attorney.*

b. *Program and product expenses = \$1,354,807, including: SUP-JUD \$186,630; JUV-JUD \$100,372; STA-JUD \$91,633; PRO-JUD \$140,167; JUD-SEC \$65,480; SUP-CLK \$140,167; CRT-ADM \$32,096; OSAH-ALJ \$41,447; WKC-ALJ \$17,414; JUV-PRO \$82,988; JUV-CLK \$17,414; NEW-JUD \$13,189; SPC-CRS \$12,655; WWW-COM \$7,530; MAG-JUD \$241,278; MAG-SEC/CLK \$22,604; MUN-JUD \$142,771.*

c. *Nationally-based financial aid expenses = \$120,000, including: ICJE \$40,000; MCTC-MAG \$20,000; SUP-JUD \$60,000.*

B. IDENTITY AND MISSION - At the consumer constituent level, the ICJE is variously perceived either as an able designer and deliverer of CJE products and services, or simply as a State-supplied fund-source for educational travel. The former identity reflects the function preferred and continuously affirmed by the current staff as well as by the governing Board of Trustees. The former declares the primary mission of the ICJE, with the latter secondary.

The ICJE will continue to limit its potential as a source of CJE services and products as long as it must hold in reserve full travel expense reimbursement monies for attendees in its residential conferences and seminars. That is to say, as long as attendee travel expense reimbursement occupies the priority that it does, the ICJE consistently will lack funds to: (i) hire a growing array of presentational consultants, (ii) access many modern electronic media programs, (iii) purchase and distribute numerous printed publications and electronic resources, (iv) prepare pertinent Georgia-oriented instructional support materials, (v) employ sufficient copies of curriculum materials developed by suppliers from across the US, (vi) evolve toward more adequate staffing, (vii) sponsor new certificate programs that key-in on systematic professional development of judicial branch functionaries.

To accommodate constituent interest in its secondary mission, the ICJE would benefit from an incremental approach dedicated to acquiring from the State legislature specific travel expense reimbursement monies each year sufficient to meet the needs of a single given class of court, e.g., probate court judges one year, state court judges the next, workers comp judges thereafter, etc. Accessing adequate travel expense reimbursement funds for all classes of court in one year simply is not realistic. Furthermore, the Institute should be supportive of constituent membership associations seeking educational travel funds on their own.

Alternatively, in the face of a continuing shortfall of State-appropriations, (i) cities and counties should be expected by the ICJE to cover attendee travel expenses, enabling (ii) the Institute to devote its resources to pay for program costs. Another way the ICJE might increase the financial resources for new product development, though less substantial in dollars as well as more

complicated in execution, is to (iii) pursue joint ventures with other sponsors of continuing professional education, including a neighboring state's judicial education office, a nationally-based judicial educational provider, the ICLE or the State Bar of Georgia, or a State-based law school.

1. FY 1999-2000 = a. *The ICJE should seek supplemental appropriations sufficient to fund the travel expense reimbursement needs of a single given class of constituents, such as: probate court judges, state court judges, workers comp judges, administrative law judges, etc.*

b. *The ICJE should accomplish the joint development and delivery of a new product or service, which will be enhanced or facilitated to a higher degree of quality by virtue of collaborative effort, with: (1) a neighboring state's judicial educational authority, (2) the ICLE or the State Bar of Georgia, or (3) a State-based law school, (4) a nationally-based judicial educational provider, such as by converting to a subsequent year service contract 80% of the balance in the ICJE's financial aid allotment as of April 1 each year, (5) the implementation of a model curriculum developed and funded by some other product supplier.*

2. FY 2000-2001 = a. *The ICJE should seek supplemental appropriations sufficient to fund the travel expense reimbursement needs of a single given class of constituents, such as: probate court judges, state court judges, workers comp judges, administrative law judges, etc.*

b. *The ICJE should accomplish the joint development and delivery of a new product or service, which will be enhanced or facilitated to a higher degree of quality by virtue of collaborative effort, with: (1) a neighboring state's judicial educational authority, (2) the ICLE or the State Bar of Georgia, or (3) a State-based law school, (4) a nationally-based judicial educational provider, such as by converting to a subsequent year service contract 80% of the balance in the ICJE's financial aid allotment as of April 1 each year, (5) the implementation of a model curriculum developed and funded by some other product supplier.*

3. FY 2001-2002 = a. *The ICJE should seek supplemental appropriations sufficient to fund the travel expense reimbursement needs of a single given class of constituents, such as: probate court judges, state court judges, workers comp judges, administrative law judges, etc.*

b. *The ICJE should accomplish the joint development and delivery of a new product or service, which will be enhanced or facilitated to a higher degree of quality by virtue of collaborative effort, with: (1) a neighboring state's judicial educational authority, (2) the ICLE or the State Bar of Georgia, or (3) a State-based law school, (4) a nationally-based judicial educational provider, such as by converting to a subsequent year service contract 80% of the balance in the ICJE's financial aid allotment as of April 1 each year, (5) the implementation of a model curriculum developed and funded by some other product supplier.*

4. FY 2002-2003 = a. *The ICJE should seek supplemental appropriations sufficient to fund the travel expense reimbursement needs of a single given class of constituents, such as: probate court judges, state court judges, workers comp judges, administrative law judges, etc.*

b. The ICJE should accomplish the joint development and delivery of a new product or service, which will be enhanced or facilitated to a higher degree of quality by virtue of collaborative effort, with: (1) a neighboring state's judicial educational authority, (2) the ICLE or the State Bar of Georgia, or (3) a State-based law school, (4) a nationally-based judicial educational provider, such as by converting to a subsequent year service contract 80% of the balance in the ICJE's financial aid allotment as of April 1 each year, (5) the implementation of a model curriculum developed and funded by some other product supplier.

C. PRODUCT FUNDING - First, to accomplish the dual goals of full travel expense reimbursement for attendees as well as optimal product design and delivery, State funding for existing CJE services in Georgia, immediately, needs to increase by approximately half to three-quarters of a million dollars (absent pursuing some incremental strategy to acquire this funding). The Institute's staff is not an ardent proponent of receiving vast new sums of money to cover attendee travel expense reimbursements, inasmuch as this objective substantially increases daily workload while affording no qualitative improvement in the product delivered. Nevertheless, to achieve such an extraordinary financial gain, the ICJE would need to steadily pursue it each year over a significant period of time. Admittedly, next to the State's total budget, or even that for the judicial branch, the sum involved is comparatively slight.

Second, in addition to combining resources with other professional educational providers, the ICJE should carefully proceed to deliver yearly, either within or across the various classes of court, at least one of the model CJE curricula developed elsewhere in the country pursuant to SJI grants. These include courses on topics such as: (i) judicial writing, (ii) rape awareness / understanding sexual violence, (iii) dealing with pro se litigants, (iv) handling allegations of child abuse in the context of custody determinations, (v) managing civil trials effectively, (vi) dealing with the potential for compounded-bias confronted by women of color, (vii) etc. The SJI sponsors curriculum replication grants that, while requiring 50% state matching funds, enables federal dollars to be available to replicate the delivery of these CJE courses.

1. FY 1999-2000 = a. Rather than continuing to fund the ICJE based upon what was spent during the preceding year, the ICJE's appropriations request for each subsequent fiscal year (beginning with FY 2001 - it's too late to change strategies for FY 2000) should be based upon: (1) underwriting full travel expense reimbursement to all program participants, together with (2) setting aside sufficient infrastructure support monies for both administrative and instructional personnel as well as for (3) training materials and equipment, so as (4) to cover the total costs for a good quality program.

b. The ICJE will introduce SJI model curricula to educational planning committees with the goal of periodically utilizing SJI replication grant funding to assist in providing funds to underwrite infrastructural costs of delivering these programs.

2. FY 2000-2001 = a. Rather than continuing to fund the ICJE based upon what was spent during the preceding year, the ICJE's appropriations request for each subsequent fiscal year should be based upon: (1) underwriting full travel expense reimbursement to all program participants, together with (2) setting aside sufficient infrastructure support monies for both

administrative and instructional personnel as well as for (3) training materials and equipment, so as (4) to cover the total costs for a good quality program. Note Section I.A.3.

b. The ICJE will introduce SJI model curricula to educational planning committees with the goal of periodically utilizing SJI replication grant funding to assist in providing funds to underwrite infrastructural costs of delivering these programs.

3. FY 2001-2002 = a. Rather than continuing to fund the ICJE based upon what was spent during the preceding year, the ICJE's appropriations request for each subsequent fiscal year should be based upon: (1) underwriting full travel expense reimbursement to all program participants, together with (2) setting aside sufficient infrastructure support monies for both administrative and instructional personnel as well as for (3) training materials and equipment, so as (4) to cover the total costs for a good quality program. Note Section I.A.4.

b. The ICJE will introduce SJI model curricula to educational planning committees with the goal of periodically utilizing SJI replication grant funding to assist in providing funds to underwrite infrastructural costs of delivering these programs.

4. FY 2002-2003 = a. Rather than continuing to fund the ICJE based upon what was spent during the preceding year, the ICJE's appropriations request for each subsequent fiscal year should be based upon: (1) underwriting full travel expense reimbursement to all program participants, together with (2) setting aside sufficient infrastructure support monies for both administrative and instructional personnel as well as for (3) training materials and equipment, so as (4) to cover the total costs for a good quality program. Note Section I.A.5.

b. The ICJE will introduce SJI model curricula to educational planning committees with the goal of periodically utilizing SJI replication grant funding to assist in providing funds to underwrite infrastructural costs of delivering these programs.

D. COURT RESTRUCTURING - Unification (at some future date) of the juvenile, state, superior as well as certain probate courts, as is currently being discussed, into a single-tier, albeit divisionalized, trial court will rapidly enlarge membership in the Council of Superior Court Judges to numbers not readily suited for utilizing conference accommodations outside the Atlanta area. Atlanta metro-area venues are also among the most expensive facilities in the State. Long-established CJJE patterns emphasizing class-of-court meetings rather than subject matter-defined training will need to alter toward focus upon topical themes, or significantly greater funding will be required for using the more expensive metro-area program venues capable of accommodating the membership of the entire Council.

Additionally, learning experiences should be initiated that might evolve into new CJJE traditions, such as day-long, 6 to 8 hour modules of CJJE events offered monthly on a repeated basis, which enable completion of MCJE requirements without requiring extensive overnight travel. Collaboration with the ICLE on seminars along these lines may be worthwhile, inasmuch as this is the product delivery model that dominates Georgia CLE. Topics should include subject matters such as: (i) evaluation of family financial assets in divorce cases, (ii) DNA evidence of

identity and other legal implications of the Human Genome Project, (iii) the role of lawyer advocacy and judicial decision making in therapeutic courts.

1. FY 1999-2000 = a. *As course contents make it appropriate, specialty courses on “judicial ethics” and “domestic violence” customarily targeting municipal and magistrate court judges should be marketed across other classes of court. Similarly, joint venture undertakings with other disciplines, such as the UGA College of Pharmacy’s “substances of abuse course”, should be co-sponsored for judicial educational credit by the ICJE.*

b. *New specialty courses, such as the one on “handling of death penalty cases”, should be delivered containing contents that are fully capable of satisfying training requirements for general jurisdiction court judges.*

2. FY 2000-2001 = a. *Offerings of topically-thematic, Georgia-devised, specialty courses across multiple classes of court should continue in multi-day formats.*

b. *Also, a series of stand-alone, day-long seminars should be designed and tested, possibly involving lawyers and judges together under co-sponsorship with the ICLE, treating issues such as: (1) evaluation of family financial assets in divorce cases, (2) DNA evidence of identity and other legal implications of the Human Genome Project, (3) the role of lawyer advocacy and judicial decision making in therapeutic courts.*

c. *The ICJE should carefully proceed to deliver yearly, either within or across the various classes of court, at least one of the model CJE curricula developed elsewhere in the country pursuant to SJI grants. These include courses on topics such as: judicial writing, rape awareness / understanding sexual violence, dealing with pro se litigants, handling allegations of child abuse in the context of custody determinations, managing civil trials effectively, dealing with the potential for compounded-bias confronted by women of color, etc. The SJI also sponsors a curriculum replication grant program that, while requiring state matching funds, enables federal dollars to be available to replicate the delivery of these CJE courses.*

3. FY 2001-2002 = a. *Offerings of topically-thematic, Georgia-devised, specialty courses across multiple classes of court should continue in multi-day formats.*

b. *Also, a series of stand-alone, day-long seminars should be designed and tested, possibly involving lawyers and judges together under co-sponsorship with the ICLE, treating issues such as: (1) evaluation of family financial assets in divorce cases, (2) DNA evidence of identity and other legal implications of the Human Genome Project, (3) the role of lawyer advocacy and judicial decision making in therapeutic courts.*

c. *The ICJE should carefully proceed to deliver yearly, either within or across the various classes of court, at least one of the model CJE curricula developed elsewhere in the country pursuant to SJI grants. These include courses on topics such as: judicial writing, rape awareness / understanding sexual violence, dealing with pro se litigants, handling allegations of child abuse in the context of custody determinations, managing civil trials effectively, dealing*

with the potential for compounded-bias confronted by women of color, etc. The SJI also sponsors a curriculum replication grant program that, while requiring state matching funds, enables federal dollars to be available to replicate the delivery of these CJE courses.

4. FY 2002-2003 = a. *Offerings of topically-thematic, Georgia-devised, specialty courses across multiple classes of court should continue in multi-day formats.*

b. *Also, a series of stand-alone, day-long seminars should be designed and tested, possibly involving lawyers and judges together under co-sponsorship with the ICLE, treating issues such as: (1) evaluation of family financial assets in divorce cases, (2) DNA evidence of identity and other legal implications of the Human Genome Project, (3) the role of lawyer advocacy and judicial decision making in therapeutic courts.*

c. *The ICJE should carefully proceed to deliver yearly, either within or across the various classes of court, at least one of the model CJE curricula developed elsewhere in the country pursuant to SJI grants. These include courses on topics such as: judicial writing, rape awareness / understanding sexual violence, dealing with pro se litigants, handling allegations of child abuse in the context of custody determinations, managing civil trials effectively, dealing with the potential for compounded-bias confronted by women of color, etc. The SJI also sponsors a curriculum replication grant program that, while requiring state matching funds, enables federal dollars to be available to replicate the delivery of these CJE courses.*

II. IMPLEMENTING NEW PROGRAMS, PRODUCTS AND SERVICES

A. ON-LINE SERVICES - Product design and delivery must increase that focuses upon skills to facilitate computerized access through world wide web sites to: (i) reference databases (both legal and other), (ii) self-directed interactive learning experiences, including systematic professional development certificate programs, such as for jury commissioners, new judges, juvenile court probation officers, or foster care review panelists, (iii) inter- and intra-professional discussion forums, as well as specialty seminars, (iv) internet and satellite “narrowcast” of live conferences, (v) ICJE service marketing, including product sales as well as program registration. Such media reflect budding technological realities that ought to be systematically incorporated into both the administrative and educational product life of the ICJE. Increased judicial educational access to the work of Georgia law school faculty members, as well as CJE instructors nationally, may be enhanced by these mechanisms. Similarly, the reference materials germane to ICJE specialty courses should be made available through the Institute’s website.

1. FY 1999-2000 = a. *The ICJE should continue to program the substantive topic of gaining access to resources of the world wide web.*

b. *The ICJE should establish a world wide web site homepage, containing a brief description of the Institute’s mission, history, governance structure and services, together with links to: (1) the ICJE Trustees Handbook, (2) the current annual calendar of programs and policy board meetings, (3) the organization’s annual report for the past year, and (4) the reference resources for the “Death Penalty Specialty Course”.*

2. FY 2000-2001 = a. *The ICJE should continue to program the substantive topic of gaining access to resources of the world wide web.*

b. *The ICJE should update its website and expand the links to include: (1) reference resources for the “Judicial Ethics Specialty Course” as well as (2) the “Domestic Violence Specialty Course”, (3) the organization’s annual reports for the past four years, and (4) self-study certificate programs.*

c. *Furthermore, groundwork should be laid for pilot-testing the processing of participant registration forms and payment for ICJE activities through the website, as well as for marketing other materials or services.*

3. FY 2001-2002 = a. *The ICJE should continue to program the substantive topic of gaining access to resources of the world wide web.*

b. *The ICJE should update its website and expand links to include: (1) monographs and outlines used in the “Basic Orientation Course for Municipal Court Judges”, and (2) monographs and outlines used in the “Basic Orientation Courses (civil and criminal) for Magistrate Court Judges”, together with reference resources utilized in (3)cultural diversity awareness programming for court-based professionals, (4) the organization’s annual reports for the past ten years, and (5) self-study certificate programs.*

c. *The ICJE should begin processing participant registration forms and payment for ICJE activities through the website, as well as for marketing other materials or services.*

4. FY 2002-2003 = a. *The ICJE should continue to program the substantive topic of gaining access to resources of the world wide web.*

b. *The ICJE should update its website and expand links to include: (1) text for the benchbook for municipal court judges, and (2) text for at least one other benchbook or deskguide, and (3) self-study certificate programs.*

c. *Along with evaluating its effectiveness, the ICJE should continue to perform the processing of participant registration forms and payment for ICJE activities through the website, as well as for marketing other materials or services.*

B. NEW JUDGE ORIENTATION - If the orientation of newly selected judges to their duties and demeanor is an important aspect of judicial education, a competent program has not been evolved in Georgia for accomplishing this task. Existing mentor orientation provides an uneven approach both within and among the various classes of court. For it to succeed, more emphasis is required on staff support as well as greater clarity in program elements; but ultimately higher commitment is needed from the new judges together with their administrative supervisors (chief judges). The magistrate, municipal, state and probate court judges achieve success with new

judge efforts, predominately using periodically offered residential seminars. These, however, are not capable of integrating all new judges in close time-proximity to their selection for office.

1. FY 1999-2000 = a. *The ICJE should work with the respective educational services design committees for each class of court, in order to develop and to determine with finality the new judge orientation products and services desired, which will in fact be implemented. Among the array of approaches presented for consideration should be: (1) mentoring relationships, (2) judicial clinical and self-study exercises, (3) residential seminars or conferences, and (4) website activities.*

2. FY 2000-2001 = a. *As the respective educational services design committees for each class of court formulate their new judge orientation plans, the ICJE should implement each specific regimen, targeting completion to occur by the end of 2002.*

3. FY 2001-2002 = a. *As the respective educational services design committees for each class of court formulate their new judge orientation plans, the ICJE should implement each specific regimen targeting completion to occur by the end of FY 2002.*

4. FY 2002-2003 = a. *The ICJE, with the respective educational services design committees for each class of court, should evaluate the effectiveness of the new judge orientation activities formulated, in order to determine whether or not this element of CJE resource allocation should be discarded or continued, and if maintained, in what form.*

C. INTERNATIONAL OUTREACH - The judicial administrative competence of state court systems such as Georgia's should be acknowledged. Judiciary personnel from numerous foreign countries can benefit from the experiential and intellectual capital developed and exercised here day-to-day. Especially through the peer-to-peer oriented approach reflected by Georgia judicial education, the ICJE can furnish a forum to facilitate new insights into judicial administration and court management for visitors from foreign lands. Priority should be given to those capable of paying for such services. Moreover, only a limited number (2 or 3) of these hosted visits should be accommodated each year, particularly targeting those foreign governments possessing an interest in establishing their own continuing judicial education agency, which could be facilitated by sponsoring Georgia court personnel to teach and coach in such countries. A well-planned accommodation for working with foreign visitors should be part of the ICJE's future.

1. FY 1999-2000 = a. *The ICJE should continue to respond to requests for assistance from groups of visiting judiciary officials from foreign countries. When there is an ability to gain compensation for design and delivery of CJE services, the ICJE will contract to render the level of support services that does not interfere with the existing obligations of the Institute to Georgia judicial branch constituents.*

b. *The ICJE should support the creation through the UGA of a CJE/judicial administration training and outreach capacity, financial resources for which will come from the University or the clients served.*

2. FY 2000-2001 = a. *The ICJE should support the creation and operation through the UGA of a CJE/judicial administration training and outreach capacity, along with the marketing of this capability to funding agencies in the USA as well as to judiciaries and governments in selected foreign countries.*

3. FY 2001-2002 = a. *The ICJE should support the creation and operation through the UGA of a CJE/judicial administration training and outreach capacity, along with the marketing of this capability to funding agencies in the USA as well as to judiciaries and governments in selected foreign countries.*

4. FY 2002-2003 = a. *The ICJE should support the creation and operation through the UGA of a CJE/judicial administration training and outreach capacity, along with the marketing of this capability to funding agencies in the USA as well as to judiciaries and governments in selected foreign countries.*

III. EMPLOYING NEW PERSONNEL

A. STAFFING CONFIGURATION - Demand for higher productivity, very likely without an appreciable increase in the number of employee positions at the ICJE, is the most probable staffing reality facing the Institute. To achieve this greater productivity, the Institute needs to evolve its staff through training, or attrition and new hiring, toward a body that incorporates a higher and broader level of substantive product and instructional design expertise than is available from the formal training, skills and interests presented by current staff members. A product attorney would be a good addition to the ICJE staff, together with an instructional design specialist possessing a graduate degree in adult-education. A graduate fellowship position with the UGA adult education department should be explored, perhaps as an interim step to moving toward a full time position. In the future, one administrative staffer probably can perform a major part of the facilities coordination tasks required, especially if the Georgia Center remains a venue for 25% - 30% of the ICJE's seminars and a good working relationship is maintained to utilize staffing within that entity. Another staff position is needed for design and coaching on utilization of computer media-based and distance-learning instructional materials, as well as to support the administrative side of the ICJE's organizational computerization. A bookkeeping secretary remains an essential ingredient, if the fiscal support systems of the UGA or the AOC are not improved to furnish up-to-date financial information, which enables the making of sound, informed, day-to-day financial management decisions.

1. FY 1999 - 2000 = a. *The ICJE should integrate into the staffing configuration one graduate student intern, such as from the field of adult education, to facilitate some narrowly targeted and achievable enhancement of product design and delivery. This individual, for example, could be tasked with one of the following duties: (1) working with faculty members in 6 - 10 courses to assure that cordless responders are utilized; (2) coaching and evaluating discussion group leaders for 6 - 10 courses; (3) assuring that videotape instructional resources from SJI model curricula are employed effectively by faculty in 6 - 10 courses; (4) writing and implementing 1 - 4 SJI curriculum replication grants in the course of a product year, (5) creating website certificate programs, (6) etc.*

2. FY 2000 - 2001 = a. *The ICJE should integrate into the resource configuration (by project contract if not permanent staff) the services of a product attorney, who would exercise some conference facilitation duties but also bear responsibility for drafting certain legal materials associated with training activities, reference tools, website resources, etc.; or*

b. *integrate into the resource configuration (by contract if not permanent employment) an instructional design specialist, holding a graduate degree in adult education who would exercise some conference facilitation duties but also concentrate on coaching faculty to improve the learning orientation of ICJE instructional products and services.*

c. *Continuation of the adult education intern would be desirable in the event the product attorney option were pursued.*

3. FY 2001-2002 = a. *The ICJE should integrate into the resource configuration (by project contract if not permanent employment) an instructional design specialist, holding a graduate degree in adult education who would exercise some conference facilitation duties but also concentrate on coaching faculty to improve the learning orientation of ICJE instructional products and services; or*

b. *integrate into the resource configuration (by project contract if not permanent employment) the services of a product attorney, who would exercise some conference facilitation duties but also bear responsibility for drafting certain legal materials associated with training activities, reference tools, website resources, etc.*

c. *The adult education intern capacity could be adjusted to allow as well for a law student legal researcher, so that both of the new professional positions, instructional design specialist and product attorney, could possess graduate student assistance.*

4. FY 2002 - 2003 = a. *The ICJE should integrate into the staffing configuration upon retirement of the administrative secretary, either a new administrative secretary, or some other strategically suited position. Both UGA and AOC fiscal support, especially in reporting current fiscal status for accounts, would have to improve markedly to move the Institute away from the administrative secretary function.*

B. ACCOUNTING FOR RETIREMENTS - Within the next four to five years, at least one conference facilitator and the administrative secretary are likely to retire. At each of these junctures, an assessment should be made regarding the configuration of skills needed among employees of the Institute that best serves its goals and constituents. It would be a mistake simply to continue with the present staffing design, and to forego the opportunity to prepare for new directions in continuing judicial educational services. Moreover, exploration is probably merited for potentially new personnel relationships with the ICLE, the UGA's Georgia Center, the State Bar, and the law schools at Emory, Georgia State, and Mercer, together with joint CJE ventures involving neighboring states and nationally-based providers.

The FY 1998-1999 configuration of ICJE personnel encompasses: (a) 0.25 EFT student hourly worker, (b) 0.50 EFT record keeping clerk, (c) 1.0 EFT Administrative Secretary, (d) 3.0 EFT Conference Facilitators, (e) 1.0 EFT Educational Specialist / Technical Services Coordinator, (f) 1.0 EFT Administrative Director / Staff Executive & Attorney.

1. FY 1999 - 2000 = a. *Staffing at the Institute in light of employee retirements should proceed according to the optimal configuration for permanent employees cited above in the Section III. A. narrative. None of the budget projections in Section I. A. incorporate new positions.*

2. FY 2000 - 2001 = a. *Staffing at the Institute in light of employee retirements should proceed according to the optimal configuration for permanent employees cited above in the Section III. A. narrative. None of the budget projections in Section I. A. incorporate new positions.*

3. FY 2001 - 2002 = a. *Staffing at the Institute in light of employee retirements should proceed according to the optimal configuration for permanent employees cited above in the Section III. A. narrative. None of the budget projections in Section I. A. incorporate new positions.*

4. FY 2002 - 2003 = a. *Staffing at the Institute in light of employee retirements should proceed according to the optimal configuration for permanent employees cited above in the Section III. A. narrative. None of the budget projections in Section I. A. incorporate new positions.*

IV. PROCURING NECESSARY EQUIPMENT AND FURNISHINGS

A. SELF-INSTRUCTIONAL TOOLS - Various distance as well as personal learning technology, chiefly involving personal computers, specialized software, internet transmitted papers or references, need to be configured regularly into the array of acceptable and expected product development efforts of the ICJE. These may not only address problems such as new judge orientation but may also enable participation in specialty course focused learning.

1. FY 1999 - 2000 = a. *The ICJE should assess the scope of available self-instructional program or reference tools, to formulate a procurement or development plan, and integrate at least one such product into its array of CJE products for either (1) new judge orientation or (2) continuing judicial education.*

2. FY 2000 - 2001 = a. *The ICJE should proceed with the integration of at least one additional self-instructional program or reference tool, from the procurement or development plan, into its array of CJE products for either (1) new judge orientation or (2) continuing judicial education.*

3. FY 2001 - 2002 = a. *The ICJE should proceed with the integration of at least one additional self-instructional program or reference tool, from the procurement or development*

plan, into its array of CJE products for either (1) new judge orientation or (2) continuing judicial education.

4. FY 2002 - 2003 = a. The ICJE should proceed with the integration of at least one additional self-instructional program or reference tool, from the procurement or development plan, into its array of CJE products for either (1) new judge orientation or (2) continuing judicial education.

B. IMMEDIATE FEEDBACK DEVICES - Conference telephones, cordless responder equipment, pre-planned discussion exercises, and other immediate feedback training devices should be routinely factored into the teaching methods of ICJE faculty members, in order to optimize the targeting of instruction to participant interests and needs.

1. FY 1999 - 2000 = a. The ICJE should incorporate at least one immediate feedback instructional device, such as conference telephones, cordless responder equipment, pre-planned discussion exercises, into at least one instructional unit in every one of its programs, in order to optimize the targeting of CJE instruction to participant interests and needs.

2. FY 2000 - 2001 = a. The ICJE should incorporate at least one immediate feedback instructional device, such as conference telephones, cordless responder equipment, pre-planned discussion exercises, into at least one instructional unit in every one of its programs, in order to optimize the targeting of CJE instruction to participant interests and needs.

3. FY 2001 - 2002 = a. The ICJE should incorporate at least one immediate feedback instructional device, such as conference telephones, cordless responder equipment, pre-planned discussion exercises, into at least one instructional unit in every one of its programs, in order to optimize the targeting of CJE instruction to participant interests and needs.

4. FY 2002 - 2003 = a. The ICJE should incorporate at least one immediate feedback instructional device, such as conference telephones, cordless responder equipment, pre-planned discussion exercises, into at least one instructional unit in every one of its programs, in order to optimize the targeting of CJE instruction to participant interests and needs.

C. OFFICE-BASED EQUIPMENT UPGRADES - The productivity of the ICJE staff will be enhanced by the acquisition and use of several pieces of new equipment as well as upgraded software applications in connection with its computer system. These include a document scanner, a color printer, upgraded operating system software, and eventually new computer workstations featuring integrated output capabilities.

The scanner will provide a capability for integrating graphical designs and pictures into reports and monographs produced at the Institute. It will also furnish an ability to possess and make available to others images of documents for which the Institute lacks text files, thereby lacking the ability to reproduce a writing through more traditional means. The color printer will give the ICJE similar image reproduction capability, but in full color. Just as significant, the color printer will facilitate both creative design and maintenance of the ICJE website.

Finally, the office's current system of computer workstations is nearing the end of its capacity for upgrading. It was initially installed during 1993, and has been upgraded several times since then to embrace additional memory, new network software, and quicker central processing units. Physically smaller desktop computer workstations, featuring significantly greater memory as well as faster data processing capacities, while possessing fax, e-mail, telephone, visual, sound, print and other peripheral capabilities are emerging on the near-term horizon as standard operating equipment for office workstations. The ICJE should equip its employees with these new hardware and software capabilities at the propitious time.

1. FY 1999 - 2000 = a. *A scanner and a color printer should be integrated into the peripheral equipment capabilities of the Institute's computer system from the year's outset.*

b. *A MS Windows compatible version of the Institute's Great Plains general ledger accounting software should be added to the computer system at the beginning of the year.*

c. *During the first half of the year, a meeting planning software application employing MS Access should be pilot-tested, with full implementation targeted to occur during the latter half of the year.*

d. *The ICJE should move its standard operating system into the MS Windows 2000 environment at the end of this period, following the winter initial release of the new operating system software, and after monitoring the effectiveness of the new product for about six months.*

e. *Also during the last six months, personal CJE participation history archival software employing MS Access should be pilot-tested.*

2. FY 2000 - 2001 = a. *The ICJE should undergo transition of its word processing software from the present configuration in WordPerfect 8.0 to the edition of MicroSoft Word affiliated with Windows 2000.*

b. *Personal CJE participation history archival software employing MS Access (or a better operating substitute) should be fully integrated into the ICJE's computer system.*

c. *Further, the ICJE should begin its study of new and more-advanced computer hardware for each employee's work station, together with how to proceed in upgrading the memory and processing speed of the network server.*

3. FY 2001 - 2002 = a. *The ICJE should initiate a two year procurement plan to upgrade both the computer work stations of individual employees as well as the network server.*

4. FY 2002 - 2003 = a. *The ICJE should complete its two year procurement plan to upgrade both the computer work stations of individual employees as well as the network server.*

ICJE FOUR YEAR LONG RANGE STRATEGIC PLAN:
GOALS YEAR-BY-YEAR UNDER PLAN (PART TWO)

FY 1999-2000

I. Maintaining current services and infrastructure (FY 1999-2000)

A. Resource Foundation FY 1999-2000 = \$1,214,816; yearly resources to undergird products and services . . .

1. Administrative expenses = \$437,320, including: printing, postage, supplies, telephone, equipment maintenance and purchase, board travel, staff travel, together with personnel, salaries and fringe benefits, at: (a) 0.25 EFT student hourly worker, (b) 0.50 EFT record keeping clerk, (c) 1.0 EFT Administrative Secretary, (d) 3.0 EFT Conference Facilitators, (e) 1.0 EFT Educational Specialist / Technical Services Coordinator, (f) 1.0 EFT Administrative Director / Staff Executive & Attorney.

2. Program and product expenses = \$672,496, including: SUP-JUD \$96,481; JUV-JUD \$70,038; STA-JUD \$36,027; PRO-JUD \$35,884; JUD-SEC \$19,002; SUP-CLK \$9,756; CRT-ADM \$13,554; OSAH-ALJ \$8,221; WKC-ALJ \$7,568; JUV-PRO \$33,981; JUV-CLK \$7,190; NEW-JUD \$7,129; SPC-CRS \$6,800; WWW-COM \$4,641; MAG-JUD \$223,075; MAG-SEC/CLK \$20,899; MUN-JUD \$72,250.

3. Nationally-based financial aid expenses = \$105,000, including: ICJE \$25,000; MCTC-MAG \$20,000; SUP-JUD \$60,000.

B. Identity and Mission FY 1999-2000 =

1. The ICJE should seek supplemental appropriations sufficient to fund the travel expense reimbursement needs of a single given class of constituents, such as: probate court judges, state court judges, workers comp judges, administrative law judges, etc.; and the Institute should be supportive of constituent membership associations seeking educational travel funds on their own.

2. The ICJE should accomplish the joint development and delivery of a new product or service, which will be enhanced or facilitated to a higher degree of quality by virtue of collaborative effort, with: (a) a neighboring state's judicial educational authority, (b) the ICLE or the State Bar of Georgia, or (c) a State-based law school, (d) a nationally-based judicial educational provider, such as by converting to a subsequent year service contract 80% of the balance in the ICJE's financial aid allotment as of April 1 each year, (e) the implementation of a model curriculum developed and funded by some other product supplier.

C. Product Funding FY 1999-2000 =

1. *Rather than continuing to fund the ICJE based upon what was spent during the preceding year, the ICJE's appropriations request for each subsequent fiscal year (beginning with FY 2001 - it's too late to change strategies for FY 2000) should be based upon: (a) underwriting full travel expense reimbursement to all program participants, together with (b) setting aside sufficient infrastructure support monies for both administrative and instructional personnel as well as for (c) training materials and equipment, so as (d) to cover the total costs for a good quality program.*

2. *The ICJE will introduce SJI model curricula to educational planning committees with the goal of periodically utilizing SJI replication grant funding to assist in providing funds to underwrite infrastructural costs of delivering these programs.*

D. Court Restructuring FY 1999-2000 =

1. *As course contents make it appropriate, specialty courses on "judicial ethics" and "domestic violence" customarily targeting municipal and magistrate court judges should be marketed across other classes of court. Similarly, joint venture undertakings with other disciplines, such as the UGA College of Pharmacy's "substances of abuse course" should be co-sponsored for judicial educational credit by the ICJE.*

2. *New specialty courses, such as the one on "handling of death penalty cases", should be delivered containing contents that are fully capable of satisfying training requirements for superior court judges.*

II. Implementing new programs, products and services (FY 1999-2000)

A. On-Line Services FY 1999-2000 =

1. *The ICJE should continue to program the substantive topic of gaining access to resources of the world wide web.*

2. *The ICJE should establish a world wide web site homepage, containing a brief description of the Institute's mission, history, governance structure and services, together with links to: (a) the ICJE Trustees Handbook, (b) the current annual calendar of programs and policy board meetings, (c) the organization's annual report for the past year, and (d) the reference resources for the "Death Penalty Specialty Course".*

B. New Judge Orientation FY 1999-2000 =

1. *The ICJE should work with the respective educational services design committees for each class of court, in order to develop and to determine with finality the new judge orientation products and services desired, which will in fact be implemented. Among the array of*

approaches presented for consideration should be: (a) mentoring relationships, (b) judicial clinical and self-study exercises, (c) residential seminars or conferences.

C. International Outreach FY 1999-2000 =

1. The ICJE should continue to respond to requests for assistance from groups of visiting judiciary officials from foreign countries. When there is an ability to gain compensation for design and delivery of CJE services, the ICJE will contract to render the level of support services that does not interfere with the existing obligations of the Institute to Georgia judicial branch constituents.

2. The ICJE should support the creation through the UGA of a CJE/judicial administration training and outreach capacity, financial resources for which will come from the University or the clients served.

III. Employing new personnel (FY 1999-2000)

A. Staffing Configuration FY 1999 - 2000 =

1. The ICJE should integrate into the staffing configuration one graduate student intern, such as from the field of adult education, to facilitate some narrowly targeted and achievable enhancement of product design and delivery. This individual, for example, could be tasked with one of the following duties: (a) working with faculty members in 6 - 10 courses to assure that cordless responders are utilized; (b) coaching and evaluating discussion group leaders for 6 - 10 courses; (c) assuring that videotape instructional resources from SJI model curricula are employed effectively by faculty in 6 - 10 courses; (d) writing and implementing 1 - 4 SJI curriculum replication grants in the course of a product year, (e) creating website certificate programs, (f) etc.

B. Accounting for Retirements FY 1999 - 2000 =

1. Staffing at the Institute in light of employee retirements should proceed according to the optimal configuration for permanent employees cited above in the Section III. A. narrative. None of the budget projections in Section I. A. incorporate new positions.

IV. Procuring necessary equipment and furnishings (FY 1999-2000)

A. Self-Instructional Tools FY 1999 - 2000 =

1. The ICJE should assess the scope of available self-instructional program or reference tools, to formulate a procurement or development plan, and integrate at least one such product into its array of CJE products for either new judge orientation or continuing judicial education.

B. Immediate Feedback Devices FY 1999 - 2000 =

1. *The ICJE should incorporate at least one immediate feedback instructional device, such as conference telephones, cordless responder equipment, pre-planned discussion exercises, into at least one instructional unit in every one of its programs, in order to optimize the targeting of CJE instruction to participant interests and needs.*

C. Office-Based Equipment Upgrades FY 1999 - 2000 =

1. *A scanner and a color printer should be integrated into the peripheral equipment capabilities of the Institute's computer system from the year's outset. A MS Windows compatible version of the Institute's Great Plains general ledger accounting software should be added to the computer system at the beginning of the year. During the first half of the year, a meeting planning software application employing MS Access should be pilot-tested, with full implementation targeted to occur during the latter half of the year. The ICJE should move its standard operating system into the MS Windows 2000 environment at the end of this period, following the winter initial release of the new operating system software, and after monitoring the effectiveness of the new product for about six months. Also during the last six months, personal CJE participation history archival software employing MS Access should be pilot-tested.*

FY 2000-2001

I. Maintaining current services and infrastructure (FY 2000-2001)

A. Resource Foundation FY 2000-2001 = \$1,823,968; yearly resources to undergird products and services . . .

1. *Administrative expenses = \$461,373, including: printing, postage, supplies, telephone, equipment maintenance and purchase, board travel, staff travel, together with personnel, salaries and fringe benefits, at: (a) 0.25 EFT student hourly worker, (b) 0.50 EFT record keeping clerk, (c) 1.0 EFT Administrative Secretary, (d) 3.0 EFT Conference Facilitators, (e) 1.0 EFT Educational Specialist / Technical Services Coordinator, (f) 1.0 EFT Executive Director / Staff Attorney.*

2. *Program and product expenses = \$1,252,595, including: SUP-JUD \$172,550; JUV-JUD \$92,800; STA-JUD \$84,720; PRO-JUD \$129,160; JUD-SEC \$60,540; SUP-CLK \$129,160; CRT-ADM \$29,675; OSAH-ALJ \$38,320; WKC-ALJ \$16,100; JUV-PRO \$76,640; JUV-CLK \$16,100; NEW-JUD \$12,194; SPC-CRS \$11,700; WWW-COM \$6,962; MAG-JUD \$223,075; MAG-SEC/CLK \$20,899; MUN-JUD \$132,000.*

3. *Nationally-based financial aid expenses = \$110,000, including: ICJE \$30,000; MCTC-MAG \$20,000; SUP-JUD \$60,000.*

B. Identity and Mission FY 2000-2001 =

1. *The ICJE should seek supplemental appropriations sufficient to fund the travel expense reimbursement needs of a single given class of constituents, such as: probate court judges, state court judges, workers comp judges, administrative law judges, etc.; and the Institute should be supportive of constituent membership associations seeking educational travel funds on their own.*

2. *The ICJE should accomplish the joint development and delivery of a new product or service, which will be enhanced or facilitated to a higher degree of quality by virtue of collaborative effort, with: (a) a neighboring state's judicial educational authority, (b) the ICLE or the State Bar of Georgia, or (c) a State-based law school, (d) a nationally-based judicial educational provider, such as by converting to a subsequent year service contract 80% of the balance in the ICJE's financial aid allotment as of April 1 each year, (e) the implementation of a model curriculum developed and funded by some other product supplier.*

C. Product Funding FY 2000-2001 =

1. *Rather than continuing to fund the ICJE based upon what was spent during the preceding year, the ICJE's appropriations request for each subsequent fiscal year should be based upon underwriting full travel expense reimbursement to all program participants, together with setting aside sufficient infrastructure support monies for both administrative and instructional personnel as well as for training materials and equipment, so as to cover the total costs for a good quality program.*

2. *The ICJE will introduce SJI model curricula to educational planning committees with the goal of periodically utilizing SJI replication grant funding to assist in providing funds to underwrite infrastructural costs of delivering these programs.*

D. Court Restructuring FY 2000-2001 =

1. *Offerings of topically-thematic, Georgia-devised, speciality courses across multiple classes of court should continue in multi-day formats. Also, a series of stand-alone, day-long seminars should be designed and tested.*

2. *The ICJE should carefully proceed to deliver yearly, either within or across the various classes of court, at least one of the model CJE curricula developed elsewhere in the country pursuant to SJI grants. These include courses on topics such as: judicial writing, rape awareness / understanding sexual violence, dealing with pro se litigants, handling allegations of child abuse in the context of custody determinations, managing civil trials effectively, dealing with the potential for compounded-bias confronted by women of color, etc. The SJI also sponsors a curriculum replication grant program that, while requiring state matching funds, enables federal dollars to be available to replicate the delivery of these CJE courses.*

II. Implementing new programs, products and services (FY 2000-2001)

A. On-Line Services FY 2000-2001 =

1. *The ICJE should continue to program the substantive topic of gaining access to resources of the world wide web.*

2. *The ICJE should update its website and expand the links to include: (a) reference resources for the “Judicial Ethics Specialty Course” as well as (b) the “Domestic Violence Specialty Course”, and (c) the organization’s annual reports for the past four years.*

3. *Furthermore, groundwork should be laid for pilot-testing the processing of participant registration forms and payment for ICJE activities through the website, as well as for marketing other materials or services.*

B. New Judge Orientation FY 2000-2001 =

1. *As the respective educational services design committees for each class of court formulate their new judge orientation plans, the ICJE should implement each specific regimen, targeting completion to occur by the end of 2002.*

C. International Outreach FY 2000-2001 =

1. *The ICJE should support the creation and operation through the UGA of a CJE/judicial administration training and outreach capacity, along with the marketing of this capability to funding agencies in the USA as well as to judiciaries and governments in selected foreign countries.*

III. Employing new personnel (FY 2000-2001)

A. Staffing Configuration FY 2000 - 2001 =

1. *The ICJE should integrate into the resource configuration (by project contract if not permanent staff) the services of a program attorney, who would exercise some conference facilitation duties but also bear responsibility for drafting certain legal materials associated with training activities, reference tools, website resources, etc.; or*

2. *integrate into the resource configuration (by contract if not permanent employment) an instructional design specialist, holding a graduate degree in adult education who would exercise some conference facilitation duties but also concentrate on coaching faculty to improve the learning orientation of ICJE instructional products and services.*

3. *Continuation of the adult education intern would be desirable in the event the program attorney option were pursued.*

B. Accounting for Retirements FY 2000 - 2001 =

1. Staffing at the Institute in light of employee retirements should proceed according to the optimal configuration for permanent employees cited above in the Section III. A. narrative. None of the budget projections in Section I. A. incorporate new positions.

IV. Procuring necessary equipment and furnishings (FY 2000-2001)

A. Self-Instructional Tools FY 2000 - 2001 =

1. The ICJE should proceed with the integration of at least one additional self-instructional program or reference tool, from the procurement or development plan, into its array of CJE products for either new judge orientation or continuing judicial education.

B. Immediate Feedback Devices FY 2000 - 2001 =

1. The ICJE should proceed with the integration of at least one additional self-instructional program or reference tool, from the procurement or development plan, into its array of CJE products for either new judge orientation or continuing judicial education.

C. Office-Based Equipment Upgrades FY 2000 - 2001 =

1. The ICJE should undergo transition of its word processing software from the present configuration in WordPerfect 8.0 to the edition of MicroSoft Word affiliated with Windows 2000. Personal CJE participation history archival software employing MS Access (or a better operating substitute) should be fully integrated into the ICJE's computer system. Further, the ICJE should begin its study of new and more-advanced computer hardware for each employee's work station, together with how to proceed in upgrading the memory and processing speed of the network server.

FY 2001-2002

I. Maintaining current services and infrastructure (FY 2001-2002)

A. Resource Foundation FY 2001-2002 = \$1,904,448; yearly resources to undergird products and services . . .

1. Administrative expenses = \$486,749, including: printing, postage, supplies, telephone, equipment maintenance and purchase, board travel, staff travel, together with personnel, salaries and fringe benefits, at: (a) 0.25 EFT student hourly worker, (b) 0.50 EFT record keeping clerk, (c) 1.0 EFT Administrative Secretary, (d) 3.0 EFT Conference Facilitators, (e) 1.0 EFT Educational Specialist / Technical Services Coordinator, (f) 1.0 EFT Executive Director / Staff Attorney.

2. Program and product expenses = \$1,302,699, including: SUP-JUD \$179,452; JUV-JUD \$96,512; STA-JUD \$88,109; PRO-JUD \$134,776; JUD-SEC \$62,962; SUP-CLK \$134,776; CRT-ADM \$30,862; OSAH-ALJ \$39,853; WKC-ALJ \$16,744; JUV-PRO \$79,796; JUV-CLK \$16,744; NEW-JUD \$12,682; SPC-CRS \$12,168; WWW-COM \$7,240; MAG-JUD \$231,998; MAG-SEC/CLK \$21,735; MUN-JUD \$137,280.

3. Nationally-based financial aid expenses = \$115,000, including: ICJE \$35,000; MCTC-MAG \$20,000; SUP-JUD \$60,000.

B. Identity and Mission FY 2001-2002 =

1. The ICJE should seek supplemental appropriations sufficient to fund the travel expense reimbursement needs of a single given class of constituents, such as: probate court judges, state court judges, workers comp judges, administrative law judges, etc.; and the Institute should be supportive of constituent membership associations seeking educational travel funds on their own.

2. The ICJE should accomplish the joint development and delivery of a new product or service, which will be enhanced or facilitated to a higher degree of quality by virtue of collaborative effort, with: (a) a neighboring state's judicial educational authority, (b) the ICLE or the State Bar of Georgia, or (c) a State-based law school, (d) a nationally-based judicial educational provider, such as by converting to a subsequent year service contract 80% of the balance in the ICJE's financial aid allotment as of April 1 each year, (e) the implementation of a model curriculum developed and funded by some other product supplier.

C. Product Funding FY 2001-2002 =

1. Rather than continuing to fund the ICJE based upon what was spent during the preceding year, the ICJE's appropriations request for each subsequent fiscal year should be based upon underwriting full travel expense reimbursement to all program participants, together with setting aside sufficient infrastructure support monies for both administrative and instructional personnel as well as for training materials and equipment, so as to cover the total costs for a good quality program.

2. The ICJE will introduce SJI model curricula to educational planning committees with the goal of periodically utilizing SJI replication grant funding to assist in providing funds to underwrite infrastructural costs of delivering these programs.

D. Court Restructuring FY 2001-2002 =

1. Offerings of topically-thematic, Georgia-devised, speciality courses across multiple classes of court should continue in multi-day formats. Also, a series of stand-alone, day-long seminars should be designed and tested.

2. *The ICJE should carefully proceed to deliver yearly, either within or across the various classes of court, at least one of the model CJE curricula developed elsewhere in the country pursuant to SJI grants. These include courses on topics such as: judicial writing, rape awareness / understanding sexual violence, dealing with pro se litigants, handling allegations of child abuse in the context of custody determinations, managing civil trials effectively, dealing with the potential for compounded-bias confronted by women of color, etc. The SJI also sponsors a curriculum replication grant program that, while requiring state matching funds, enables federal dollars to be available to replicate the delivery of these CJE courses.*

II. Implementing new programs, products and services (FY 2001-2002)

A. On-Line Services FY 2001-2002 =

1. *The ICJE should continue to program the substantive topic of gaining access to resources of the world wide web.*

2. *The ICJE should update its website and expand links to include: (a) monographs and outlines used in the “Basic Orientation Course for Municipal Court Judges”, and (b) monographs and outlines used in the “Basic Orientation Courses (civil and criminal) for Magistrate Court Judges”, together with reference resources utilized in (c) cultural diversity awareness programming for court-based professionals, and (d) the organization’s annual reports for the past ten years.*

3. *The ICJE should begin processing participant registration forms and payment for ICJE activities through the website, as well as for marketing other materials or services.*

B. New Judge Orientation FY 2001-2002 =

1. *As the respective educational services design committees for each class of court formulate their new judge orientation plans, the ICJE should implement each specific regimen targeting completion to occur by the end of FY 2002.*

C. International Outreach FY 2001-2002 =

1. *The ICJE should support the creation and operation through the UGA of a CJE/judicial administration training and outreach capacity, along with the marketing of this capability to funding agencies in the USA as well as to judiciaries and governments in selected foreign countries.*

III. Employing new personnel (FY 2001-2002)

A. Staffing Configuration FY 2001-2002 =

1. *The ICJE should integrate into the resource configuration (by project contract if not permanent employment) an instructional design specialist, holding a graduate degree in adult education who would exercise some conference facilitation duties but also concentrate on coaching faculty to improve the learning orientation of ICJE instructional products and services;*
or

2. *integrate into the resource configuration (by project contract if not permanent employment) the services of a program attorney, who would exercise some conference facilitation duties but also bear responsibility for drafting certain legal materials associated with training activities, reference tools, website resources, etc.*

3. *The adult education intern capacity could be adjusted to allow as well for a law student legal researcher, so that both of the new professional positions, instructional design specialist and program attorney, could possess graduate student assistance.*

B. Accounting for Retirements FY 2001 - 2002 =

1. *Staffing at the Institute in light of employee retirements should proceed according to the optimal configuration for permanent employees cited above in the Section III. A. narrative. None of the budget projections in Section I. A. incorporate new positions.*

IV. Procuring necessary equipment and furnishings (FY 2001-2002)

A. Self-Instructional Tools FY 2001 - 2002 =

1. The ICJE should proceed with the integration of at least one additional self-instructional program or reference tool, from the procurement or development plan, into its array of CJE products for either new judge orientation or continuing judicial education.

B. Immediate Feedback Devices FY 2001 - 2002 =

1. The ICJE should incorporate at least one immediate feedback instructional device, such as conference telephones, cordless responder equipment, pre-planned discussion exercises, into at least one instructional unit in every one of its programs, in order to optimize the targeting of CJE instruction to participant interests and needs.

C. Office-Based Equipment Upgrades FY 2001 - 2002 =

1. The ICJE should initiate a two year procurement plan to upgrade both the computer work stations of individual employees as well as the network server.

FY 2002-2003

I. Maintaining current services and infrastructure (FY 2002-2003)

A. Resource Foundation FY 2002-2003 = \$1,988,327; yearly resources to undergird products and services . . .

1. Administrative expenses = \$513,520, including: printing, postage, supplies, telephone, equipment maintenance and purchase, board travel, staff travel, together with personnel, salaries and fringe benefits, at: (a) 0.25 EFT student hourly worker, (b) 0.50 EFT record keeping clerk, (c) 1.0 EFT Administrative Secretary, (d) 3.0 EFT Conference Facilitators, (e) 1.0 EFT Educational Specialist / Technical Services Coordinator, (f) 1.0 EFT Executive Director / Staff Attorney.

2. Program and product expenses = \$1,354,807, including: SUP-JUD \$186,630; JUV-JUD \$100,372; STA-JUD \$91,633; PRO-JUD \$140,167; JUD-SEC \$65,480; SUP-CLK \$140,167; CRT-ADM \$32,096; OSAH-ALJ \$41,447; WKC-ALJ \$17,414; JUV-PRO \$82,988; JUV-CLK \$17,414; NEW-JUD \$13,189; SPC-CRS \$12,655; WWW-COM \$7,530; MAG-JUD \$241,278; MAG-SEC/CLK \$22,604; MUN-JUD \$142,771.

3. Nationally-based financial aid expenses = \$120,000, including: ICJE \$40,000; MCTC-MAG \$20,000; SUP-JUD \$60,000.

B. Identity and Mission FY 2002-2003 = 1. The ICJE should seek supplemental appropriations sufficient to fund the travel expense reimbursement needs of a single given class of constituents, such as: probate court judges, state court judges, workers comp judges, administrative law judges, etc.; and the Institute should be supportive of constituent membership associations seeking educational travel funds on their own.

2. The ICJE should accomplish the joint development and delivery of a new product or service, which will be enhanced or facilitated to a higher degree of quality by virtue of collaborative effort, with: (a) a neighboring state's judicial educational authority, (b) the ICLE or the State Bar of Georgia, or (c) a State-based law school, (d) a nationally-based judicial educational provider, such as by converting to a subsequent year service contract 80% of the balance in the ICJE's financial aid allotment as of April 1 each year, (e) the implementation of a model curriculum developed and funded by some other product supplier.

C. Product Funding FY 2002-2003 =

1. Rather than continuing to fund the ICJE based upon what was spent during the preceding year, the ICJE's appropriations request for each subsequent fiscal year should be based upon underwriting full travel expense reimbursement to all program participants, together with setting aside sufficient infrastructure support monies for both administrative and instructional personnel as well as for training materials and equipment, so as to cover the total costs for a good quality program.

2. *The ICJE will introduce SJI model curricula to educational planning committees with the goal of periodically utilizing SJI replication grant funding to assist in providing funds to underwrite infrastructural costs of delivering these programs.*

D. Court Restructuring FY 2002-2003 =

1. *Offerings of topically-thematic, Georgia-devised, speciality courses across multiple classes of court should continue in multi-day formats. Also, a series of stand-alone, day-long seminars should be designed and tested.*

2. *The ICJE should carefully proceed to deliver yearly, either within or across the various classes of court, at least one of the model CJE curricula developed elsewhere in the country pursuant to SJI grants. These include courses on topics such as: judicial writing, rape awareness / understanding sexual violence, dealing with pro se litigants, handling allegations of child abuse in the context of custody determinations, managing civil trials effectively, dealing with the potential for compounded-bias confronted by women of color, etc. The SJI also sponsors a curriculum replication grant program that, while requiring state matching funds, enables federal dollars to be available to replicate the delivery of these CJE courses.*

II. Implementing new programs, products and services (FY 2002-2003)

A. On-Line Services FY 2002-2003 =

1. *The ICJE should continue to program the substantive topic of gaining access to resources of the world wide web.*

2. *The ICJE should update its website and expand links to include: (a) text for the benchbook for municipal court judges, and (b) text for at least one other benchbook or deskguide.*

3. *Along with evaluating its effectiveness, the ICJE should continue to perform the processing of participant registration forms and payment for ICJE activities through the website, as well as for marketing other materials or services.*

B. New Judge Orientation FY 2002-2003 =

1. *The ICJE, with the respective educational services design committees for each class of court, should evaluate the effectiveness of the new judge orientation activities formulated, in order to determine whether or not this element of CJE resource allocation should be discarded or continued, and if maintained, in what form.*

C. International Outreach FY 2002-2003 =

1. The ICJE should support the creation and operation through the UGA of a CJE/judicial administration training and outreach capacity, along with the marketing of this capability to funding agencies in the USA as well as to judiciaries and governments in selected foreign countries.

III. Employing new personnel (FY 2002-2003)

A. Staffing Configuration FY 2002 - 2003 =

1. The ICJE should integrate into the staffing configuration upon retirement of the administrative secretary, either a new administrative secretary, or some other strategically suited position. Both UGA and AOC fiscal support, especially in reporting current fiscal status for accounts, would have to improve markedly to move the Institute away from the administrative secretary function.

B. Accounting for Retirements FY 2002 - 2003 =

1. Staffing at the Institute in light of employee retirements should proceed according to the optimal configuration for permanent employees cited above in the Section III. A. narrative. None of the budget projections in Section I. A. incorporate new positions.

IV. Procuring necessary equipment and furnishings (FY 2002-2003)

A. Self-Instructional Tools FY 2002 - 2003 =

1. The ICJE should proceed with the integration of at least one additional self-instructional program or reference tool, from the procurement or development plan, into its array of CJE products for either new judge orientation or continuing judicial education.

B. Immediate Feedback Devices FY 2002 - 2003 =

1. The ICJE should incorporate at least one immediate feedback instructional device, such as conference telephones, cordless responder equipment, pre-planned discussion exercises, into at least one instructional unit in every one of its programs, in order to optimize the targeting of CJE instruction to participant interests and needs.

C. Office-Based Equipment Upgrades FY 2002 - 2003 =

1. The ICJE should complete its two year procurement plan to upgrade both the computer work stations of individual employees as well as the network server.

Calendar of FY-2001 Program Activities for the ICJE of Georgia

CONSTITUENCY OR COURSE	DATES: YEAR 2000 OR YEAR 2001	CITY & FACILITY	MCJE HOURS & COURSE FOCUS
(Calendar Year 2000)			
Municipal Crt Judges	July 10 - 12	Savannah - Hyatt	12+ (Traff Survey)
Domestic Violence Spec	July 12 - 14	Columbus - Sheraton	(50, All Judges)
Superior Crt Judges	July 23 - 26	St Simons - K&P	17+
Clks & Sec'ies (Mag)	July 26 - 28	St Simons - Sea Palms	14
Magistrate Crt Judges	August 2 - 4	Marietta - Wyndham	20 (80, Survey Update)
Magistrate Crt Judges	August 16 - 18	Savannah - Marriott	20 (160, Survey Update)
Probate Crt Judges	August 15 - 17	Savannah - Hyatt	5 (Traff Survey)
Trial Judges' Law Clks	August 23 - 25	Athens - GA Center	
Magistrate Crt Judges	September 10 - 15	Athens - GA Center	40 (Basic Crs - civil)
Municipal Crt Judges	September 11 - 13	Athens - GA Center	20 (Basic Crs)
Probate Crt Clerks	September 12 - 15	Helen - Country Inn	
Juvenile Crt Judges	September 24 - 27	Hiawassee - BrsstwV	12+
Municipal Crt Judges	September 27 - 29	Athens - GA Center	12 (Computer Spec)
Municipal Crt judges	October 2 - 3	Albany - 4Pts Sheraton	12+ (Traff Safety Spec)
Municipal Crt Judges	October 9 - 10	Dublin - Holiday Inn	12+ (Traff Safety Spec)
State Crt Judges	October 11 - 13	Hiawassee - BrsstwV	12+
Court Administrators	October 23 - 25	Savannah - Mulbrry Inn	
Bench Skills (NJC)	October 25 - 27	St Simons - Sea Palms	(50, Mag & Mun)
Juvenile Crt Pos	October 25 - 27	Helen - Country Inn	
ALJs, OSAH	November 2 - 3	Mableton - Tmber Rdge	
Local Ordinance Spec	November 3	Law'ville - GwnJusCntr	6 (30, Mun & Mag)
Superior Crt Clerks	November 14 - 16	Savannah - Hyatt	15
Probate Crt Judges	November 14 - 16	Savannah - Marriott	12
Superior Crt Clerks	Nov' 27 - Dec' 1	St Simons - Sea Palms	40 (Basic Crs)
<i>Judicial Admin (2 wks)</i>	<i>Nov' 27 - Dec' 8</i>	<i>Athens, etc. - Rusk Hall</i>	<i>Brazil, Pernambuco</i>
Probate Crt Judges	December 13 - 15	Athens - GA Center	24+ (Basic Crs)
State Crt Judges	December	Athens - Rusk Hall	12+ (Basic Crs)
(Calendar Year 2001)			
Superior Crt Judges	January 16 - 19	Athens - GA Center	17+
Magistrate Crt Judges	January 25 - 26	Athens - GA Center	(15 mentoring)
Magistrate Crt Judges	February 4 - 9	Athens - GA Center	40 (Basic Crs - criminal)
Judicial Secretaries	February 14 - 16	Savannah - Hyatt	
Municipal Crt Judges	February 21 - 23	Athens - GA Center	20 (Basic Crs)
Judging & Humanities	March 5 - 7	Athens - GA Center	(24, Mag & Mun)
Magistrate Crt Judges	March 21 - 23	Savannah - Marriott	20 (50, Chf Mags Spec)

<i>Judicial Admin (2 wks)</i>	<i>Mar 26 - Apr 6</i>	<i>Athens, etc. - Rusk Hall</i>	<i>Int'l Visitor Judges</i>
When Bias Compounds	March	Athens - GA Center	9+ (24, Judges & Staff)
Juvenile Crt POs	March 28 - 30	Jekyll – Beachview	
Workers Comp Judges	April 2 - 4	Jekyll – Beachview	12+
Superior Crt Clerks	April 16 - 18	St Simons - Sea Palms	15
Probate Crt Judges	April 18 - 20	Athens - GA Center	12+
Court Administrators	April		15+
Juvenile Crt Judges	April 30 - May 2	St Simons - Sea Palms	12+
Municipal Crt Judges	May		12+ (Traff Safety Spec)
State Crt Judges	May 9 - 11	Jekyll – Radisson	12+
Municipal Crt Judges	May		12+ (Traff Safety Spec)
Juvenile Crt Clks	May 16 - 18	Jekyll – Beachview	
Faculty Trng & Crs Dev	May	Athens - GA Center	
Magistrate Crt Judges	June 13 - 15	Athens - GA Center	20 (15, Computer Spec)
Probate Crt Clerks	June 13 - 15	Jekyll Island - Clarion	
Magistrate Crt Judges	June	Mableton – Tmber Rdge	20 (50, LL&T Spec)
(Policy Board Meetings)			
Municipal Crts TC	July 11 (tent)	Savannah - Hyatt	
Superior Crt Jud's EPC	July 23	St. Simons - K&P	
Superior Crt Clks TC	August 3	Hiawassee - Brsstwn V	
Juvenile Crt Jud's EPC	September 23	Hiawassee - Brsstwn V	
State Crt Jud's EPC	October 17	Hiawassee - Brsstwn V	
Magistrate Crts TC	October 20	Dalton – HI	
ICJE Trustees	October 27	St. Simons - K&P	
Probate Crts TC	November 14	Savannah - Marriott	
Magistrate Crts TC	January 10	Atlanta - Radisson	
Superior Crt Jud's EPC	January 16	Athens - GA Center	
ICJE Trustees	January 19	Athens - GA Center	
ICJE Trustees	March		
Magistrate Crts TC	April		
Juvenile Crt Jud's EPC	April 29	St. Simons - K&P	
ICJE Trustees	June 14	Savannah -	
(International Visitors)			
Judicial Admin (2 wks)	Nov' 27 - Dec' 8	Athens, etc. - Rusk Hall	Brazil, Pernambuco
Judicial Admin (2 wks)	Mar 26 - Apr 6	Athens, etc. - Rusk Hall	Int'l Visitor Judges

BUDGET SUMMARY
(Comapirson Between FY 2000 Adopted and FY 2001 Proposed)

{Fund Source: @ = legislative appropriations; ^ = fees collected for tuition or MCLE

PROGRAM CATEGORY	FY 2001		FY 2000	
1. Administrative Services	475,349		434,727	
<i>Court Reporters Training Council</i>	10,076	^	9,506	^
<i>Municipal Courts Training Council</i>	22,445	@	18,779	@
<i>Magistrate Courts Training Council</i>	75,427	@	71,158	@
<i>ICJE</i>	367,401	@	335,284	@
			-	
II. ICJE Programs	496,999	@	383,908	@
III. Mag CTC Programs	311,370		295,683	
	103,870	@	88,183	@
	207,500	^	207,500	^
IV. MunCTC Programs	86,250	^	86,250	^
V. CSCJ(DOAS)	60,000	@	60,000	@
VI. Agency Fees	50,000	^	94,000	^
TOTAL	1,479,968		1,354,568	

{Fund Source: @ = legislative appropriations; ^ = fees collected for tuition or MCLE

	FY 2001	FY 2000
1. ADMINISTRATIVE SERVICES	475,349	434,727
Salaried Employees (6)	306,951	290,576
Hourly Employees (1)	7,682	7,247
Student Workers (2)	15,600	13,600
UGA Staff Benefits	90,555	80,596
Sub-total	420,788	392,019
Staff Travel	17,720	13,720
Honoraria (Board Travel)	8,780	5,380
Registrations & Subscriptions	3,800	1,530
Telephone & FAX	6,500	4,170
Office Supplies	4,000	8,650
Postage	6,500	5,550
Printing	3,000	1,116
Equipment Maintenance	4,261	2,592
Sub-total	54,561	42,708
TOTAL	475,349	434,727

Fund Sources For Administrative Services

CRTC	10,076	^	9,506	^
MunCTC	22,445	@	18,779	@
MagCTC	75,427	@	71,158	@
ICJE	367,401	@	335,284	@
TOTAL	475,349		434,727	

{Fund Source: @ = legislative appropriations; ^ = fees collected for tuition or MCLE

	FY 2001		FY 2000	
II. ICJE PROGRAMS	496,999		383,908	
Advanced Computers	10,000	@	4,641	@
ALJ's/OSAH	8,721	@	7,721	@
ALJ's/ Workers Comp Board	8,068	@	7,068	@
Court Administrators	13,054	@	12,064	@
Juvenile Ct. Clerks	10,190	@	6,690	@
Juvenile Ct. Judges - Fall	28,835	@	14,835	@
Juvenile Ct. Judges - Spring	46,293	@	55,202	@
Juvenile Ct. P. O. - Fall	23,843	@	16,343	@
Juvenile Ct. P.O. - Spring	26,138	@	18,638	@
Law Clerks to Trial Judges	4,641	@	-	@
Nationally Based	30,000	@	25,000	@
New Judge Orientation	11,428	@	7,928	@
Probate Judges - Fall	16,856	@	16,856	@
Probate Judges - Spring	35,026	@	20,026	@
Secretaries to Trial Judges	24,002	@	19,502	@
Specialty Course /Sentencing	4,800	@	4,800	@
State Ct. Judges - Fall	23,997	@	16,497	@
State Ct. Judges - Spring	28,030	@	20,530	@
Superior Ct. Clerks - Fall	4,857	@	4,857	@
Superior Ct. Clerks - Spring	8,400	@	4,900	@
Superior Ct. Judges Summer	72,268	@	57,268	@
Superior Ct. Judges Winter	54,552	@	39,542	@
Via AOC Purchases	3,000	@	3,000	@
TOTAL	496,999		383,908	

{Fund Source: @ = legislative appropriations; ^ = fees collected for tuition or MCLE

	FY 2001		FY 2000	
III. MagCTC PROGRAMS	311,370		295,683	
	103,870	@	88,183	@
40 Hr Basic Course (civil-fall)	19,020	@	17,020	@
40 Hr Basic Course (criminal-winter)	21,200	@	18,200	@
20 Hr Recertification Courses	63,650	@	52,963	@
Chief Magistrates Specialty Course				
Judging & Humanities Immersion				
Magistrates Use of Computers				
Landlord-Tenant Specialty Course				
Domestic Violence Specialty Course				
Survey Recertification Course				
Local Ordinance Specialty Course				
	207,500	^	207,500	^
Nationally- Based Financial Aid	20,000	^	20,000	^
Secretaries & Clerks Specialty Course	22,000	^	22,000	^
Faculty Trng. & Course Development	10,000	^	10,000	^
Magistrates Benchbook	20,000	^	20,000	^
Magistrates Newsletter	10,000	^	10,000	^
Mentor / Coaching Orientation	26,000	^	26,000	^
Computer Training / E-Filing	12,000	^	12,000	^
Criminal Procedure A-V-C Products	18,500	^	18,500	^
Evidence A-V-C Products	18,500	^	18,500	^
K w/NJC, ABA, AAJE, etc.	20,000	^	20,000	^
K w/ICM, JMI, AJS, etc.	20,000	^	20,000	^
Other Programs	7,500	^	7,500	^
Routine MagCTC Meeting Expenses	3,000	^	3,000	^
	311,370		295,683	

{Fund Source: @ = legislative appropriations; ^ = fees collected for tuition or MCLE}

	FY 2001		FY 2000	
IV. MunCTC PROGRAMS	86,250		86,250	
20 Hr Basic Course (fall)	19,670	^	19,670	^
20 Hr Basic Course (winter)	19,670	^	19,670	^
12 Hr Recertification Courses	24,910	^	24,910	^
Judging & Humanities Immersion				
GOHS - Traffic Safety Specialty Courses				
Domestic Violence Specialty Course				
Traffic Survey Update Recertification Course				
Local Ordinance Specialty Course				
Faculty Training & Course Development	10,000	^	10,000	^
Municipal Judges Benchbook	10,000	^	10,000	^
Other Programs	1,000	^	1,000	^
Routine MunCTC Meeting Expenses	1,000	^	1,000	^
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TOTAL	86,250	^	86,250	^
V. CSCJ(DOAS)	60,000		60,000	
Financial Aid for Superior Court				
Judges Nationally-Based & CLE				
Educational Travel	60,000	@	60,000	@
TOTAL	60,000		60,000	
VI. AGENCY FEES	50,000		94,000	
MCLE & Registration Fees	50,000	^	94,000	^
TOTAL	50,000	^	94,000	^
TOTAL OF ALL CATEGORIES	1,479,968		1,354,568	

